

RLI25-054 | COMPREHENSIVE DEPARTMENT DEVELOPMENT AND STRATEGIC IMPLEMENTATION PLAN TO ESTABLISH A STANDALONE POLICE DEPARTMENT FOR THE CITY OF POMPANO BEACH



SUBMITTED BY: THE CENTER FOR PUBLIC SAFETY, WINTER PARK, FL

May 22, 2025

**RLI25-054 - COMPREHENSIVE DEPARTMENT
DEVELOPMENT AND STRATEGIC
IMPLEMENTATION PLAN TO ESTABLISH A
STANDALONE POLICE DEPARTMENT FOR THE
CITY OF POMPANO BEACH**

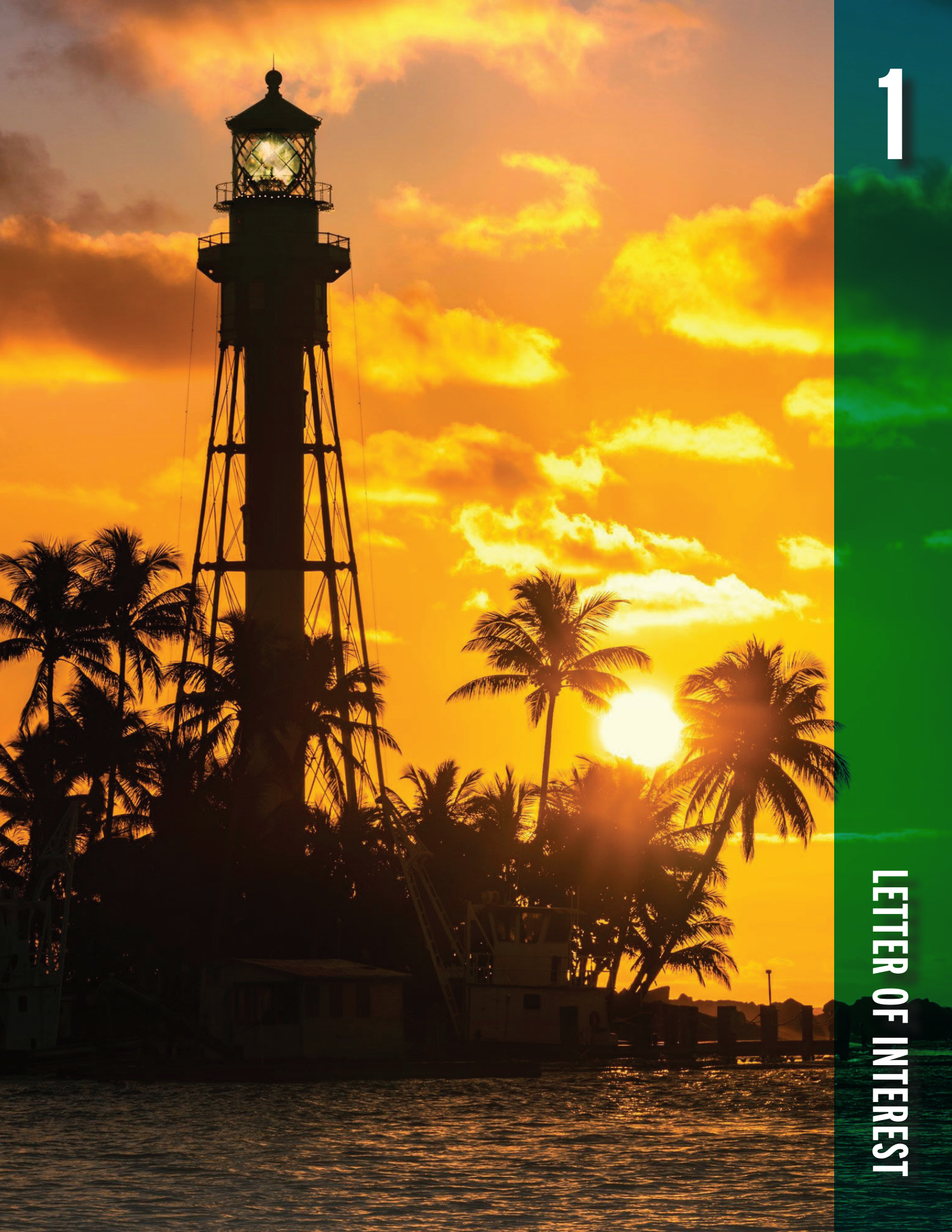
The Center For Public Safety, Inc.
P. O. Box 598
Winter Park, FL 32790

Stockton Reeves
(407) 951-2117



TABLE OF CONTENTS | SECTION 5.1.2

TAB 1 LETTER OF INTEREST.....	1
TAB 2 ORGANIZATIONAL CHART & PRINCIPAL/KEY MEMBERS.....	6
TAB 3 CONFLICTS OF INTEREST.....	15
TAB 4 LITIGATION.....	16
TAB 5 OFFICE LOCATIONS.....	17
TAB 6 APPROACH & METHODOLOGY.....	18
TAB 7 REFERENCES.....	26
TAB 8 COST.....	33
TAB 9 OTHER REQUIRED DOCUMENTS.....	35



LETTER OF INTEREST | SECTION 5.1.3

Thursday, May 22, 2025

Mr. Eric Seifer
Procurement and Contracts
Pompano Beach, FL
1190 NE 3 Avenue
Building C
Pompano Beach, FL 33060
(954) 786-4166
eric.seifer@copbfl.com

RE: RLI25-054 - COMPREHENSIVE DEPARTMENT DEVELOPMENT AND STRATEGIC IMPLEMENTATION PLAN TO ESTABLISH A STANDALONE POLICE DEPARTMENT FOR THE CITY OF POMPANO BEACH

Dear Mr. Seifer:

The Center for Public Safety, Inc. (CPS) is pleased to submit our qualifications in response to the City of Pompano Beach's Request for Letters of Interest for developing a comprehensive department development and strategic implementation plan to establish a standalone municipal police department. Our team brings an exceptional combination of specialized expertise, institutional knowledge, and proven results that positions us uniquely to guide Pompano Beach through this transformative initiative.

FIRM INFORMATION:

The Center for Public Safety, Inc.
Federal Tax ID: 59-3746521
P.O. Box 598
Winter Park, Florida 32790
Phone: 407-756-1237

PRIMARY CONTACT:

Stockton Reeves
Executive Director
407-756-1237 (direct)
407-951-2117 (cell)
stocktonr@centerforpublicsafety.org

Since our founding in 2007, The Center for Public Safety has focused exclusively on serving the public safety sector. With more than 350 local government projects completed nationwide over the past 18 years, we have established ourselves as the nation's leading authority in police department transitions and municipal law enforcement research and planning. Our specialized focus has enabled us to develop proprietary methodologies and deep expertise that other firms cannot match.

UNPARALLELED TEAM COMPOSITION FOR POMPANO BEACH

Our project team represents a convergence of capabilities specifically aligned with Pompano Beach's unique circumstances. Leading our effort is Stockton Reeves, who brings over 36 years of specialized experience in public safety consulting, organizational analysis, and strategic planning. Mr. Reeves has conducted comprehensive police department evaluations throughout the United States, with recent projects including Charleston, South Carolina; Plano, Texas; Deerfield Beach, Florida; Green Bay, Wisconsin; and St. Cloud, Florida. His methodology transcends traditional per-capita staffing ratios, incorporating sophisticated workload analysis, community expectations assessment, and long-term sustainability planning to develop comprehensive organizational models.

What distinguishes our team for this specific engagement is the inclusion of Paul D. O'Connell, J.D., whose relationship with Pompano Beach provides invaluable institutional knowledge that cannot be replicated by other consulting teams. Mr. O'Connell served with distinction in the original Pompano Beach Police Department for 21 years (1978-1999), progressing through patrol officer, detective, and supervisory roles before the department's transition to the BSO. His intimate understanding of Pompano Beach's community dynamics, historical law enforcement challenges, and operational culture provides our team with irreplaceable perspective on what made the original department effective and how those strengths can be preserved and enhanced in a new organizational structure.

Following his Pompano Beach service, Mr. O'Connell's career provides him with unique insight into both sides of the contracted services equation. His subsequent role as District Chief of Police for Parkland under the BSO contract (2007-2011) gave him comprehensive understanding of BSO's operational model, service delivery standards, and contract management practices. This dual perspective enables our team to evaluate the current BSO services while designing transition strategies that preserve successful elements while addressing any service gaps or community concerns.

Mr. O'Connell's experience extends beyond his BSO contract work to include ten years as Chief of Police for Wilton Manors (2011-2021), where he successfully led a comprehensive department reorganization, implemented community-focused policing initiatives, and received recognition including the State of Florida Anti-Defamation League Excellence in Law Enforcement Award. His current role as Public Safety Advisor for the City of Parkland involves direct oversight of BSO contract performance, giving him contemporary knowledge of BSO operations and contract management that will impact our analysis of Pompano Beach's current service levels.

The combination of Mr. O'Connell's historical knowledge of Pompano Beach policing, operational understanding of BSO contract services, and proven leadership in municipal police administration creates an unmatched resource for this transition project. While other consulting teams may provide theoretical frameworks, our team offers practical insights rooted in actual experience with your community's law enforcement evolution and the specific service model you desire.

STRATEGIC FUNDING INTEGRATION

Our team's value extends beyond planning and organizational development through the inclusion of Bill Barrett, whose 25-year career in government relations and grant acquisition provides crucial financial strategy capabilities. Mr. Barrett's proven track record includes securing over \$1.5 million in COPS grants, \$1 million in SAFER grants, and millions in additional public safety funding for municipal clients. Rather than treating grant funding as an afterthought, our approach integrates funding strategy throughout the transition planning process.

During the initial needs assessment phase, Mr. Barrett will identify federal and state funding opportunities that could help offset startup costs for equipment, training, and facility modifications. His understanding of grant application cycles enables us to structure the implementation timeline to maximize funding capture, potentially reducing the local tax burden significantly. For example, COPS hiring grants could offset personnel costs during the critical startup phase, while technology grants could fund communications systems and records management infrastructure. His expertise in Homeland Security funding streams could support specialized equipment needs, while state and local grant opportunities could address training and facility requirements.

This integrated approach to funding strategy transforms the financial planning from a cost-burden analysis to an opportunity assessment, identifying ways to leverage federal and state resources to make the transition more fiscally attractive for Pompano Beach taxpayers.

PROVEN EXPERIENCE WITH COMPARABLE TRANSITIONS

Our relevant experience includes similar projects for municipalities considering or implementing transitions from contracted law enforcement services to independent police departments, providing us with deep understanding of the challenges and opportunities inherent in these complex organizational changes. Some of our most relevant clients include Charleston, South Carolina Police Department Staffing Study and Organizational Analysis, where we provided strategic guidance for expanding operations from 211 to 344 patrol officers by 2050 through sophisticated population modeling and service demand forecasting. Our Plano, Texas Police Department Comprehensive Staffing and Implementation Strategy addressed evolving community needs while incorporating advanced technology integration and contemporary policing methodologies.

The Apopka, Florida Police Department Staffing Study presented unique challenges as we addressed a municipality where the population doubles every four years due to aggressive annexation, requiring adaptive deployment strategies that maintain service quality during extraordinary growth. Our collaboration with Paul O'Connell on the Sunny Isles Beach, Florida Police Staffing and Departmental Development project exemplifies our team's integrated approach by combining data-driven analysis with operational expertise to address leadership transitions and organizational restructuring in a geographically constrained coastal community.

Particularly relevant to Pompano Beach's current situation is our Deerfield Beach, Florida comprehensive analysis covering Police, Fire, Ocean Rescue, Park Ranger, and Code Compliance functions, where we specifically explored the creation of a new police department structure and evaluated the potential for breaking away from their current BSO contract. This project demonstrates our direct experience with the exact transition scenario Pompano Beach is considering, having analyzed the operational, financial, and community impact factors involved in moving from BSO contracted services to independent municipal policing.

Our St. Cloud, Florida Police Department Comprehensive Staffing Analysis and Green Bay, Wisconsin Police Department Comparison Analysis and Organizational Study showcase our ability to conduct thorough evaluations that inform strategic decision-making about service delivery models. The Charleston, West Virginia Police Staffing Study further demonstrates our capability to address unique community challenges through tailored analytical approaches. Our work with Sandy Springs, Georgia represents particularly relevant experience, as we supported this recently incorporated city in developing their police department infrastructure and space needs documentation for establishing both a new facility for police and their municipal court system.

This extensive portfolio of comparable projects provides our team with proven methodologies, lessons learned from diverse implementation scenarios, and a deep understanding of the critical success factors required for successful transitions from contracted services to independent police operations. Each project has contributed to our refined approach for evaluating service delivery options and developing comprehensive implementation strategies that address the unique circumstances facing each community.

COMPREHENSIVE SERVICE INTEGRATION

Our approach to the Pompano Beach project integrates all required scope elements into a cohesive strategy that addresses immediate transition needs while establishing long-term sustainability. The community needs assessment will leverage both Mr. Reeves' proven methodologies and Mr. O'Connell's community knowledge to evaluate current BSO services against historical service levels and community expectations. This dual perspective enables us to identify service elements that should be preserved, enhanced, or modified in the new department structure.

Our organizational and operational planning draws on Mr. O'Connell's successful experience restructuring the Wilton Manors Police Department and his understanding of contemporary law enforcement best practices. His legal background as a Juris Doctorate ensures that all recommended policies and procedures meet current legal standards while his operational experience guarantees practical feasibility. The staffing and recruitment strategies will incorporate Mr. Reeves' proprietary algorithms with Mr. O'Connell's insights into effective hiring practices and officer retention strategies developed through his various leadership roles.

Budget and financial planning represents a particular strength of our team approach. Mr. Reeves' MBA background and extensive municipal finance experience combines with Mr. Barrett's grant expertise to provide comprehensive financial modeling that includes both traditional cost projections and alternative funding strategies. Rather than simply presenting costs, we will identify opportunities to offset expenses through strategic grant capture and innovative financing approaches.

Our facilities and technology planning leverages Mr. Reeves' extensive space planning experience with Mr. O'Connell's operational requirements knowledge and contemporary technology implementation experience. The transition and risk management planning draws on Mr. O'Connell's firsthand experience managing the Parkland transition to BSO services, providing insight into potential challenges and proven mitigation strategies from the opposite perspective of what Pompano Beach is considering.

COMMITMENT TO EXCELLENCE AND TIMELINE COMPLIANCE

We are fully prepared to complete this comprehensive project within the required 120-day timeframe while delivering exceptional quality across all deliverables. Our project management approach emphasizes regular communication, milestone-based progress reporting, and collaborative engagement with city leadership throughout the process. The combination of our team's specialized expertise, institutional knowledge, and proven methodologies ensures that Pompano Beach will receive actionable recommendations grounded in both analytical rigor and practical experience.

Our commitment extends beyond project completion to include ongoing support during implementation phases, leveraging our team's relationships and expertise to facilitate smooth transition execution. Mr. O'Connell's professional networks within South Florida law enforcement and Mr. Barrett's connections with funding agencies provide additional resources that benefit the city throughout the transition process.

We appreciate the opportunity to present our qualifications for this transformative initiative and look forward to partnering with Pompano Beach to establish a police department that honors the community's law enforcement heritage while meeting contemporary public safety challenges with innovation and excellence.

Sincerely yours,

A handwritten signature in black ink, appearing to read 'Stockton Reeves', followed by a large, stylized 'R'.

Stockton Reeves, Executive Director
The Center for Public Safety, Inc.
407-756-1237 direct
407-951-2117 cell
www.thecenterforpublicsafety.org



ORGANIZATIONAL CHART & **PRINCIPAL** KEY MEMBERS

SECTION 5.1.4





STOCKTON REEVES

PRINCIPAL IN CHARGE

FIRM

Center for Public Safety

EDUCATION

Masters of Business Administration, Rollins College, 1996

Bachelor of Political Science, University of Florida, 1989

POSITION IN FIRM

Executive Director

YEARS WITH FIRM

36

TOTAL YEARS OF EXPERIENCE

36

NUMBER OF LOCAL GOVERNMENT PROJECTS

350+

International Association of Law Enforcement Planners (IALEP)

Florida Emergency Preparedness Association (FEPA)

International Association of Emergency Managers (IAEM)

Florida Police Chiefs Association (FPCA)

Association of Public-Safety Communications Officials (APCO)

Orange County, FL Mitigation Strategy Working Group

Vice Chair, Winter Park Civil Service Board

EXPERIENCE

Mr. Reeves is the Executive Director for the Center for Public Safety and has been involved in space planning, staffing and salary range studies, as well as public awareness efforts for bond, tax, and voter referendums for public safety projects across the nation. Mr. Reeves earned his Bachelor of Arts in Political Science at the University of Florida and his Masters of Business Administration from the Crummer Graduate School at Rollins College. Mr. Reeves has worked with clients to assist them in identifying funding opportunities through local, state and federal grant programs as well as public awareness projects.

Mr. Reeves has been integral in assisting his clients with the initial stages of realizing a project to address their facility or physical needs. He has worked with clients in all regions of the United States conducting space needs and staffing studies, site selection studies, and estimates of probable costs for public safety facilities. Mr. Reeves is skilled in working with clients to determine what their specific needs will be a new facility and is able to bring this knowledge to this project.

PROJECT LIST

- Charleston, SC Police Staffing Study
- Plano Police Staffing Study
- Deerfield Beach Police, Fire, Ocean Rescue Staffing Study
- St. Cloud Police Staffing Study
- Woonsocket Police and Fire Space Needs Studies
- Woonsocket Owners Representative
- Apopka Police Staffing Study
- Sunny Isles Beach Staffing Study
- Charleston, WV Police Staffing Study
- Quincy Fire Space Needs Study
- Santa Rosa County EOC Space Needs Study
- Broadview Heights Fire Space Needs Study
- Columbia County Law & Justice Center Space Needs Study
- Sandy Springs Police & Municipal Court Space Needs Study
- Swatara Township Police, Fire Administration, EOC and Public Works Space Needs Study
- Flagler County Sheriff's Office Space Needs Study
- Cape Coral Police Department Bond Referendum
- Cape Coral Public Safety Training Facility Needs Assessment
- Osceola County Roadway Bond Referendum
- Kissimmee Ordinance Referendums
- Lake County (MT) EOC Space Needs Study
- Billings EOC Space Needs Study
- Nacogdoches Space Needs Study
- Evangeline Parish Space Needs Study
- Polson Police, Fire, and Municipal Court Space Needs Study



STOCKTON REEVES

PRINCIPAL IN CHARGE

FIRM

Center for Public Safety

EDUCATION

Masters of Business
Administration, Rollins
College, 1996

Bachelor of Political
Science, University of
Florida, 1989

POSITION IN FIRM

Executive Director

YEARS WITH FIRM

36

TOTAL YEARS OF EXPERIENCE

36

NUMBER OF LOCAL GOVERNMENT PROJECTS

350+

International Association of Law
Enforcement Planners (IALEP)

Florida Emergency Preparedness
Association (FEPA)

International Association of
Emergency Managers (IAEM)

Florida Police Chiefs Association
(FPCA)

Association of Public-Safety
Communications Officials (APCO)

Orange County, FL Mitigation
Strategy Working Group

Vice Chair, Winter Park Civil Service
Board

PROJECT LIST CONTINUED

- Covington Police and Communications Space Needs Study
- Byram Police, Communications, and Municipal Court Space Needs Study
- Gloucester Township Police, Communications, and Municipal Court Space Needs Study
- University at Buffalo Police Space Needs Study
- Florida Polytechnic University Space Needs Study
- West Melbourne Police and Communications Space Needs Study
- Miami Shores Police Space Needs Study
- Pelham Batesville Fire Space Needs Study
- River Vale Police, Municipal Court and Communications Space Needs Study
- Palmyra Police Space Needs Study
- Boone County EOC Space Needs Study
- Columbia, MO Police Space Needs Study
- Terre Haute Police and Municipal Court Space Needs Study
- Columbia, SC Police Space Needs Study
- Richland County EOC and EMS Space Needs Study
- Cape Coral Public Safety Training Complex Space Needs Study
- St. Johns County Sheriff's Office Space Needs Study and Master Plan
- Provincetown Police and Communications Space Needs Study
- Brunswick Police Space Needs Study
- Sheridan County E911
- Hopkins County Sheriff's Office Space Needs Study
- Lincoln County 911 & EOC Space Needs Study
- Lee County EOC Space Needs Study
- Columbus County Sheriff's Office Staffing and Space Needs Study



PAUL O'CONNELL

POLICE DEPARTMENT CONSULTANT

EDUCATION

J.D. Juris Doctorate, Nova Southeastern University, Davie, FL

M.S. Master of Science in Public Administration, St. Thomas University, Miami, FL

B.S. Bachelor of Science, Northeastern University, Boston, MA (Magna Cum Laude)

FBI National Academy, 251st Session, 2012

Harvard University - Kennedy School: Senior Executive in State & Local Government, 2015

TOTAL YEARS OF EXPERIENCE

43

EXPERIENCE

Paul O'Connell brings over four decades of distinguished law enforcement leadership to the table. His career began with the Pompano Beach Police Department where he spent 21 years serving in various capacities from patrol officer to detective sergeant. He then joined the Broward Sheriff's Office for 12 years, where he commanded the Organized Criminal Activities Section and eventually served as District Chief of Police for Parkland, a contract city with BSO.

O'Connell later became Chief of Police for the City of Wilton Manors, where he led a comprehensive department reorganization and established a new mission of "Policing with a Passion for Our Profession." His tenure there showcased his commitment to community trust, as evidenced by his receipt of the State of Florida Anti-Defamation League Excellence in Law Enforcement Award. Most recently, he has served as Public Safety Advisor for the City of Parkland and operates his own consulting firm, Policing with Passion, LLC.

His educational credentials are equally impressive, with a Juris Doctorate from Nova Southeastern University, a Master's in Public Administration from St. Thomas University, and a Bachelor of Science from Northeastern University. He also graduated from the FBI National Academy and completed the Senior Executive in State & Local Government program at Harvard University's Kennedy School.

Throughout his career, O'Connell has demonstrated particular expertise in strategic planning, leadership development, labor relations, and performance-based management. His innovative work includes developing the Internet Crimes Against Children Task Force for Florida and creating training programs now used throughout the state. He has maintained strong connections to the law enforcement community through various leadership roles, including serving as Past President of the Broward County Chiefs of Police Association.

PROFESSIONAL EXPERIENCE

Policing with Passion, LLC

2021 - Present

Founder providing consulting services and leadership trainings to law enforcement organizations.

City of Parkland

2021 - Present

Public Safety Advisor serving as direct report to the City Manager, providing oversight of two largest service contracts (Coral Springs Fire and Broward Sheriff's Office), conducting performance evaluations, and ensuring delivery of promised services.



PAUL O'CONNELL

POLICE DEPARTMENT CONSULTANT

EDUCATION

J.D. Juris Doctorate, Nova Southeastern University, Davie, FL

M.S. Master of Science in Public Administration, St. Thomas University, Miami, FL

B.S. Bachelor of Science, Northeastern University, Boston, MA (Magna Cum Laude)

FBI National Academy, 251st Session, 2012

Harvard University - Kennedy School: Senior Executive in State & Local Government, 2015

TOTAL YEARS OF EXPERIENCE

43

City of Wilton Manors Police Department

2011 - 2021

Chief of Police who completed comprehensive reorganization of the department within six months, introduced a new mission statement emphasizing passion for the profession, and received the 2013 State of Florida Anti-Defamation League Excellence in Law Enforcement Award. Oversaw police and code compliance functions for a city of 13,000 residents with a \$7 million department budget, implemented successful CFA re-accreditations, established an annual Citizens Police Academy, created an exchange program with the German Police Academy, and led the department's transition to hybrid vehicles.

Broward Sheriff's Office (City of Parkland - BSO contract city)

2004 - 2011

District Chief of Police (2007-2011) and District Executive Officer (2004-2007) serving as primary liaison between City Manager and BSO, establishing the district motto "Policing with a Personal Touch," managing police operations for a city of 25,000 residents with a \$5 million budget, creating a new Code Enforcement Unit, and facilitating the successful transition from Parkland Public Safety to BSO.

Broward Sheriff's Office (City of Oakland Park - BSO contract city)

2002 - 2004

Patrol Shift Commander responsible for afternoon and midnight road patrol supervision in a large urban area of 60,000+ residents, implementing regional crime suppression strategies, developing quality of life neighborhood improvements, creating operational plans for special events, and managing CALEA oversight for a 100+ person workforce.

Broward Sheriff's Office (Strategic Investigations)

1999 - 2002

Commander for Organized Criminal Activities Section serving as State Director of the ICAC Task Force for Florida and representing Florida on the National ICAC Executive Board. Created instructional lesson plans for covert internet investigations now used throughout Florida, coordinated with the National Center for Missing & Exploited Children, participated in post-9/11 investigations, supervised undercover operations, and coordinated organized cargo and auto theft investigations.

Pompano Beach Police Department

1978 - 1999

Detective Sergeant, Detective and Patrol Officer with varied responsibilities including road patrol supervision (1988-1994, 1996-1999), conducting Internal Affairs investigations and publishing Legal Bulletins (1994-1996), serving as Police Academy Class Supervisor and instructor (1985-1988), and performing various patrol and detective duties (1978-1985).



BILL BARRETT

GRANTS CONSULTANT

FIRM

SPG

EDUCATION

Bachelor's Degree in
Political Science, Western
Carolina University
1996

HIGHLIGHTS OF STRENGTHS

Mr. Barrett is an experienced lobbyist, outside funding specialist and grant writer. Mr. Barrett has a superior understanding of appropriations and grant processes.

PROFESSIONAL EXPERIENCE

SPG

November 2006- Present

Founder and president of state wide government relations firm representing local government entities, private corporations and not-for-profit corporations.

Brobar Group

2001 - 2006

CEO of statewide government relations firm representing local government entities, private corporations and not-for-profit corporations.

RHPA

1999 - 2001

Vice President of Government Relations for a mid-size engineering firm in central Florida representing the firm in addition to local government entities, private corporations and not-for-profit corporations.

CAS

1998 - 1999

Government Relations Specialist with a firm based in Broward County. Represented local government entities.

State Representative Irlo "Bud" Bronson

1996 - 1998

Legislative Assistant to State Representative Irlo "Bud" Bronson.

COMMUNITY INVOLVEMENT

- USF Area Community Civic Association Board of Directors, 2018-present
- Hillsborough County Parks and Rec Board, 2015-2019; 2023-present
- Tampa Bay Youth Football Board of Directors, 2016-2020
- Hillsborough County Nuisance Abatement Board, 2013-2015
- Palm Bay Chamber of Commerce Board of Directors, 1999-2006

Our team brings together experts with extensive experience in public safety planning, organizational development, and strategic implementation. We have carefully structured our project team to ensure clear lines of authority, seamless communication, and efficient execution of all project components. At the helm of our project is Stockton Reeves, who will serve as the Principal-in-Charge and Project Executive. With over 36 years of experience in public safety planning and having completed more than 350 local government projects nationwide, Mr. Reeves brings unparalleled expertise to this initiative. He will maintain direct oversight of the project, ensuring quality control throughout all phases while serving as the primary point of contact for city officials.

Reporting directly to Mr. Reeves will be our core team of specialized consultants, each responsible for specific components of the scope of services. This structure allows for clear accountability while ensuring comprehensive coverage of all project elements.

Paul O'Connell brings extensive experience in police department operations and organizational development, including invaluable firsthand knowledge of Pompano Beach Police Department where he served with distinction for many years before its transition to the BSO. His intimate understanding of Pompano Beach's unique community dynamics, law enforcement challenges, and institutional history provides our team with an unmatched perspective. This local expertise, combined with his subsequent experience as a law enforcement consultant and former police chief, positions him perfectly to guide the organizational structure and operational planning components of this project.

Bill Barrett will oversee all grant acquisition and funding strategy components. His extensive experience in government relations and grant writing, particularly in securing public safety funding, will be invaluable in identifying potential federal, state, and local funding sources that can supplement the city's resources for department development.

These core team members will be supported by additional specialists who will be engaged as needed for specific aspects of the project, including financial modeling, organizational development, recruitment planning, intergovernmental coordination, and public engagement.

PROJECT APPROACH

Our approach to the Comprehensive Department Development and Strategic Implementation Plan is methodical, collaborative, and results-oriented. We will organize our work into four distinct but interconnected phases:

Phase 1: Assessment and Discovery (Weeks 1-4) This initial phase will involve comprehensive data gathering and analysis of current services provided by BSO, stakeholder engagement, and benchmark research. We will conduct in-depth interviews with city leadership, department personnel, and community stakeholders to fully understand the current state of services and expectations for the future department. Concurrently, we will analyze crime patterns, response times, staffing levels, and other operational metrics to establish a baseline understanding.

Phase 2: Department Design and Financial Modeling (Weeks 5-8) Based on the findings from Phase 1, we will develop detailed organizational structures, staffing models, space needs assessment, operational protocols, and budget projections for the standalone department. This will include comprehensive financial modeling that accounts for startup costs, ongoing operational expenses, and long-term financial sustainability. We will work closely with city staff to ensure that our models align with both fiscal realities and service expectations.

Phase 3: Transition and Implementation Planning (Weeks 9-12) This phase will focus on developing detailed transition strategies, risk management protocols, and implementation timelines. We will create comprehensive roadmaps for all aspects of the transition, including personnel recruitment and onboarding, equipment procurement, technology implementation, and intergovernmental coordination. Special attention will be given to ensuring service continuity during the transition period.

Phase 4: Documentation and Delivery (Weeks 13-16) In the final phase, we will compile all findings, designs, models, and plans into comprehensive deliverables that provide clear guidance for implementation. This will include detailed documentation of all components outlined in the scope of services, from organizational charts and staffing plans to financial models and facilities requirements. We will also prepare presentation materials for city officials and the public.

Throughout all phases, we will maintain regular communication with city staff, providing weekly progress updates, conducting bi-weekly coordination meetings, and delivering formal presentations at key milestones. This collaborative approach ensures that the city remains fully informed and engaged throughout the process.

QUALIFICATIONS OF KEY PERSONNEL

Stockton Reeves - Principal-in-Charge and Project Executive

Mr. Reeves brings 36 years of experience in public safety planning, having led more than 350 projects for local governments nationwide. His expertise in staffing analyses, space planning, and public safety operations makes him uniquely qualified to lead this project. Notable relevant experience includes police department staffing studies for Plano, TX; Charleston, SC; Deerfield Beach, FL; Green Bay, WI; St. Cloud, FL; and Apopka, FL. Mr. Reeves holds a Master of Business Administration from Rollins College and a Bachelor's in Political Science from the University of Florida.

Paul O'Connell - Police Operations and Organizational Development Specialist

Mr. O'Connell brings an exceptional combination of local knowledge and professional expertise to this project. His career includes distinguished service with the Pompano Beach Police Department before its transition to BSO, giving him firsthand insight into the department's history, culture, and operational needs. This experience is particularly valuable as the City considers reestablishing its standalone department. Following his service in Pompano Beach, Mr. O'Connell has worked as a law enforcement consultant for numerous agencies, including a successful collaboration with Mr. Reeves on the Sunny Isles Beach Police Department staffing study.

His comprehensive understanding of both Pompano Beach's specific needs and broader law enforcement best practices makes him uniquely qualified to guide the development of an effective standalone police department. Mr. O'Connell's dual perspective as both a former Pompano Beach officer and an experienced consultant will ensure the new department honors the city's law enforcement traditions while implementing modern, progressive policing strategies.

Bill Barrett - Grants and Funding Specialist

Mr. Barrett has specialized in government relations and grant acquisition for over 25 years. He has secured millions in funding for public safety initiatives, including \$1.5 million in COPS grants, \$1 million in SAFER grants, and numerous facility improvement grants. His understanding of federal and state funding mechanisms will be invaluable in identifying potential funding sources for Pompano Beach's

new police department. Mr. Barrett holds a Bachelor's Degree in Political Science from Western Carolina University.

COMMITMENT TO PERSONNEL CONTINUITY

We firmly commit that the principals and personnel named in this response will perform the services throughout the Agreement term unless otherwise provided for by way of a negotiated Agreement or written amendment executed by both parties. We understand the importance of personnel continuity in a project of this significance and complexity.

In the unlikely event that personnel substitution becomes necessary, we will submit a written request that comprehensively outlines the qualifications and experience of the proposed replacement(s) for the City's review and approval. Any proposed replacement would meet or exceed the qualifications of the original team member to ensure no diminishment in the quality of services provided.



CONFLICTS OF INTEREST | SECTION 5.1.5

After conducting a thorough review of our organization's personnel, ownership structure, and affiliations, I can confirm that The Center for Public Safety does not have any officers, directors, agents, or immediate family members who are currently employed by or serving as elected or appointed officials of the City of Pompano Beach.

Additionally, to the best of our knowledge, no employees, elected officials, or appointed officials of the City of Pompano Beach own any interest, either directly or indirectly, of ten percent (10%) or more in our firm or any of its affiliates.

Our organization maintains strict policies regarding potential conflicts of interest, and we regularly conduct internal reviews to ensure compliance with ethical standards and transparency requirements in all municipalities where we provide services. Should any potential conflicts arise during our engagement with the City of Pompano Beach, we would promptly disclose such information in accordance with applicable regulations and professional standards.



LITIGATION | SECTION 5.1.6

Thursday, May 22, 2025

Mr. Eric Seifer
Procurement and Contracts
Pompano Beach, FL
1190 NE 3 Avenue
Building C
Pompano Beach, FL 33060
(954) 786-4166
eric.seifer@copbfl.com

RE: RLI25-054 - LITIGATION DISCLOSURE STATEMENT

Dear Mr. Seifer:

In response to the requirement for disclosure of litigation history as part of our submittal for RLI25-054 - Comprehensive Department Development and Strategic Implementation Plan to Establish a Standalone Police Department for the City of Pompano Beach, The Center for Public Safety, Inc. hereby confirms that our firm has not been involved in any litigation related to our performance of professional services within the past five (5) years.

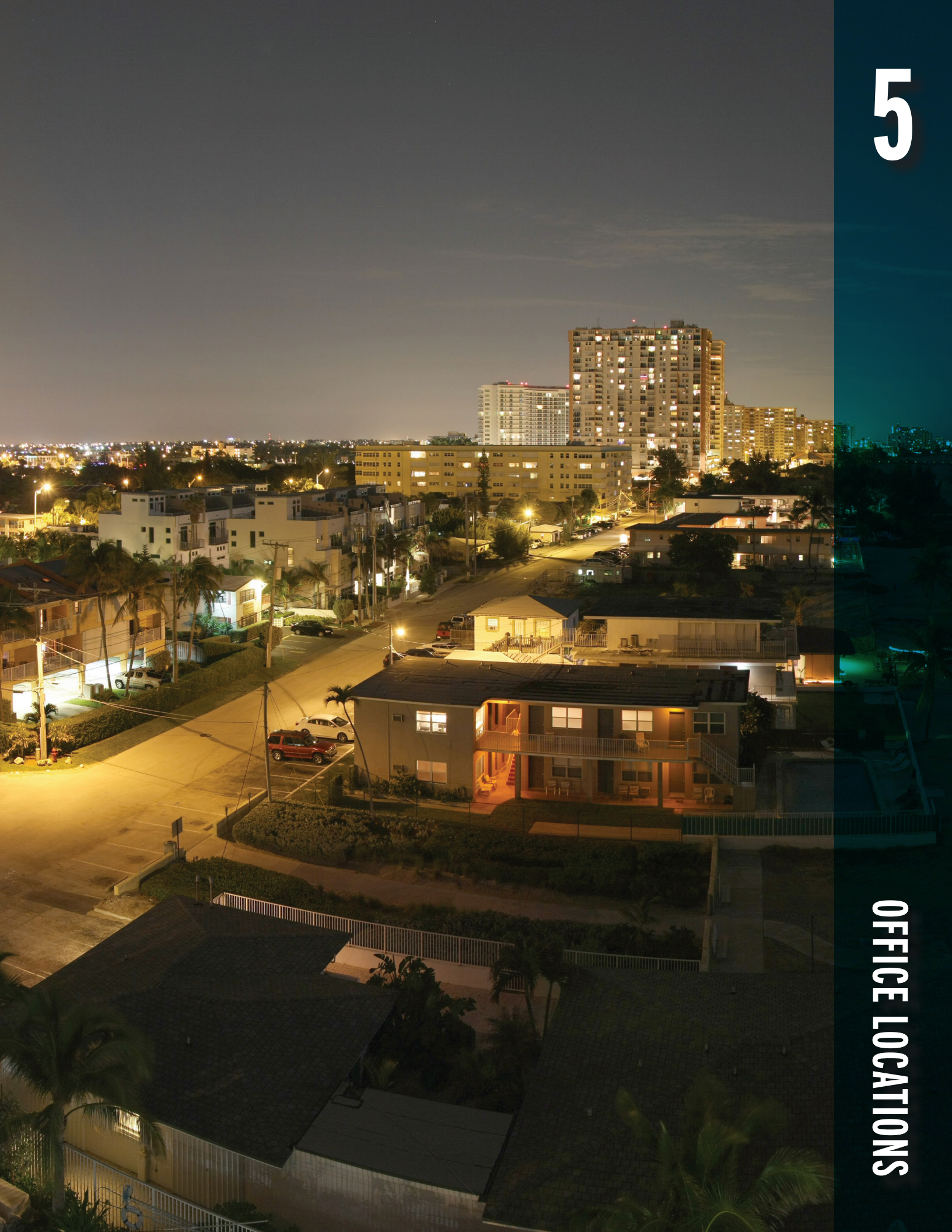
Neither our firm nor any of our team members have been a party to any lawsuits, arbitration proceedings, or claims regarding our professional services during this period. We maintain professional standards that emphasize clear communication, detailed documentation, and responsive client service to ensure successful project outcomes and client satisfaction.

We are committed to maintaining the highest ethical standards in all of our professional endeavors and look forward to the opportunity to serve the City of Pompano Beach on this important initiative. Should you require any additional information regarding this matter, please do not hesitate to contact me directly.

Sincerely yours,

A handwritten signature in black ink, appearing to read 'Stockton Reeves', followed by a long horizontal flourish.

Stockton Reeves, Executive Director
The Center for Public Safety, Inc.
407-756-1237 direct
407-951-2117 cell
www.thecenterforpublicsafety.org



OFFICE LOCATIONS | SECTION 5.1.7

The Center for Public Safety, Inc. will render services from our prime office located in Winter Park, Florida. Our headquarters houses a dedicated team of professionals, including our Executive Director, Stockton Reeves, and his administrative support personnel. This location serves as the central hub for our operations, where we coordinate all project activities and maintain our extensive database of public safety planning resources.

For this project, we will also utilize the expertise of several sub-consultants who will work in close collaboration with our prime office. Paul O'Connell, our consultant on police operations and staffing, operates from his office in Broward County, Florida, placing him directly within the tri-county area. Additionally, our grants specialist, Bill Barrett, maintains an office in Tampa, Florida, from which he coordinates funding opportunity research and application processes.

Our firm's customer service approach centers on direct accessibility to leadership, with clients having access to Stockton Reeves' cell phone number as our primary customer service line. This ensures that clients receive immediate attention from the highest level of our organization without navigating through intermediaries. Though our prime office is located just outside the tri-county area, we regularly serve clients throughout Florida and across the nation through a combination of on-site visits, virtual meetings, and responsive communication channels.

We will be happy to travel to Pompano Beach for any meetings, community engagement sessions, stakeholder interviews, and presentations as needed throughout the project. Our team understands the importance of face-to-face interaction when discussing critical public safety matters and has extensive experience managing projects that require regular on-site presence. Our established operational model has proven effective in serving clients regardless of geographic distance, demonstrating our commitment to being physically present whenever it adds value to the project and supports the City's objectives.



APPROACH & METHODOLOGY | SECTION 5.2

The Center for Public Safety brings unparalleled expertise to the City of Pompano Beach's desire to transition from contracted BSO services to an independent police department. We understand the complexity and sensitivity of this undertaking. Our comprehensive approach addresses all aspects of department development, from initial planning through implementation, with a focus on creating a seamless transition that maintains or enhances public safety services while managing costs effectively.

1. Community Needs Assessment

Our approach begins with a thorough assessment of current policing services and community needs to establish the foundation for a successful transition.

Stockton Reeves will lead the comprehensive examination of current BSO-provided services, drawing on his extensive experience from comparable analyses conducted in cities like Charleston, Deerfield Beach, and Apopka. He will personally review the current contract with BSO to identify all services provided, performance metrics, and associated costs to establish a clear baseline for comparison. Mr. Reeves will deploy his team to gather critical operational data on patrol coverage models, response times, investigative services, specialty units, and administrative functions.

Paul O'Connell, with his 40+ years of law enforcement experience including serving as District Chief for the BSO contract City of Parkland, will conduct the crime pattern analysis. His unique understanding of BSO operations and analytical approach will be invaluable in examining crime trends across different Pompano Beach neighborhoods, temporal patterns, and crime-type distributions. Chief O'Connell will apply his expertise to identify current hotspots, emerging trends, and underserved areas that require particular attention in the new department structure. His familiarity with BSO's data systems will enable efficient extraction and analysis of historical crime data.

Stakeholder feedback collection will be jointly managed by Mr. Reeves and Chief O'Connell. Mr. Reeves will design and implement community surveys using both digital and traditional methods to reach the broadest possible audience, while Chief O'Connell will lead structured interviews with key community leaders, business associations, neighborhood groups, and educational institutions. Together, they may conduct focus groups organized to capture perspectives from diverse segments of the population, including traditionally underrepresented communities. Their combined experience with public engagement in communities like Swatara Township, Sandy Springs, and Parkland demonstrates their ability to facilitate inclusive feedback mechanisms that capture the full spectrum of community priorities and concerns.

2. Department Organization and Operational Planning

Building on the foundation of our community needs assessment, we will develop a comprehensive organizational and operational structure tailored specifically to Pompano Beach's needs.

Chief O'Connell will take the lead in designing an organizational structure that aligns with contemporary law enforcement best practices while addressing Pompano Beach's specific needs. His experience as Chief of Police in Wilton Manors and District Chief in Parkland gives him firsthand knowledge of effective command structures, optimal reporting relationships, and appropriate span of control considerations for Florida law enforcement agencies. Chief O'Connell will draw on his successful departmental reorganization experience to recommend the optimal mix of sworn and civilian positions to maximize operational efficiency while controlling costs.

Service delivery models will be jointly developed by Chief O'Connell and Mr. Reeves, with a focus on maintaining or enhancing current levels of service. Chief O'Connell will examine innovative approaches to patrol deployment, investigative processes, and community engagement that have proven successful in South Florida, while Mr. Reeves will contribute insights from his work with comparable municipalities nationwide. Together, they will establish metrics to evaluate service quality, ensuring the new department meets or exceeds current BSO performance levels across key indicators like response times, case clearance rates, and community satisfaction.

Staffing level recommendations will be utilized by Mr. Reeves using his proprietary staffing algorithms, which incorporate factors beyond simple population-based formulas. He will analyze call volumes, geographic considerations, and specialized service needs to determine appropriate staffing levels for each function. Mr. Reeves will work with Chief O'Connell to develop recommendations for specialty units based on Pompano Beach's specific crime patterns and community needs. Mr. Reeves will personally conduct the GIS analysis to optimize patrol zone configurations, ensuring equitable response times across the city while accounting for call volume variations and natural geographic boundaries.

Chief O'Connell will lead the internal policy and SOP development, drawing on his extensive experience with accreditation processes. He will create a comprehensive policy framework aligned with contemporary law enforcement standards, potentially including CALEA accreditation requirements. This framework will include all necessary operational, administrative, and personnel policies required for the department to function effectively from day one. Chief O'Connell's legal background as a J.D. and his experience as both a police chief and BSO commander ensure that all policies will be legally sound and operationally practical.

3. Staffing and Recruitment

The success of the new police department will depend largely on effective staffing and recruitment strategies that attract and retain high-quality personnel.

Mr. Reeves will develop comprehensive staffing plans that address the phased implementation of the new department, including timelines for recruitment, selection, and training. Drawing on his experience with departments like Green Bay, Charleston, and Deerfield Beach, he will create detailed position descriptions, qualification requirements, and competitive compensation packages based on regional market conditions. Mr. Reeves will prioritize critical positions needed for initial operations while providing a roadmap for building full capability over time.

Chief O'Connell will design recruitment strategies tailored to Pompano Beach's local labor market conditions while incorporating innovative approaches that have proven successful in comparable transitions. His recommendations will include traditional and digital recruitment channels, engagement with local educational institutions, recruitment incentives, and diversified outreach strategies to ensure a qualified and diverse applicant pool. Chief O'Connell's experience with police hiring as both a chief and district commander will inform strategies that successfully attract experienced officers, including potentially from BSO itself.

For leadership development, Chief O'Connell will provide specific guidance on key leadership positions, with particular focus on the critically important Police Chief selection process. He will develop position profiles, recruitment strategies, evaluation methodologies, and interview protocols. His experience as a police chief and his role on the Board of Directors for the Broward County Chiefs of Police Association gives him exceptional insight into the qualities needed for successful law enforcement leadership in Broward County specifically.

4. Budget and Financial Planning

Our financial planning approach combines rigorous analysis of startup and operational costs with creative identification of funding opportunities.

Mr. Reeves will develop the initial startup cost estimates through detailed analysis of all one-time expenses required to establish the department. Drawing on his MBA background and extensive experience with municipal finance, he will calculate recruitment and training costs, equipment acquisition estimates, facility modifications requirements, technology infrastructure needs, and transitional personnel expenses. Mr. Reeves will incorporate contingency planning to address potential variations in actual costs during implementation.

Long-term operational cost projections will be jointly prepared by Mr. Reeves and Bill Barrett. Together, they will provide a comprehensive financial outlook for the department extending 5, 10, and 20 years. These projections will include detailed personnel costs (salaries, benefits, overtime), equipment maintenance and replacement cycles, facility costs, training, and other operational expenses. They will develop multiple budget scenarios based on different staffing and service level options, allowing city leadership to make informed decisions about department size and capabilities over time.

Salary and benefits analysis will be conducted by Mr. Reeves through benchmarking against comparable South Florida law enforcement agencies, including municipal departments of similar size and service profile. This analysis will consider total compensation packages including base salary, step increases, specialty pay, retirement benefits, health insurance, and other benefits. Mr. Reeves will balance the need for competitive compensation to attract qualified personnel against the city's fiscal constraints.

Bill Barrett will take the lead on funding source identification, an area where his grants expertise provides exceptional value. He will research and identify potential federal, state, and private funding opportunities that could offset certain startup and operational costs. Mr. Barrett will focus on COPS grants, Homeland Security funding, JAG programs, and other law enforcement-specific funding sources. His proven track record of securing \$1.5 million in COPS grants and \$1 million in SAFER grants for clients demonstrates his ability to identify and capture external funding that could significantly reduce local tax burden for Pompano Beach's public safety initiative.

5. Facilities and Space Needs

Our space planning expertise will ensure that the new police department has appropriate facilities to support effective operations now and in the future.

Mr. Reeves will lead the comprehensive assessment of current and future space needs for all departmental functions, drawing on his extensive experience with police facility planning across the country. He will analyze requirements for administrative offices, public areas, operational spaces (briefing rooms, interview rooms), evidence processing and storage, booking and temporary holding areas, training facilities, and specialized unit requirements. Mr. Reeves will apply industry standards for space allocation while considering Pompano Beach's specific operational model and growth projections.

Chief O'Connell will provide expert guidance on statutory and security requirements to be incorporated into all facility recommendations. His law enforcement and legal background ensure thorough understanding of requirements for facility design for secure prisoner transport, evidence chain of custody considerations, records security, and compliance with relevant Florida statutes governing law enforcement facilities. Chief O'Connell will ensure that recommendations incorporate CPTED principles (Crime Prevention Through Environmental Design) for all public-facing areas and appropriate security

measures for all operational spaces.

Mr. Reeves will conduct the facility options analysis to evaluate potential approaches for housing the new department, including renovation of existing city-owned properties, leasing commercial space, or new construction. Each option will be evaluated based on initial capital costs, operational efficiency, long-term sustainability, and alignment with departmental needs. Mr. Reeves will develop phased implementation strategies that allow for initial operations while developing long-term facility solutions.

6. Technology and Equipment Planning

Our technology planning approach ensures that the new department will have modern, integrated systems that support efficient operations while providing flexibility for future growth and evolution.

Mr. Reeves will conduct a comprehensive needs assessment for all technology and equipment requirements, organized by functional area. This assessment will cover body-worn camera systems, mobile data terminals, computer-aided dispatch, records management systems, evidence management technology, communication systems, and specialized investigative equipment. Mr. Reeves will incorporate industry best practices while considering interoperability with existing city systems and regional partners.

Chief O'Connell will provide specific input on operational technology requirements based on his experience implementing and utilizing these systems throughout his career. His insights on the practical application of these technologies in the field will ensure that all recommendations are operationally sound and user-friendly for officers. Chief O'Connell will also provide guidance on training requirements for all new technology systems, ensuring smooth implementation.

Lifecycle cost planning will be handled by Mr. Reeves, addressing the total cost of ownership for all major technology investments, including acquisition, implementation, maintenance, training, and eventual replacement. His analysis will identify opportunities to phase certain investments to distribute costs over multiple budget cycles while ensuring operational readiness.

Integration requirements will receive special attention from both Mr. Reeves and Chief O'Connell, particularly regarding interfaces with city financial systems, county jail management systems, court systems, and regional information sharing networks. They will develop detailed specifications for these integration points and implementation strategies to ensure seamless operation from day one.

7. Fleet and Specialty Vehicle Planning

Our fleet planning approach will ensure that the department has appropriate vehicles to support all operational requirements while optimizing acquisition and maintenance costs.

Mr. Reeves will conduct a detailed assessment of vehicle requirements based on operational functions (patrol, investigations, administration, specialty units). This assessment will determine appropriate vehicle types, quantities, and specifications for each function. Mr. Reeves will incorporate industry benchmarks for vehicle allocation while considering Pompano Beach's specific geographic and operational environment.

Chief O'Connell will provide operational insights on vehicle requirements based on his experience implementing hybrid vehicles throughout the Wilton Manors Police Department. His practical knowledge of vehicle utilization in South Florida law enforcement operations will ensure that all recommendations are operationally appropriate and consider local factors such as climate, terrain,

and typical deployment patterns.

Mr. Reeves will develop acquisition strategies to optimize initial fleet procurement, potentially including phased purchasing, leasing options, and transfer of existing city vehicles where appropriate. His analysis will evaluate purchase versus lease decisions based on total lifecycle costs and operational considerations.

Fleet management recommendations will be developed jointly by Mr. Reeves and Chief O'Connell, addressing maintenance programs, replacement cycles, and operational policies to ensure efficient and cost-effective fleet operations. These recommendations will incorporate best practices for preventive maintenance, fuel management, and vehicle replacement planning while considering Pompano Beach's specific circumstances.

8. Transition and Risk Management Planning

The transition from BSO services to an independent department represents the most critical phase of this project. Our planning approach focuses on minimizing disruption to public safety services while managing implementation risks.

Chief O'Connell will take the lead in developing a detailed, step-by-step transition roadmap that sequences all implementation activities from initial planning through full operational capability. His firsthand experience with the BSO contract city model gives him unique insight into the specific challenges of transitioning from BSO services to independent operations. The roadmap will incorporate all elements of department establishment, including personnel recruitment and training, facility preparation, technology implementation, equipment acquisition, and policy development. Chief O'Connell will identify critical path activities that must be completed in sequence and those that can proceed in parallel.

Risk management planning will be jointly developed by Mr. Reeves and Chief O'Connell. They will identify potential challenges and develop mitigation strategies for each major risk area, including recruitment shortfalls, technology implementation delays, facility readiness issues, and interagency coordination challenges. For each identified risk, they will develop contingency plans to ensure continuity of operations under various scenarios.

Chief O'Connell will identify legal and regulatory milestones in the transition plan, including required certifications, accreditations, and statutory requirements for department establishment. His legal background and Florida law enforcement experience ensure thorough understanding of all applicable requirements. The plan will incorporate sufficient lead time for these processes to ensure all legal requirements are satisfied before the operational transition.

9. Intergovernmental Coordination

Effective coordination with other government agencies is essential for seamless law enforcement operations. Our planning will ensure appropriate relationships are established with all relevant partners.

Chief O'Connell will develop a comprehensive interagency coordination plan that identifies all external relationships requiring formal agreements. His experience as a district chief for BSO and as chief of police gives him firsthand knowledge of the operational relationships needed between neighboring agencies. He will develop template agreements for mutual aid with neighboring municipalities, specialized service agreements with county agencies (SWAT, bomb squad, crime lab), jail services agreements, and protocols for multi-jurisdictional operations. These templates will be based on

successful models from comparable jurisdictions, particularly those in Broward County.

Mr. Barrett will support the intergovernmental coordination effort by facilitating introductions and discussions with appropriate state and federal agencies that might provide technical assistance or funding support. His extensive experience in government relations will be leveraged to establish productive relationships with these entities.

Chief O'Connell will develop implementation strategies addressing the establishment of these relationships during the transition period, including key contacts, negotiation approaches, and timeline considerations. Special attention will be given to ensuring continuity of critical specialized services that may currently be provided by BSO. His professional relationships with law enforcement leaders throughout Broward County will be invaluable in facilitating these discussions.

10. Public Engagement and Transparency

Effective community engagement is essential for building public trust in the new department. Our approach emphasizes transparent communication and meaningful community involvement throughout the transition process.

Mr. Reeves will develop a comprehensive community outreach strategy that engages residents, businesses, and community organizations throughout the planning and implementation process. Drawing on his extensive experience with public communication for municipal projects, he will design public information sessions, targeted stakeholder briefings, digital communication channels, and traditional media engagement. Mr. Reeves' recommendations will incorporate best practices for communicating complex public safety transitions in accessible language.

Chief O'Connell will lead the implementation of survey and feedback mechanisms to gather ongoing community input throughout the transition. His experience implementing community policing initiatives and citizens police academies gives him insight into effective engagement strategies. These mechanisms will be designed to reach diverse segments of the community, ensuring representative feedback that can inform operational decisions.

Mr. Reeves and Chief O'Connell will jointly develop transparency initiatives including regular public reporting on transition progress, performance metrics for the new department, and mechanisms for ongoing community input after implementation. Their combined experience with public communication and community policing will help build public confidence in the new department while establishing expectations for continued transparency in operations.

DELIVERABLES

Our project approach will culminate in the following comprehensive deliverables, providing Pompano Beach with all necessary tools for successful implementation:

1. Comprehensive Department Development and Strategic Implementation Plan: A master document integrating all elements of department establishment, including organizational design, operational models, staffing requirements, technology needs, facility plans, and implementation strategies. This document will serve as the definitive blueprint for the transition process. Mr. Reeves and Chief O'Connell will jointly develop this cornerstone deliverable, ensuring that it reflects both strategic planning best practices and operational law enforcement realities.

2. Detailed Financial Model: A comprehensive financial analysis including startup costs, capital

investment requirements, and long-term operational budget projections across 5-year, 10-year, and 20-year horizons. This model will account for personnel growth, equipment replacement cycles, facility maintenance and expansion needs, technology upgrades, and inflation factors. Mr. Reeves will lead the development of this model, with Mr. Barrett contributing insights on potential grant funding impacts over time.

3. Organizational Chart and Staffing Plan: A complete organizational design including command structure, reporting relationships, staffing levels for all functions, and detailed position descriptions. Chief O'Connell will take primary responsibility for this deliverable, drawing on his extensive experience with law enforcement organizational design in Florida.

4. Facilities Needs Assessment and Planning Report: A detailed analysis of space requirements for all departmental functions, evaluation of facility options, and recommendations for immediate and long-term facility solutions. Mr. Reeves will lead this analysis, incorporating operational insights from Chief O'Connell regarding security requirements and functionality.

5. Technology and Equipment Procurement Plan: A comprehensive technology strategy including system specifications, integration requirements, implementation sequencing, and lifecycle cost projections. Mr. Reeves will develop this plan with input from Chief O'Connell on operational requirements.

6. Fleet and Specialty Vehicle Plan: A detailed analysis of vehicle requirements, procurement strategies, and fleet management recommendations, including lifecycle cost projections. Mr. Reeves will lead this effort with operational input from Chief O'Connell.

7. Community Engagement and Public Outreach Plan: A strategic approach to community engagement throughout the transition process, including communication channels, feedback mechanisms, and transparency initiatives. Mr. Reeves and Chief O'Connell will jointly develop this plan, drawing on their respective expertise in public communication and community policing.

8. Transition and Risk Management Plan: A detailed implementation roadmap with specific action items, timelines, responsible parties, and risk mitigation strategies for all identified challenges. Chief O'Connell will take the lead on this critical deliverable, with input from Mr. Reeves on project management best practices.

9. Implementation Timeline and Milestone Schedule: A month-by-month project calendar identifying all major activities, dependencies, and critical deadlines from initial planning through full operational capability. Mr. Reeves will develop this schedule in close consultation with Chief O'Connell to ensure operational realism.

10. Sample Case Studies: Documented examples of successful law enforcement transitions from our previous work, providing practical illustrations of effective implementation strategies. These will be jointly developed by Mr. Reeves and Chief O'Connell, drawing on their respective project experiences.

11. Progress Reporting: Regular written updates summarizing work completed, current status, challenges encountered, and upcoming activities. Mr. Reeves will take primary responsibility for these reports, which will be provided bi-weekly throughout the 120-day project period.

12. Presentation Materials: Professional presentation materials for key briefings to city

leadership and public information sessions, including PowerPoint presentations, handouts, and visual aids. Mr. Reeves will develop these materials with content input from Chief O'Connell and Mr. Barrett.

13. Presentations: In-person presentations at key project milestones, including initial findings, midpoint review, and final recommendations. These presentations will be jointly delivered by Mr. Reeves and Chief O'Connell, with Mr. Barrett available to address specific funding-related questions.

TIMELINE

We are fully prepared to complete this comprehensive project within the required 120-day timeframe.

Our project schedule will be organized into four primary phases:

Phase 1: Assessment and Data Collection (Days 1-30)

- Project initiation and kickoff meetings led by Mr. Reeves
- Document collection and review coordinated by Chief O'Connell
- Stakeholder interviews and initial community engagement jointly conducted by Mr. Reeves and Chief O'Connell
- Data analysis and baseline establishment led by Mr. Reeves with input from Chief O'Connell
- Initial funding opportunity identification by Mr. Barrett

Phase 2: Analysis and Planning (Days 31-60)

- Organizational design development led by Chief O'Connell
- Staffing model creation directed by Mr. Reeves
- Facility needs assessment conducted by Mr. Reeves
- Technology and equipment planning led by Mr. Reeves with operational input from Chief O'Connell
- Financial modeling developed by Mr. Reeves with funding input from Mr. Barrett

Phase 3: Implementation Strategy Development (Days 61-90)

- Transition planning led by Chief O'Connell
- Risk assessment and mitigation strategies jointly developed by Mr. Reeves and Chief O'Connell
- Interagency coordination planning directed by Chief O'Connell with support from Mr. Barrett
- Public engagement strategy development led by Mr. Reeves
- Draft deliverable preparation coordinated by Mr. Reeves

Phase 4: Finalization and Presentation (Days 91-120)

- Stakeholder review and feedback sessions led by Mr. Reeves and Chief O'Connell
- Deliverable refinement and finalization coordinated by Mr. Reeves
- Final presentation preparation directed by Mr. Reeves with content from all team members
- Project completion and delivery led by Mr. Reeves and Chief O'Connell

Throughout this process, we will maintain regular communication with city leadership to ensure alignment with Pompano Beach's priorities and responsiveness to emerging considerations. Our experienced project team has successfully executed comparable projects within similar timeframes and is fully prepared to deliver exceptional results for Pompano Beach.



REFERENCES | SECTION 5.3

Our team brings extensive experience in conducting comprehensive public safety and law enforcement service evaluations for municipalities considering establishing independent police departments or evaluating contracted services. Through numerous projects across the country, we have developed specialized methodologies that provide data-driven recommendations to guide critical decisions about law enforcement service delivery models.

PROJECTS

APOPKA POLICE DEPARTMENT STAFFING STUDY

SCOPE AND COMPLEXITY: The City of Apopka, Florida was experiencing rapid growth in both population and geographic size due to an aggressive annexation policy. The city’s population was doubling approximately every four years, creating significant challenges for police service delivery. Our comprehensive staffing study examined all divisions within the department to determine appropriate staffing levels based on current and projected service demands. This included detailed analysis of patrol operations, criminal investigations, and communications divisions.

The study involved examining the department’s organizational chart and service delivery model to pinpoint exactly where personnel growth would be needed and when. Using proprietary algorithms, we made evidence-based projections about divisional staffing requirements that would enable the department to maintain high service levels despite rapid population growth. The study’s complexity was increased by the fact that Apopka’s communications center also handled call-taking and dispatch for two adjacent municipalities.

BUDGET: The Apopka Police Department operates with an annual budget of approximately \$21.3 million (FY 2023-2024), serving a population of around 55,000 residents. The department maintains approximately 108 total personnel, including 81 sworn officers and 27 civilian staff members across various divisions. This mid-sized department has experienced significant operational challenges due to Apopka’s rapid growth, with the city doubling in size and population roughly every four years due to aggressive annexation. The Center for Public Safety’s staffing study enabled the department to pinpoint areas where personnel growth would be needed most urgently, particularly in patrol, criminal investigations, and communications divisions. The proprietary algorithms developed by CPS provided the city with actionable projections showing how many personnel would be needed in each unit and when, allowing for strategic budget planning to meet future service demands as the city continues its expansion.

OUR ROLE AND RESPONSIBILITIES: We served as the primary consultant, responsible for data collection, stakeholder interviews, statistical analysis, and development of staffing recommendations. The project involved evaluating an existing police department that was experiencing growth pressures rather than creating a new department or evaluating contracted services.

**CONTACT
INFORMATION**

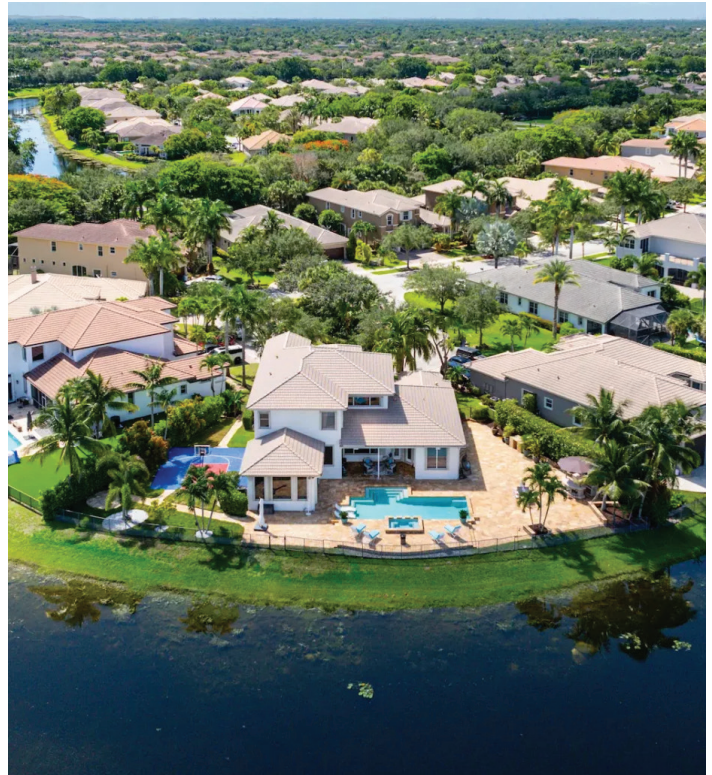
Chief Michael McKinley
112 E 6th Street
Apopka, FL 32703

(407) 703-1789
MMckinley@apopka.net

CITY OF PARKLAND

BSO CONTRACT IMPLEMENTATION AND TRANSITION

SCOPE AND COMPLEXITY: Paul O'Connell played a vital role in the successful transition from Parkland Public Safety to Broward Sheriff's Office services in 2004. This complex project involved transitioning from a municipal department to a contracted service model with BSO. As District Executive Officer and later District Chief of Police, Paul oversaw the implementation of the new service delivery model while maintaining continuity of operations and preserving the community's trust during this significant change. This project is particularly relevant to Pompano Beach as it demonstrates our team's direct experience with BSO contract implementation, giving us unique insight into both sides of the contracted services equation.



The complexity of this transition included addressing community concerns about service changes, integrating existing personnel into BSO systems, developing new operational protocols, and establishing appropriate performance metrics to ensure service quality. Paul created new programs including the District's Code Enforcement Unit to conduct inspections, code compliance, and special master prosecutions on behalf of the City. He also instituted the Parkland District motto "Policing with a Personal Touch" to emphasize continued community connections despite the organizational change.

BUDGET: During Paul O'Connell's tenure as District Chief, the Parkland BSO District operated with an annual budget of over \$5.3 million, serving a population of approximately 25,000 residents. The district maintained approximately 45 sworn officers and 12 civilian staff members. As the lead liaison responsible for daily interaction between the City Manager and BSO, Chief O'Connell oversaw the implementation of the "Policing with a Personal Touch" philosophy that characterized the district's approach to community safety. His leadership was instrumental in creating a new Code Enforcement Unit that conducted inspections, handled code compliance, and managed special master prosecutions on behalf of the City. Chief O'Connell played a vital role in the successful transition from Parkland Public Safety to the Broward Sheriff's Office (D-17) in 2004, focusing on maintaining the highest level of trust with citizens through consistent community engagement and responsive service delivery.

OUR ROLE AND RESPONSIBILITIES: Paul served as the lead liaison responsible for daily interaction between the City Manager and BSO, effectively bridging the gap between municipal expectations and county service delivery. He worked to maintain the highest level of trust with citizens during the transition and continuously interacted with community leaders to ensure information was properly disseminated and expectations were met.

CONTACT INFORMATION

Nancy Morando
6600 N. University Drive
Parkland, FL 33067

(954) 757-4170
Nmorado@cityofparkland.org

GREEN BAY POLICE DEPARTMENT COMPREHENSIVE DEPARTMENT ANALYSIS



SCOPE AND COMPLEXITY: We were retained by the City of Green Bay and Berners Schober Architects to conduct a detailed staffing and department comparison analysis of the Green Bay Police Department. This extensive evaluation involved comprehensive research comparing the GBPD with more than 20 other departments across Wisconsin, Iowa, Michigan, and Minnesota. We created sophisticated comparative matrices analyzing personnel allocations, job responsibilities, operational structures, and service delivery models across these departments, then benchmarked Green Bay's current staffing and resources against these regional standards.

The complexity of this project stemmed from the need to develop meaningful comparisons between departments operating in different jurisdictional contexts while accounting for variations in community characteristics, service expectations,

and organizational structures. Our analysis provided Green Bay with objective data regarding their departmental structure and operations relative to comparable agencies in the region, enabling them to make evidence-based decisions about future staffing and resource allocation.

BUDGET: The Green Bay Police Department operates with an annual budget of approximately \$32.4 million (FY 2024), with 194 total personnel serving a population of approximately 107,000 residents. CPS was retained by the City of Green Bay and Berners Schober Architects to conduct a comprehensive staffing and department comparison analysis, researching more than 20 other departments across Wisconsin, Iowa, Michigan, and Minnesota to create comparative matrices of personnel and job responsibilities. This extensive analysis allowed city leadership to benchmark Green Bay's police operations against peer agencies throughout the region. The resulting data provided crucial insights that will inform the city's next phase of pre-design services, including a space needs study and master planning document for current and future facilities. This forward-looking approach will address staffing and facility needs across 5, 10, and 20-year planning horizons, ensuring the department can maintain effective service delivery while adapting to evolving community needs.

OUR ROLE AND RESPONSIBILITIES: We served as the primary consultant, responsible for designing the research methodology, collecting comparative data from multiple agencies, conducting analytical comparisons, and developing recommendations. This project was particularly relevant to Pompano Beach's needs as it established the foundation for Green Bay's evaluation of service delivery models and set the stage for a planned space needs study and master planning document that would address the department's current and future facility requirements over 5, 10, and 20-year horizons.

CONTACT INFORMATION

Chief Chris Davis
307 S. Adams Street
Green Bay, WI 54301

(920) 448-3234
chris.davis@greenbaywi.gov

SUNNY ISLES BEACH POLICE DEPARTMENT STAFFING STUDY

SCOPE AND COMPLEXITY: Sunny Isles Beach is a coastal community in Miami-Dade County that faced unique policing challenges. Unlike Apopka, the city is geographically constrained with cities to the North, West, and South and the Atlantic Ocean to the East, meaning future growth would be vertical rather than horizontal. Our study evaluated staffing needs in the context of leadership changes and shifting priorities within the department.



The project involved examining a revamped organizational chart and roster to ensure personnel alignment with current and future community needs. This required detailed analysis of workload data, calls for service, response times, and other metrics to develop evidence-based staffing models. The complexity of this project was heightened by the department's simultaneous leadership transition and organizational restructuring.

BUDGET: The Sunny Isles Beach Police Department operates with an annual budget of approximately \$13.8 million (FY 2023-2024), maintaining a force of approximately 70 sworn officers and 20 civilian personnel serving a population of about 22,000 residents in this densely populated coastal community. Unlike many municipalities, Sunny Isles Beach faces unique constraints as a barrier island community situated directly on the Atlantic Ocean, with other cities to the North, West, and South limiting geographical expansion. The Center for Public Safety was brought in following leadership changes that necessitated a shift in command staff structure and departmental priorities. Working in collaboration with management consultant Paul O'Connell (former police chief), CPS conducted a comprehensive staffing study to ensure personnel alignment with current and future service needs. The analysis focused particularly on how to maximize operational effectiveness within the constraints of vertical growth, as any future community expansion would come from infill redevelopment rather than geographical expansion.

OUR ROLE AND RESPONSIBILITIES: For this project, our team worked in direct collaboration with Paul O'Connell, integrating his extensive experience as both a contract city police chief and municipal police chief into our analytical process. This unique partnership allowed us to combine our data-driven methodologies with Paul's firsthand operational insights. Our responsibilities included conducting joint interviews with command staff and key stakeholders, collaboratively analyzing organizational structures, and developing consensus recommendations that leveraged both quantitative analysis and practical leadership experience.

We worked hand-in-hand with Paul to translate statistical findings into actionable staffing recommendations that addressed both immediate operational needs and long-term strategic goals. This collaborative approach extended to the presentation of findings to city leadership, where our combined expertise provided the city with a comprehensive understanding of both analytical justifications and practical implementation considerations. Our partnership with Paul on this project exemplifies our ability to integrate specialized expertise into our consulting approach, particularly valuable for Pompano Beach as Paul's experience spans both BSO contracted services and municipal police leadership.

CONTACT INFORMATION

Chief Edward Santiago
18070 Collins Ave 3rd floor,
Sunny Isles Beach, FL 33160

(305) 947-4440
esantiago@sibpd.net

CHARLESTON POLICE DEPARTMENT COMPREHENSIVE STAFFING ANALYSIS



SCOPE AND COMPLEXITY: We conducted a comprehensive staffing analysis for the Charleston Police Department to assess current and future personnel needs across all divisions and support functions. The project's complexity stemmed from Charleston's projected population growth (from 162,499 in 2024 to 294,252 by 2050, an 81% increase) and the resulting impacts on service demands. Our study went far beyond traditional per-capita staffing models to conduct in-depth examinations of each bureau and division

The analysis encompassed Administration, Patrol Division, Special Operations Division (including Schools, Special Events, K9, Traffic, Harbor Patrol, and Animal Control units), Investigations/Data/Intelligence Division, Community Oriented Policing Division, Forensic Services Division, Professional Standards Division, and Administrative Services. For each area, we analyzed historical data, current workloads, and projected service demands to develop detailed staffing recommendations at 5-year intervals through 2050.

The project required sophisticated demographic projections, 911 call volume analysis, and service demand forecasting. We examined factors including population growth, tourism impacts, commercial development, and technological advancements to create a comprehensive staffing roadmap. The analysis was further complicated by the need to balance increased staffing in operational areas with strategic investments in technology and process improvements to enhance efficiency.

BUDGET: The Charleston Police Department operates with an annual budget of approximately \$52.6 million (FY 2024), serving a population of 162,499 residents (as of 2024). The department maintains approximately 458 total personnel across all divisions and bureaus, including 386 sworn officers and 72 civilian staff. CPS's comprehensive staffing analysis projected growth needs through 2050, when the city's population is expected to reach 294,252 residents. The analysis went beyond traditional

per-capita ratios, examining each division's workload and organizational structure in detail. Using proprietary formulas and historical data, CPS conducted an in-depth analysis of call volume, response times, and overall workload for each division, providing detailed recommendations for strategic personnel increases. The study projected the Patrol Division would need to grow from 269 to 404 personnel by 2050, with similar proportional increases across specialized units such as Investigations, Special Operations, and Support Services. This comprehensive analysis created a strategic roadmap that enables Charleston to optimize its staffing levels and resources while maintaining high service standards throughout this period of projected growth.



OUR ROLE AND RESPONSIBILITIES: As the primary consultant, we were responsible for designing and implementing a multi-faceted data collection and analysis methodology. We began by gathering historical and current data from diverse sources including the police department, city records, the US Census Bureau, university sources, business organizations, and specialized demographic databases. Our team conducted detailed analysis of organizational structures, call volumes, response times, and workload distribution across all departmental divisions.

We developed sophisticated staffing projection models that accounted for Charleston's unique growth patterns and service demands, creating division-by-division staffing recommendations at 5-year intervals through 2050. Each projection included detailed rationales explaining operational needs, supervisory requirements, and technological considerations. The final report provided a comprehensive roadmap showing how the department should evolve from 385 personnel in 2024 to 638 by 2050, with specific guidance on priority positions and implementation sequencing.

Beyond the staffing projections, we worked closely with department leadership to develop strategies for addressing emerging challenges in recruitment, retention, technology integration, and specialized service delivery. Our recommendations balanced operational requirements with fiscal responsibility, identifying opportunities for efficiency gains while maintaining service quality throughout the growth period.

CONTACT INFORMATION

Chief Chito Walker
180 Lockwood Blvd.
Charleston, SC 29403

843-766-390
Walkerc@charleston-sc.gov

OUR TEAM'S QUALIFICATIONS

Our team is led by Stockton Reeves, who brings over 36 years of experience in public safety consulting, with particular expertise in staffing studies, space planning, and resource allocation. His background includes extensive work with police departments transitioning between service delivery models, making him exceptionally qualified to evaluate options for establishing municipal police departments or continuing contracted services.

Supporting Mr. Reeves is our grants consultant, Bill Barrett, who specializes in identifying and securing funding opportunities for public safety projects. His experience includes securing over \$1.5 million in COPS grants and \$1 million in SAFER grants, providing valuable expertise in offsetting costs associated with new department formation or service enhancements.

Paul O'Connell brings over 40 years of experience in various police functions and has served as both a contract city police chief (while with Broward Sheriff's Office in Parkland) and as a municipal police chief (Wilton Manors). His unique perspective on both service delivery models provides invaluable insight for communities evaluating contracted versus independent police services. His experience includes successful leadership transitions, department reorganizations, and establishing trust between law enforcement and the communities they serve. Most notably, Paul's direct experience with BSO contracted services in Parkland gives our team firsthand knowledge of the operational, financial, and community aspects of the exact type of transition Pompano Beach is considering.

Through these carefully selected references and our demonstrated expertise across various aspects of public safety evaluation and planning, we are uniquely qualified to provide Pompano Beach with the comprehensive analysis needed to make informed decisions about establishing a standalone police department. Our experience spans departments of varying sizes, from small communities to major metropolitan areas, and includes work specifically focused on the transition from contracted services to independent departments.

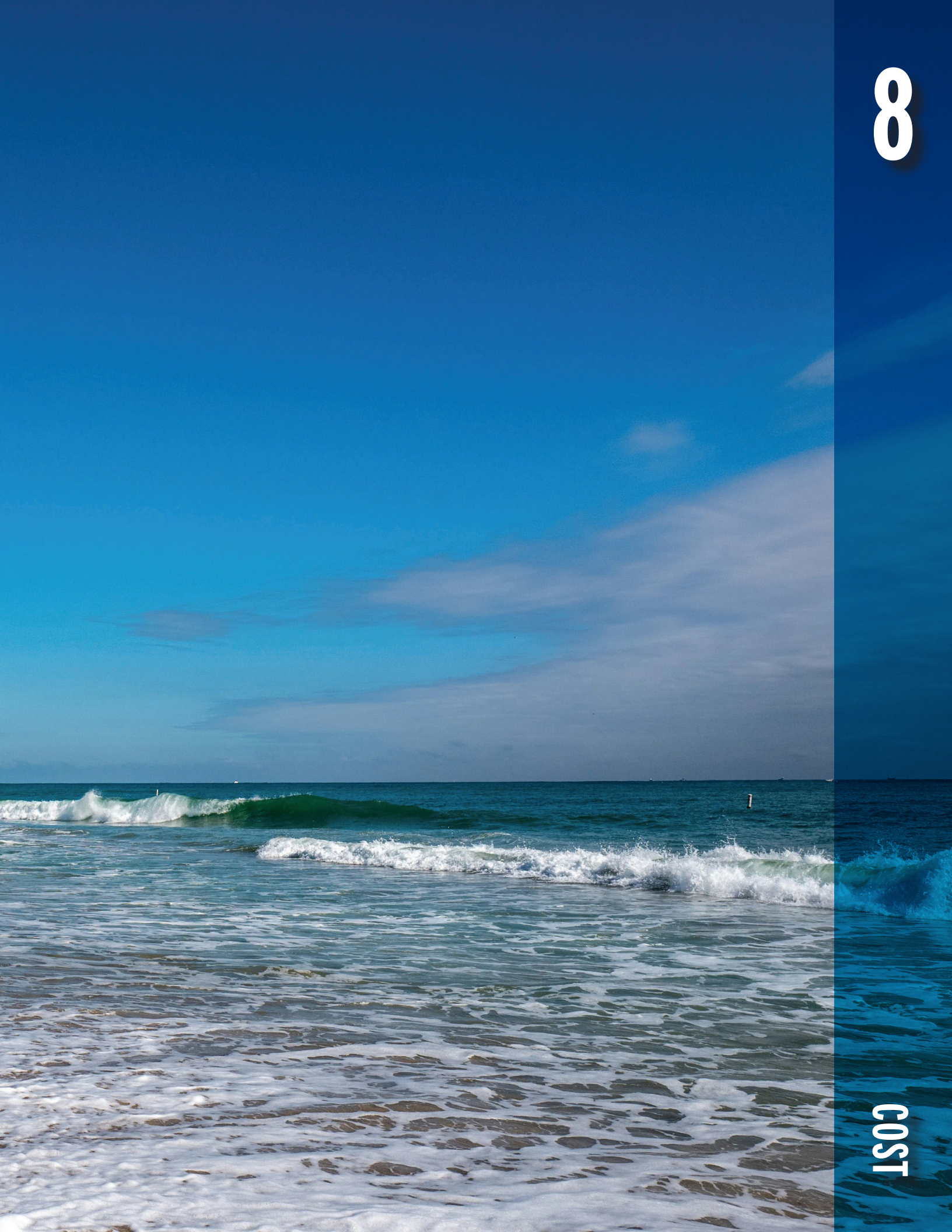
THE CENTER FOR PUBLIC SAFETY

P.O. BOX 598 WINTER PARK, FLORIDA 32790

PHONE: 407-756-1237 (OFFICE) | 407-951-2117 (CELL)

EMAIL: STOCKTONR@CENTERFORPUBLICSAFETY.ORG

WWW.THECENTERFORPUBLICSAFETY.ORG



COST | SECTION 5.4

The Center for Public Safety brings unparalleled expertise to this project with over 36 years of specialized experience and more than 350 successfully completed public safety initiatives across the nation. Our organization has established itself as one of the country's foremost authorities in law enforcement transitions, staffing analysis, and strategic planning. Under the leadership of Stockton Reeves, who brings decades of specialized experience in police department staffing and space needs assessments, our team has guided numerous municipalities through similar transitions with exceptional results.

Five of our most relevant projects serve as compelling references for our capabilities specific to this engagement. Our comprehensive Charleston, South Carolina Police Department staffing analysis provided a data-driven roadmap for expanding their department from 211 to 344 patrol officers by 2050, incorporating sophisticated population modeling to ensure appropriate resource allocation across all divisions. In Apopka, Florida, we addressed the unique challenges facing a rapidly expanding municipality where the population doubles approximately every four years due to aggressive annexation policies. Our team developed specialized deployment strategies for patrol, criminal investigations, and communications to ensure service continuity despite this extraordinary growth rate.

For Sunny Isles Beach, Florida, we tackled the complex challenge of police restructuring in a geographically constrained coastal community where growth occurs vertically rather than horizontally. Working closely with management consultant Paul O'Connell, we created staffing models that aligned with leadership changes and shifting departmental priorities. Our Green Bay, Wisconsin engagement showcased our comparative analytical capabilities as we assessed the police department against 20 other regional agencies in Wisconsin, Iowa, and Michigan to establish benchmarks and identify operational efficiencies. Perhaps most relevant to Pompano Beach's current needs, our work with the City of Parkland—where Paul O'Connell also served as Public Safety Advisor with direct reporting to the City Manager—demonstrated our expertise in evaluating contracted services provided by the Broward Sheriff's Office, the same agency currently serving Pompano Beach.

Beyond these signature reference projects, our portfolio includes specialized police transition work in Swatara Township, Pennsylvania, where we conducted comprehensive space needs studies across multiple public safety disciplines. In Plano, Texas, our team developed a strategic staffing plan addressing evolving crime trends and technological advancements while accounting for population growth to 326,000 residents. For Deerfield Beach, Florida, we conducted a multi-department analysis covering Police, Fire Rescue, Ocean Rescue, Park Ranger, and Code Compliance, developing integrated staffing models that addressed the complex interrelationships between public safety divisions.

Our experience extends to specialized assessments for police and public safety facilities in Polson, Montana, where we evaluated the integration of police, fire, and municipal court functions. In Quincy, Massachusetts, we focused on strategically replacing aging fire stations to improve response capabilities. Our regional expertise extends from Columbia County, Washington to Sheridan County, Montana, with additional police facilities projects in River Vale, New Jersey, Washington, North Carolina, and multiple Florida municipalities including West Melbourne, Miami Shores, and Florida Polytechnic University.

For a project of this magnitude and complexity, I propose a fixed fee of \$350,000, structured with the following payment schedule to align with project milestones:

- 25% (\$87,500) upon contract execution to cover initial research and mobilization costs
- 25% (\$87,500) upon completion and acceptance of the initial needs assessment and community analysis phase
- 25% (\$87,500) upon delivery and acceptance of draft organizational structure, operational model, and preliminary financial projections
- 25% (\$87,500) upon final acceptance of all deliverables, including the complete Strategic Implementation Plan

This comprehensive fee reflects the involvement of our senior leadership team throughout the project, including Executive Director Stockton Reeves, Grants Specialist Bill Barrett, and other subject matter experts with specialized knowledge in police operations, financial modeling, and implementation planning. Unlike competitors who may rely on junior consultants for much of the work, our engagement model ensures that Pompano Beach receives the full benefit of our most experienced professionals throughout the entire process.

Our fixed fee encompasses all project-related expenses including professional services, administrative support, research costs, travel expenses for on-site visits, technology resources, document production, and presentation materials. Importantly, our fee includes access to our proprietary staffing algorithms and assessment methodologies developed over decades of specialized work in public safety transitions. No additional charges will be billed beyond this fixed fee.

For any potential additional services requested by the City outside the defined scope, I propose the following hourly rate schedule:

- Executive Director/Principal: \$225/hour
- Senior Public Safety Consultant: \$195/hour
- Law Enforcement Operations Specialist: \$175/hour
- Financial/Budget Analyst: \$165/hour
- Technology Systems Consultant: \$175/hour
- Project Coordinator: \$125/hour
- Administrative Support: \$85/hour

These rates would apply only to City-authorized additional services that fall outside the comprehensive scope outlined in the RLI. All such additional services would require written authorization from the City prior to commencement.



CITY FORMS

SECTION 5.5.1 (SOLICITATION)



Florida's Warmest Welcome

REQUEST FOR LETTER OF INTEREST (RLI)

CITY OF POMPANO BEACH, FLORIDA

**RLI25-054 – COMPREHENSIVE DEPARTMENT DEVELOPMENT
AND STRATEGIC IMPLEMENTATION PLAN TO ESTABLISH A
STANDALONE POLICE DEPARTMENT FOR THE CITY OF
POMPANO BEACH**

PRE-SUBMITTAL MEETING:

May 1, 2025, at 10:00 A.M.

Virtual Zoom Meeting

For access, go to:

**[https://www.pompanobeachfl.gov/
meetings](https://www.pompanobeachfl.gov/meetings)**

RLI OPENING: May 20, 2025, at 2:00 PM

Virtual Zoom Meeting

For access, go to:

**[https://www.pompanobeachfl.gov/
meetings](https://www.pompanobeachfl.gov/meetings)**



1. SCHEDULE OF EVENTS

RLI NUMBER:	RLI25-054
RLI TITLE:	COMPREHENSIVE DEPARTMENT DEVELOPMENT AND STRATEGIC IMPLEMENTATION PLAN TO ESTABLISH A STANDALONE POLICE DEPARTMENT FOR THE CITY OF POMPANO BEACH
RELEASE DATE:	April 29, 2025
DATE PUBLISHED IN SUN-SENTINEL	May 1, 2025
PRE-SUBMITTAL MEETING: VIRTUAL ZOOM MEETING	May 8, 2025, at 3:30 PM
WRITTEN QUESTIONS AND INQUIRIES ARE DUE ON OR BEFORE:	May 9, 2025, at 5:00 PM
RLI RESPONSES DUE DATE/TIME:	May 20, 2025, at 2:00 PM
DIRECT ALL INQUIRIES TO:	https://pompanobeachfl.ionwave.net
E-SUBMITTALS ONLY:	https://pompanobeachfl.ionwave.net
SUBMITTAL VIRTUAL OPENING:	https://www.pompanobeachfl.gov/meetings

2. INTRODUCTION AND GENERAL INFORMATION

The City of Pompano Beach is seeking qualifications and expressions of interest from experienced public safety consultants, law enforcement professionals, and firms capable of developing and delivering a Comprehensive Department Development and Strategic Implementation Plan to establish a standalone municipal police department. The objective is to design and define the new department's structure, staffing, operational model, facilities, technology, and support systems, and to create a detailed phased strategy for implementation. The new department must be capable of delivering law enforcement services that match or exceed the current level of service provided under contract by the Broward County Sheriff's Office (BSO), while maintaining cost efficiency and operational excellence.

The selected consultant or firm must demonstrate expertise in municipal police department planning, transition logistics, organizational design, operational readiness, financial planning, legal compliance, and community engagement strategies. Prior experience in successfully guiding municipalities through establishing independent law enforcement agencies is essential.

The Strategic Implementation Plan must ensure that the newly created police department will, at a minimum, match the current operational capabilities, staffing levels, service quality, response times, specialized unit availability, and community policing efforts presently provided by BSO under its contract with the City.

This initiative requires a comprehensive, phased, and actionable approach that addresses all aspects necessary to establish an operational municipal police department, including governance structure, staffing, facilities, equipment procurement, training programs, communications systems, and legal and regulatory compliance. The selected consultant will focus first on the comprehensive development and design of the new police department, including organizational, operational, financial, and logistical planning, followed by the creation of a Strategic Implementation Plan that outlines the transition process from contracted services with BSO to an independent, fully operational City-managed police department.

The City seeks a partner who can deliver a robust, data-driven, and community-informed Strategic Implementation Plan that positions Pompano Beach for a seamless and successful transition to independent police operations.

2.1. PRE-SUBMITTAL MEETING

The non-mandatory Pre-Submittal Meeting will be held via Virtual Zoom Meeting on May 8, 2025, at 3:30 p.m. (local). Attendance is non-mandatory; the City will only consider submittals from firms represented at the meeting. The Zoom link is available on the City's Meetings webpage: <https://www.pompanobeachfl.gov/meetings>.

2.2. Submittal Due Date

The City will receive sealed Submittals by **May 20, 2025, at 2:00 PM**. Submittals must be submitted electronically through the eBid System on or before the due date/time stated above. Submittals received after the due date will not be considered.

2.3. Questions and Communication

<http://www.pompanobeachfl.ionwave.net> is the official method the Procurement & Contracts Department uses, which has approved the distribution and communication of all competitive solicitations. All questions regarding this RLI must be submitted using the Questions feature in the eBid System on or before May 9, 2025, at 5:00 p.m. ET via <http://www.pompanobeachfl.ionwave.net/>. Questions received after this date and time will not be answered. Questions submitted by Consultants will be answered through the IonWave Questions feature or via Addenda, if necessary. Any verbal or written information obtained from sources other than the information included in this RLI document or by an Addendum shall not be binding on the City.

3. SCOPE OF WORK

The City of Pompano Beach seeks a qualified consultant or firm with proven expertise in public safety, law enforcement operations, and municipal government services to develop and deliver a Comprehensive Department Development and Strategic Implementation Plan to establish a standalone municipal police department. The objective is to design and define the new department's structure, staffing, operational model, facilities, technology, and support systems, and to create a detailed phased strategy for implementation. The new department must be capable of delivering law enforcement services that match or exceed the current level of service provided under contract by the Broward County Sheriff's Office (BSO), while maintaining cost efficiency and operational excellence.

The selected consultant will focus first on the comprehensive development and design of the new police department, including organizational, operational, financial, and logistical planning. Then, a Strategic Implementation Plan will be created that outlines the transition process from contracted services with BSO to an independent, fully operational, City-managed police department.

1. Community Needs Assessment
 - Assessment of current BSO-provided services to the City of Pompano Beach and other cities
 - Crime patterns and law enforcement coverage that currently exist within the City of Pompano Beach
 - Stakeholder feedback from residents, businesses, and organizations
2. Department Organization and Operational Planning
 - Develop an organizational and operational structure for the new department
 - Design service models that ensure delivery of law enforcement services equivalent to or better than the current services provided
 - Recommend staffing levels, specialty units, patrol zones, and administrative roles
 - Internal policy and SOP development
3. Staffing and Recruitment
 - Develop staffing plans with recruitment and retention strategies.
 - Provide guidance on key leadership hires (e.g., Police Chief search support).
4. Budget and Financial Planning
 - Initial startup cost estimates
 - Long-term operating costs (5-year projections)
 - Salary and benefits analysis through benchmarking with other local agencies
 - Identification of potential funding sources, including federal, state, and/or other grant funding sources
5. Facilities and Space Needs
 - Current and future space planning for administrative offices, evidence storage, booking, training, fleet, and specialized units.
 - Statutory and security design requirements (e.g., sallyports, holding, records)
 - Develop facility buildout/renovation plans aligned with department growth projections.
6. Technology and Equipment Planning
 - Identify equipment needs and requirements such as body-worn cameras, communications, technology, and other necessary equipment
 - Lifecycle cost planning
 - Software and hardware integration with City and County systems

7. Fleet and Specialty Vehicle Planning
 - Identify what requirements will be needed for the City's Fleet and Specialty Vehicle Development
 - Lifecycle cost planning
8. Transition and Risk Management Planning
 - Step-by-step transition roadmap
 - Identification of legal, operational, and logistical milestones
 - Timetable and risk mitigation strategies
9. Intergovernmental Coordination
 - Address coordination needs with neighboring municipalities, county services (e.g., SWAT, Bomb Squad, etc.), and mutual aid agreements.
 - Coordination with local, county, and state agencies
10. Public Engagement and Transparency
 - Community outreach planning
 - Public meetings, surveys, and online engagement strategies
 - Communication strategies to ensure public understanding and trust

Deliverables:

The selected consultant will be expected to provide:

1. Comprehensive Department Development and Strategic Implementation Plan, including all findings, designs, operational models, financial projections, and actionable transition steps.
2. Detailed Financial Model, encompassing projected startup costs, capital investment needs, operating budgets, staffing and compensation estimates, and long-term (5-, 10-, and 20-year) financial forecasts.
3. Organizational Chart and Staffing Plan, outlining departmental structure, command hierarchy, staffing levels, specialty unit recommendations, and job classification descriptions.
4. Facilities Needs Assessment and Planning Report, detailing facility requirements, future space projections, statutory compliance needs, and proposed buildout or renovation strategies.
5. Technology and Equipment Procurement Plan, identifying operational technology needs, communication systems, records management, body-worn cameras, and related technology integration strategies.
6. Fleet and Specialty Vehicle Plan, providing vehicle needs assessment, acquisition strategies, and lifecycle cost management plans.
7. Community Engagement and Public Outreach Plan, detailing community input strategies, engagement milestones, and public transparency initiatives to ensure resident trust and support.
8. Transition and Risk Management Plan: This plan provides a detailed phased transition roadmap, risk identification and mitigation strategies, legal considerations, and operational contingency plans.
9. Implementation Timeline and Milestone Schedule: This section sets forth a clear, month-by-month project calendar that identifies key activities, responsible parties, and critical deadlines.
10. Sample Case Studies, highlighting examples of successful law enforcement department development and transition projects conducted by the consultant team.
11. Progress Reporting, including weekly or biweekly written updates to City project managers summarizing activities completed, current status, risks encountered, and next steps.
12. Presentation Materials, including PowerPoint and summary briefing documents at key project milestones
13. Presentations to City officials and the public at key project milestones.

Timeline:

The Strategic Implementation Plan must be completed within 120 days of contract award unless the City agrees to approve a different timeline in writing.

4. SUBMITTAL INSTRUCTIONS AND REQUIREMENTS

4.1. Submission Format Requirements

Submittals must be submitted electronically through the eBid System (<https://pompanobeachfl.ionwave.net>) on or before the date and time stated in Section 1 - Schedule of Events. Please follow all the steps and requirements to submit Submittals at <http://www.pompanobeachfl.ionwave.net/>. Submissions must include all documents, requirements, and attachments advertised on the website within the Attributes tab and the Response Attachments tab of the eBid System.

The City will not be responsible for delays caused by technical or other issues. It is the sole responsibility of the Consultant to ensure its Submittal is successfully submitted in the eBid System before the established deadline for Submittal submission.

The City reserves the right to reject and not consider any Submittals not submitted according to the requirements established herein.

4.2. Consultant's Responsibilities

Before submitting a response, the Consultant shall be solely responsible for making any investigations, evaluations, and examinations, as it deems necessary, to ascertain all conditions and requirements affecting the full performance of the Contract. Ignorance of such conditions and requirements, and/or failure to make such evaluations, investigations, and examinations, will not relieve the Consultant from any obligation to comply with every detail and with all provisions and requirements of the Contract and will not be accepted as a basis for any subsequent claim whatsoever for any monetary consideration on the part of the Consultant.

4.3. Costs Incurred by the Consultant in Preparation of the Submittal

Consultants are responsible for any and all costs associated with responding to this RLI. The City will not reimburse any Consultant for preparation, submittal, travel, or per diem costs. All expenses involved with the preparation and submission of Submittals, or any work performed in connection with this solicitation, shall be the sole responsibility (and shall be at the sole cost and expense) of the Consultant and shall not be reimbursed by the City.

4.4. Composition Of Project Team

The principals and personnel named in the Submittal must perform the services throughout the contractual term unless otherwise provided for by way of a negotiated contract or written amendment to the same executed by both parties. No diversion or substitution of principals or personnel will be allowed unless a written request that sets forth the qualifications and experience of the proposed replacement(s) is submitted to and approved by the City in writing.

5. Submittal Requirements and Evaluation Criteria

This section represents the information that will be utilized to determine if the Submittals are complete and the assignment of points following the evaluation criteria in Section 6 for the Submittal submitted. The maximum possible points awarded for each section are noted. Failure to respond or incomplete responses to any evaluation criteria below will result in zero or reduced allocation of points for the criteria and may disqualify the entire submission. In addition, to maintain comparability and facilitate and expedite the review process, it is strongly recommended that the Submittals be organized as specified below:

5.1. Consultant's Qualifications and Experience (Maximum 30 Points)

5.1.1. Title page:

Show the Request for Letter of Interest name and number, the name of the Consultant's firm, address, telephone number, name of the contact person, and the date.

5.1.2. Table of Contents:

Include a clear identification of the material by section and by page.

5.1.3. Letter of Interest:

A letter of Interest, signed by an authorized representative of the Consultant's firm, expresses the Consultant's commitment to provide the services described herein. In the letter, include:

- complete corporate name of the primary firm responding and any partners of a joint venture
- applicable Federal Tax Identification Number
- address
- telephone and fax numbers
- name, title, and email of the person to contact regarding your submission
- Describe the firm's history, including how long it has been in business.
- Include the firm's experience interacting with City Commissions or similar public governing boards.
- Describe the firm's size in terms of personnel and contracts.
- List of clients the firm has served under similar contracts.
- Additional services offered by the firm that may be of interest to the City.

5.1.4. Organizational Chart and Principal/Key Team Members:

Identify the management plan and provide an organizational chart for the team. The Consultant must describe, at minimum, the basic approach to these projects, including the reporting hierarchy of staff and sub-consultants. Clarify the individual(s) responsible for coordinating separate components of the scope of services that will be designated as principals and/or key team members for the Consultant, and how these team members are specifically qualified to perform the work. Qualifications and Resumes of Key Personnel, demonstrating relevant expertise, background, and experience for each principal member of the consultant team assigned to the project.

The Consultant must commit that the principals and personnel named in the response will perform the services throughout the Agreement term unless otherwise provided for by way of a negotiated Agreement or written amendment to the same executed by both parties. No diversion or substitution of principals or personnel will be allowed unless a written request that sets forth the qualifications and experience of the proposed replacement(s) is submitted to and approved by the City in writing.

5.1.5. Conflicts of Interest:

Provide the name(s) of any officer, director, agent, or immediate family member (spouse, parent, sibling, and child) who is also an employee, elected or appointed official of the City of Pompano Beach. Further, the Consultant must disclose the name of any City employee, elected or appointed official who owns, either directly or indirectly, an interest of ten (10%) percent or more in the Consultant entity or any of its affiliates.

5.1.6. Litigation:

Disclose any litigation within the past five (5) years of the firm's/team member's performance, including status/outcome. If there is no litigation, the Consultant must include a letter that no litigation exists within the past (5) years.

5.1.7. Office Locations:

Identify the office's location from which services will be rendered and the number of professional and administrative staff at the prime office. Also, identify the location of office(s) of the prime and the sub-consultants that may be utilized to support any or all of the professional services listed above, as well as the number of professional and administrative staff at the prime office location. The Consultant shall state whether their office possesses a customer service line. If firms are situated outside the tri-county area (Broward, Palm Beach, and Miami-Dade Counties), include a brief statement as to whether or not the firm will arrange for a local office during the contract term, if necessary.

5.2. Approach and Methodology (Maximum 50 Points)

The selected consultant will focus first on the comprehensive development and design of the new police department, including organizational, operational, financial, and logistical planning. Then, a Strategic Implementation Plan will be created that outlines the transition process from contracted services with BSO to an independent, fully operational, City-managed police department. The consultant must address:

1. Community Needs Assessment
 - Assessment of current BSO-provided services to the City of Pompano Beach and other cities
 - Crime patterns and law enforcement coverage that currently exist within the City of Pompano Beach
 - Stakeholder feedback from residents, businesses, and organizations
2. Department Organization and Operational Planning
 - Develop an organizational and operational structure for the new department
 - Design service models that ensure delivery of law enforcement services equivalent to or better than the current services provided
 - Recommend staffing levels, specialty units, patrol zones, and administrative roles
 - Internal policy and SOP development
3. Staffing and Recruitment
 - Develop staffing plans with recruitment and retention strategies.
 - Provide guidance on key leadership hires (e.g., Police Chief search support).
4. Budget and Financial Planning
 - Initial startup cost estimates
 - Long-term operating costs (5-year projections)
 - Salary and benefits analysis through benchmarking with other local agencies
 - Identification of potential funding sources, including federal, state, and/or other grant funding sources
5. Facilities and Space Needs
 - Current and future space planning for administrative offices, evidence storage, booking, training, fleet, and specialized units.
 - Statutory and security design requirements (e.g., sallyports, holding, records)
 - Develop facility buildout/renovation plans aligned with department growth projections.
6. Technology and Equipment Planning
 - Identify equipment needs and requirements such as body-worn cameras, communications, technology, and other necessary equipment
 - Lifecycle cost planning
 - Software and hardware integration with City and County systems
7. Fleet and Specialty Vehicle Planning
 - Identify what requirements will be needed for the City's Fleet and Specialty Vehicle Development
 - Lifecycle cost planning

8. Transition and Risk Management Planning
 - Step-by-step transition roadmap
 - Identification of legal, operational, and logistical milestones
 - Timetable and risk mitigation strategies
9. Intergovernmental Coordination
 - Address coordination needs with neighboring municipalities, county services (e.g., SWAT, Bomb Squad, etc.), and mutual aid agreements.
 - Coordination with local, county, and state agencies
10. Public Engagement and Transparency
 - Community outreach planning
 - Public meetings, surveys, and online engagement strategies
 - Communication strategies to ensure public understanding and trust

Deliverables:

The selected consultant will be expected to provide:

1. Comprehensive Department Development and Strategic Implementation Plan, including all findings, designs, operational models, financial projections, and actionable transition steps.
2. Detailed Financial Model, encompassing projected startup costs, capital investment needs, operating budgets, staffing and compensation estimates, and long-term (5-, 10-, and 20-year) financial forecasts.
3. Organizational Chart and Staffing Plan, outlining departmental structure, command hierarchy, staffing levels, specialty unit recommendations, and job classification descriptions.
4. Facilities Needs Assessment and Planning Report, detailing facility requirements, future space projections, statutory compliance needs, and proposed buildout or renovation strategies.
5. Technology and Equipment Procurement Plan, identifying operational technology needs, communication systems, records management, body-worn cameras, and related technology integration strategies.
6. Fleet and Specialty Vehicle Plan, providing vehicle needs assessment, acquisition strategies, and lifecycle cost management plans.
7. Community Engagement and Public Outreach Plan, detailing community input strategies, engagement milestones, and public transparency initiatives to ensure resident trust and support.
8. Transition and Risk Management Plan: This plan provides a detailed phased transition roadmap, risk identification and mitigation strategies, legal considerations, and operational contingency plans.
9. Implementation Timeline and Milestone Schedule: This section sets forth a clear, month-by-month project calendar that identifies key activities, responsible parties, and critical deadlines.
10. Sample Case Studies, highlighting examples of successful law enforcement department development and transition projects conducted by the consultant team.
11. Progress Reporting, including weekly or biweekly written updates to City project managers summarizing activities completed, current status, risks encountered, and next steps.
12. Presentation Materials, including PowerPoint and summary briefing documents at key project milestones
13. Presentations to City officials and the public at key project milestones.

Timeline:

The Strategic Implementation Plan must be completed within 120 days of contract award unless the City agrees to approve a different timeline in writing.

5.3. References (Maximum 10 Points)

Respondents must demonstrate proven experience conducting comprehensive public safety and law enforcement service evaluations for municipalities and counties considering the establishment of a municipal and/or county police department. Respondents should provide examples of previous studies they have conducted, including instances where their final recommendations supported either the creation of a new department or the continuation of existing contracted services.

RLI25-054 - COMPREHENSIVE DEPARTMENT DEVELOPMENT AND STRATEGIC IMPLEMENTATION PLAN TO ESTABLISH A STANDALONE POLICE DEPARTMENT FOR THE CITY OF POMPANO BEACH

To verify this expertise, respondents must submit no more than five (5) references from past projects of similar size and scope, with preference given to projects located within the South Florida tri-county area, including Broward, Miami-Dade, and Palm Beach Counties. References may include both completed and active projects. For each referenced project, respondents must describe the project's scope, complexity, and financial terms, such as budget, capital, and operational costs. Respondents must also clearly outline their specific responsibilities and roles within each project and indicate whether the engagement involved the creation of a new police department, enhancement of an existing department, or the evaluation of contracted law enforcement services.

Additionally, respondents must provide the contact information of an individual in a position of responsibility who can verify and attest to the respondents' contributions for each project. Contact information must include the individual's name, title, agency or organization, telephone number, and email address. The successful consultant team must include key personnel whose experience aligns with the required expertise areas, as demonstrated through the submitted references. Failure to demonstrate relevant and comparable experience may result in disqualification from further consideration.

5.4. Cost (Maximum 10 Points)

The City anticipates entering into a fixed-fee agreement, with payment structured either upon execution of a contract or upon the satisfactory completion and acceptance of defined deliverables. Final acceptance of the deliverables—specifically the final report—shall signify the conclusion of the contract.

Respondents shall submit a proposed fixed fee for the scope of services described, including all costs associated with performing the work. This includes, but is not limited to, labor, materials, overhead, travel, administrative expenses, and profit. No additional charges will be accepted beyond the fixed fee.

In addition, respondents are requested to provide a schedule of hourly rates for any potential as-needed services that may arise outside the primary scope of work during the engagement. These rates will only apply if additional services are requested and authorized in writing by the City.

5.5. Other Required Documentation

The following documents are required to determine whether the Submittal meets the minimum requirements. However, these documents will not be considered when scoring the Submittal.

5.5.1. City Forms:

Responses should include all pages of this solicitation, initialed where indicated, and completed Local Business forms. These forms are included in this RLI and are available as attachments to the eBid System. These forms must be completed electronically in the Attributes tab or uploaded to the Response Attachments tab of the eBid System.

5.5.2. Insurance

The insurance described herein reflects the requirements deemed necessary for this project by the City. It is not necessary to have this level of insurance in effect at the time of submittal, but certificates indicating that the insurance is currently carried or a letter from the carrier indicating upgradeability will speed the review process. The contractor is responsible for delivering to the City for timely review and written approval/disapproval Certificates of Insurance, which evidence that all insurance required hereunder is in full force and effect and which name the city as an additional insured on a primary basis on all such coverage.

CONTRACTOR shall not commence services under the terms of this Agreement until certification or proof of insurance detailing terms and provisions have been received and approved in writing by the City's Risk Manager. If you are responding to a bid and have questions regarding the insurance requirements hereunder, please contact the City's Purchasing Department at (954) 786-4098. If the contract has already been awarded, please direct any queries and proof of the requisite insurance coverage to the City staff responsible for oversight of the subject project/contract.

CONTRACTOR is responsible for delivering to the CITY for timely review and written approval/disapproval Certificates of Insurance, which evidence that all insurance required hereunder is in full force and effect and which name on a primary basis, the CITY as an additional insured on all such coverage. Such policy or policies shall be issued by United States Treasury-approved companies authorized to do business in the State of Florida. The policies shall be written on forms acceptable to the City's Risk Manager, meet a minimum financial A.M. Best and Company rating of no less than Excellent, and be part of the Florida Insurance Guarantee Association Act. No changes are to be made to these specifications without prior written approval of the City's Risk Manager.

Throughout the term of the agreement/contract, the City, by and through its Risk Manager, reserves the right to review, modify, reject, or accept any insurance policies required by the agreement/contract, including limits, coverages, or endorsements. The City reserves the right, but not the obligation, to review and reject any insurer providing coverage because of poor financial condition or failure to operate legally.

Failure to maintain the required insurance shall be considered an event of default. The requirements herein, as well as the City's review or acceptance of insurance maintained by the Contractor, are not intended to and shall not in any way limit or qualify the liabilities and obligations assumed by the Contractor under the agreement/contract. Throughout the agreement/contract term, the Contractor and all subcontractors or other agents hereunder shall, at its sole expense, maintain in full force and effect the following insurance coverages and limits described herein, including endorsements.

1. Worker's Compensation Insurance covering all employees and providing benefits as required by Florida Statute, Chapter 440, regardless of the size of the company/firm (number of employees) or the state in which the work is to be performed or of the state in which Contractor is obligated to pay compensation to employees engaged in the performance of the work. No exemption will be considered. The contractor further agrees to be responsible for the employment, control, and conduct of its employees and any injury sustained by such employees during their employment.
2. Liability Insurance
 - a. Naming the City of Pompano Beach as an additional insured as the City's interests may appear, on General Liability Insurance only, relative to claims arising from the Contractor's negligent acts or omissions in connection with the Contractor's performance under this agreement/contract.
 - b. Such liability insurance shall include the following checked types of insurance and indicated minimum policy limits:

TYPE OF INSURANCE LIMITS OF LIABILITY

GENERAL LIABILITY:

Minimum \$1,000,000 Per Occurrence and \$2,000,000 Per Aggregate

* Policy to be written on a Claims incurred basis

XX comprehensive form bodily injury and property damage

XX premises – operations bodily injury and property damage

___ explosion & collapse

___ hazard

___ underground hazard

XX products/completed bodily injury and property damage combined

XX operations hazard

XX contractual insurance bodily injury and property damage combined

XX broad form property damage, bodily injury, and property damage combined

XX independent contractor's personal injury

XX personal injury

____ sexual abuse/molestation
____ liquor legal liability

AUTOMOBILE LIABILITY:

Minimum \$1,000,000 Per Occurrence and \$1,000,000 Per aggregate

XX comprehensive form

XX owned

XX hired

XX non-owned

Please note that Florida Statue Section 255.05 requires contractors who enter into a contract with the City to purchase a payment and performance bond when the contract is in excess of \$200,000.

REAL & PERSONAL PROPERTY:

____ Comprehensive form

Agent must show proof they have this coverage.

EXCESS LIABILITY:

Minimum \$5,000,000 Per Occurrence and \$5,000,000 Per Aggregate

XX other than umbrella bodily injury and property damage combined

ENVIRONMENTAL / POLLUTION LIABILITY: Minimum \$1,000,000 Per Occurrence and \$1,000,000 Per Aggregate

* Policy to be written on a Claims incurred basis

____ environmental/pollution liability

PROFESSIONAL LIABILITY:

Minimum \$1,000,000 Per Occurrence and \$1,000,000 Per Aggregate

* Policy to be written on a Claims incurred basis

____ professional liability

CYBER LIABILITY:

Minimum \$1,000,000 Per Occurrence and \$1,000,000 Per Aggregate

* Policy to be written on a Claims incurred basis

____ Network Security / Privacy Liability

____ Breach Response / Notification Sublimit (minimum limit of 50% of policy aggregate)

____ Technology Products E&O - \$1,000,000 (only applicable for vendors supplying technology-related services and or products)

____ Coverage shall be maintained in effect during the period of the Agreement and for not less than four (4) years after termination/ completion of the Agreement.

CRIME LIABILITY:

Minimum \$1,000,000 Per Occurrence and \$1,000,000 Per Aggregate

* Policy to be written on a Claims incurred basis

- c. If Professional Liability insurance is required, the Contractor agrees the indemnification and hold harmless provisions of the agreement/contract shall survive the termination or expiration of the agreement/contract for a period of three (3) years unless terminated sooner by the applicable statute of limitations.
3. **Employer's Liability:** The contractor and all subcontractors shall, for the benefit of its employees, provide, carry, maintain, and pay for the Employer's Liability Insurance in the minimum amount of One Hundred Thousand Dollars (\$100,000.00) per employee and Five Hundred Thousand Dollars (\$500,000) per aggregate.
4. **Policies:** Whenever, under the provisions of the agreement/contract, insurance is required of the Contractor, the Contractor shall promptly provide the following:
 - i. Certificates of Insurance evidencing the required coverage;
 - ii. Names and addresses of companies providing coverage
 - iii. Effective and expiration dates of policies; and
 - iv. A provision in all policies affording City thirty (30) days written notice by a Carrier of any cancellation or material change in any policy.
5. **Insurance Cancellation or Modification:** Should any required insurance policies be canceled before the expiration date or modified or substantially modified, the issuing company/firm shall provide thirty (30) days written notice to the City.
6. **Waiver of Subrogation:** The contractor hereby waives any and all rights of subrogation against the City, its officers, employees, and agents for each required policy. When required by the insurer, or should a policy condition not permit an insured to enter into a pre-loss agreement/contract to waive subrogation without an endorsement, then the contractor shall notify the insurer and request the policy be endorsed with a Waiver of Transfer of Rights of Recovery Against Others or its equivalent. This Waiver of Subrogation requirement shall not apply to any policy that includes a condition to the policy not specifically prohibiting such an endorsement or voids coverage should the Contractor enter into such agreement/contract on a pre-loss basis.
7. The Contractor shall furnish to the City the certification or proof of insurance required by the provisions set forth above within ten (10) days after notification of the award of the agreement/contract. Certificate(s) to be issued to City of Pompano Beach, Attention Risk Manager, 100 West Atlantic Boulevard, Pompano Beach, Florida, 33060.
8. Builder Risk insurance is not required.

6. EVALUATION AND AWARD

6.1. Minimum Eligibility Requirements

All Submittals received must meet the minimum eligibility requirements as required in Section 5 and be confirmed at the time of submission to be considered for further evaluation. Failure to meet the Minimum Eligibility Requirements may disqualify the entire Submittal and prevent it from being considered for further evaluation.

The City reserves the right to seek any information or documentation from the Consultant or other source(s) as the City determines is necessary. Failure to submit any additional information in accordance with the City's request shall result in a Submittal being deemed non-responsive.

6.2. Evaluation Committee

The City Manager will approve a selection evaluation committee to assist in evaluating the Submittal(s) received and to select the most qualified company or firm. All Submittals will be evaluated by the Evaluation Committee and Procurement & Contracts staff based on the information submitted by the Submitting Firm(s) in response to this RLI. The Committee's findings will be presented to the City Commission. Based upon the evaluation, the Evaluation Committee will recommend one Submitting Firm to the City Commissioners for the award and execution of an Agreement.

6.3. Evaluation Process

Procurement & Contracts Department staff will initiate the review of the Submittals to determine the responsible and qualified Submittals that meet the Minimum Eligibility Requirements. All responsible and qualified submissions will be provided to the Evaluation Committee. The Evaluation Committee will score the Submittals based on the following:

SECTION NUMBER AND DESCRIPTION		POINTS
5.1	Consultant's Qualifications and Experience	30
5.2	Approach and Methodology	50
5.3	References	10
5.4	Cost	10

The Evaluation Committee shall rank the Consultants based on the criteria stated within this solicitation and the information provided in the Submittal. The Committee will also have the option to use the above criteria to shortlist the Submittals received and/or request oral presentations from the Consultants and the option to use an ordinal ranking system to score short-listed consultants following presentations, with a score of "1" assigned to the short-listed consultant deemed most qualified by the Committee.

If the Committee requests presentations, they will be scheduled in the future. If presentations are requested, the short-listed Consultants will each provide up to a 20-minute presentation to the Evaluation Committee members, followed by a question-and-answer period. After all members of the Evaluation Committee provide their scores for all Submittals, the scores will be calculated and combined, and the sum of qualitative scores will be converted to rankings. The highest-ranked Consultant(s) will enter into negotiations for the final terms of the contract. If contract negotiations cannot be completed with the highest-ranked team, then negotiations may proceed to other ranked teams in accordance with FSS 287.055.

6.4. Tie Breaker:

In case there is a tie for the highest-ranked Consultants, the recommendations shall be made by giving preference to the following items in this order:

- 1) Maintenance of a Drug-Free Workplace in accordance with the requirements of 287.087, F.S.
- 2) Local Business Program Participation
- 3) Closest Proximity/Location to the Project site
- 4) Coin Toss

6.5. Technicalities:

Failure to respond, provide detailed information, or provide requested Submittal elements may reduce points in the evaluation process. The Committee may recommend rejecting any Submittal containing material deviations from the RLI. The Committee may recommend waiving any irregularities and technicalities. If only one (1) responsive Submittal is received, the Committee will proceed without scoring the one (1) responsive Submittal and may recommend that Procurement & Contracts Department staff negotiate the best terms and conditions with that sole Consultant or may recommend rejecting the Submittal.

6.6. Committee Questions:

The Committee reserves the right to ask questions of a clarifying nature once Submittals have been opened, require presentations from all Consultants, interview any or all Consultants that respond to the RLI, or make their recommendations based solely on the information contained in the Submittals submitted. The Committee has the option to use the above criteria for the initial ranking to short-list Consultants and to use an ordinal ranking system to score short-listed Consultants following presentations (if deemed necessary), with a score of "1" assigned to the short-listed Consultant deemed most qualified by the Committee.

Each company/firm should submit documentation that evidences the company's/firm's capability to provide the services required for the Committee's review for shortlisting purposes. After an initial review of the Submittals, the City may invite Submittals for an interview to discuss the Submittal and meet the company's/firm's representatives, particularly key personnel assigned to the project. Should interviews be deemed necessary, it is understood that the City shall incur no costs as a result of this interview nor bear any obligation in further consideration of the submittal.

6.7. Committee's Recommendations:

The Evaluation Committee may recommend rejecting any Submittals or awarding the COMPREHENSIVE DEPARTMENT DEVELOPMENT AND STRATEGIC IMPLEMENTATION PLAN TO ESTABLISH A STANDALONE POLICE DEPARTMENT FOR THE CITY OF POMPANO BEACH. A complete recording shall be made of each meeting (evaluation and negotiation session) conducted by the Committee by the Purchasing Agent. The Committee may choose to conduct negotiation sessions with as many ranked responsive and responsible Consultants, in its sole judgment, as it deems appropriate before making its recommendation for award, starting with the highest-ranked Consultant first, then the second-highest-ranked Consultant, and so on. The Committee also has the discretion to recommend negotiations with only a single responsive and responsible Consultant if the Committee chooses to do so. During any such negotiations, the City staff assigned to negotiate reserves the right to negotiate any term, condition, specification, or price during an exempt negotiation session with the highest-ranked responsive and responsible Consultant.

Per Section 286.0113(2), Florida Statutes, any negotiation session will be conducted to exclude the other ranked responsive and responsible Consultants and the public. The Committee will recess the open public portion of the evaluation meeting and conduct the exempt negotiation session of the competitive selection process, beginning with the highest-ranked responsive and responsible Consultant, first, then the second highest-ranked Consultant, and so on until finished. The Committee also has the discretion to commence negotiations with only a single responsive and responsible Consultant if it chooses to do so. Each ranked responsive and responsible Consultant must be represented during its exempt negotiations session by an authorized representative possessing the authority to bind the Consultant to the changes made during the negotiation session and be prepared to provide the Consultant's best and final offer. Any information communicated between the Committee and a ranked responsive and responsible Consultant during an exempt negotiation session shall not be disclosed to anyone during the open portion of the meeting, including other ranked responsive and responsible Consultants, until disclosure is permitted under Section 286.0113(2), Florida Statutes.

After the exempt negotiation session(s) is/are completed, the Committee shall reconvene the open public portion of the evaluation meeting and determine, by motion and a roll call vote, whether to recommend an award to one (1) or more ranked responsive and responsible Consultants; to declare an impasse with a ranked responsive and responsible Consultant; or to proceed with further negotiations with one (1) or more of the next highest-ranked responsive and responsible Consultants. The Committee may declare an impasse with a ranked responsive and responsible Consultant at any time or proceed with further negotiations with one (1) or more of the next highest-ranked Consultant(s). If negotiations are unsuccessful or have reached an impasse with a ranked Consultant, the Committee reserves the right not to recommend an award to a ranked Consultant if it is in the best interest of the City, and this must be stated on the record. The final scores are only a ranking of Submittals for negotiation (i.e., the highest-ranked Consultant will be the first to start the negotiations) and do not determine the actual award.

6.8. Negotiations:

Following the Evaluation Committee Meeting, the City reserves the right to enter into negotiations with the successful Consultant. Notwithstanding the preceding, the City is in no way obligated to enter into a Contract with any successful Consultant and may cease negotiations at any time. The Consultant also understands and acknowledges that no property, Contract, or legal rights of any kind shall be created at any time until and unless an Agreement has been agreed to, approved by the City, and executed by the parties. During the negotiation process, the City reserves the right to request the best and final offer from the Consultant with whom the City is negotiating.

6.9. Determination of Award:

The City Commission shall consider the Committee's award recommendation for this RLI and may approve such a recommendation. The City Commission may also, at its option, reject the Evaluation Committee's recommendation, or it may also reject all Submittals, in which case the City may choose to re-advertise this project "as is" or by adopting a modified version.

6.10. Contract Award

The City intends to enter into an agreement with the most qualified consultant based on a competitive evaluation of the responses received. The contents of the selected consultant's submission will become contractual obligations. Failure to accept these obligations in the final agreement may result in cancellation of the award. All submittals submitted in response to this RLI will become the property of the City and will not be returned. If a contract is awarded, all materials and documentation developed under the agreement will become the exclusive property of the City.

The City reserves the right to:

- Waive any informalities or irregularities,
- Reject any or all submittals, in whole or in part,
- Accept the submittal deemed to be in the best interest of the City,
- Take any other action as determined to be appropriate.

At its discretion, the City may choose not to award a contract solely based on the responses to this RLI. Any information obtained through this process may be used to assess the qualifications and suitability of consultants. Unless otherwise prohibited by law, the City reserves the right to use any and all information submitted in response to this RLI, whether or not the consultant is selected or the submittal is amended. The City reserves the right to extend the due date if only one submittal or no submittals are received. In such cases, unopened submittals may be returned.

The City reserves the right to hold all submittals for up to 120 days following the submission deadline before awarding a contract.

7. STANDARD PROVISIONS

7.1. RLI Conditions and Provisions

The Submittal must be submitted to the City on or before the time and date stated herein. All Consultants, by submission of a Submittal, shall agree to comply with all of the conditions, requirements, and instructions of this RLI as stated or implied herein. All Submittals and supporting materials submitted will become the property of the City. Exceptions or deviations to this solicitation may not be added after the submittal date. All Consultants are required to provide all information requested in this RLI. Failure to do so may result in the Submittal's disqualification.

The City reserves the right to postpone or cancel this RLI or reject all Submittals if, in its sole discretion, it deems it in the City's best interest to do so. The City reserves the right to waive any technical or formal errors or omissions, reject all Submittals, or award a contract for the items herein, in part or whole, if it is determined to be in the City's best interests.

The City shall not be liable for any costs incurred by the Consultant in preparing Submittals or for any work performed therein.

7.2. Acceptance Period

Submittals submitted in response to this RLI must be valid for a period no less than one hundred eighty (180) days from the closing date of this solicitation.

7.3. Withdrawal Of Submittals

A firm may withdraw its Submittal without prejudice no later than the advertised deadline for submission of Submittals by using the eBid System or through written communication to the Procurement & Contracts Department, 1190 N.E. 3rd Avenue, Building C, Pompano Beach, Florida 33060.

7.4. Protest Procedures

The Protest Procedures established within the Procurement & Contracts Procedures Manual and Section 120.57, Florida Statutes must be followed to file a valid Protest to this solicitation. To be considered, protests concerning the proposed solicitation award must be filed in writing with the Procurement & Contracts Director. They may only be filed by bidders or Consultants whom the solicitation or award may aggrieve. The initial protest must be addressed to the following:

Director of Procurement & Contracts, City of Pompano Beach
1190 N.E. 3rd Avenue, Building C, Pompano Beach, Florida 33060

7.5. Familiarity With Laws

It is assumed the selected firm(s) will be familiar with all federal, state, and local laws, ordinances, rules, standards, and regulations that may affect its services pursuant to this RLI. Ignorance on the part of the firm will in no way relieve the firm from responsibility for compliance.

7.6. Staff Assignment

The City of Pompano Beach reserves the right to approve or reject, for any reason, the Consultant's staff assigned to this project at any time. Background checks may be required at the discretion of the City.

7.7. Contract Terms

The contract shall include, at minimum, this RLI document and the successful Consultant's Submittal. The City of Pompano Beach City Attorney shall prepare the contract. If the City of Pompano Beach defends any claim, demand, cause of action, or lawsuit arising out of any act, action, negligent acts or negligent omissions, or willful misconduct of the contractor, its employees, agents, or servants during the performance of the contract, whether directly or indirectly, the contractor agrees to reimburse the City of Pompano Beach for all expenses, attorney's fees, and court costs incurred in defending such claim, cause of action or lawsuit.

7.8. Waiver

It is agreed that no waiver or modification of the contract resulting from this RLI, or of any covenant, condition, or limitation contained in it shall be valid unless it is in writing and duly executed by the party to be charged with it, and that no evidence of any waiver or modification shall be offered or received in evidence in any proceeding, arbitration, or litigation between the parties arising out of or affecting this contract, or the right or obligations of any party under it, unless such waiver or modification is in writing, duly executed as above. The parties agree that the provisions of this paragraph may not be waived except by duly executed writing.

7.9. Manner of Performance

The Consultant agrees to perform its duties and obligations under the contract resulting from this RLI in a professional manner and in accordance with all applicable local, federal, and state laws, rules, and regulations. Consultant agrees that the services provided under the contract resulting from this RLI shall be provided by employees who are educated, trained, experienced, certified, and licensed in all areas encompassed within their designated duties. Consultant agrees to furnish the City of Pompano Beach with all documentation, certification, authorization, license, permit, or registration currently required by applicable laws, rules, and regulations. Consultant further certifies that it and its employees are now in and will maintain good standing with such governmental agencies and that it and its employees will keep all licenses, permits, registrations, authorization, or certifications required by applicable laws or regulations in full force and effect during the term of this contract. Failure of Consultant to comply with this paragraph shall constitute a material breach of contract.

7.10. Quality

All materials and supplies used to construct the services within this RLI shall be new unless otherwise specified. The items must be new, of the latest model, quality, and the highest-grade workmanship. Reconditioned, refurbished, rebuilt, discontinued, used, shopworn, demonstrator, prototype, or other types of product(s) of this kind are unacceptable without written correspondence from the City with the City Manager's approval.

7.11. Omissions

Omissions in the specifications of the RLI, Attachments, Exhibits, or any Addendum regarding any details or the omission from the specification of a detailed description concerning any point shall be interpreted as meaning that only the best available units or service shall be provided. The best commercial practices are to prevail, and only materials and workmanship of first quality are to be used to submit this Submittal.

7.12. Hold Harmless and Indemnification

Consultant covenants and agrees that it will indemnify and hold harmless the City and all of its officers, agents, and employees from any claim, loss, damage, cost, charge, or expense arising out of any act, action, neglect, or omission by the Consultant, whether direct or indirect, or whether to any person or property to which the City or said parties may be subject, except that neither the Consultant nor any of its subcontractors will be liable under this section for damages arising out of injury or damage to persons or property directly caused by or resulting from the sole negligence of the City or any of its officers, agents or employees.

7.13. Composition Of Project Team

The principals and personnel named in the Submittal must perform the services throughout the contractual term unless otherwise provided for by way of a negotiated contract or written amendment to the same executed by both parties. No diversion or substitution of principals or personnel will be allowed unless a written request that sets forth the qualifications and experience of the proposed replacement(s) is submitted to and approved by the City in writing.

7.14. Survivorship Rights

This contract resulting from this RLI shall be binding on and inure to the benefit of the respective parties and their executors, administrators, heirs, personal representatives, successors, and assigns.

7.15. Termination

The City of Pompano Beach may terminate the contract resulting from this RLI without cause upon providing the contractor with at least sixty (60) days prior written notice. Should either party fail to perform any of its obligations under the contract resulting from this RLI for a period of thirty (30) days after receipt of written notice of such failure, the non-defaulting part will have the right to terminate the contract immediately upon delivery of written notice to the defaulting part of its election to do so. The foregoing rights of termination are in addition to any other rights and remedies such party may have.

7.16. Governing Law

Any agreement resulting from this RLI shall be governed by the laws of the State of Florida, and the venue for any legal action relating to such agreement will be the 17th Judicial Circuit Court of Broward County, Florida.

7.17. Relationship to the City

It is the intent of the City, and the Consultant hereby acknowledges and agrees that the successful Consultant is considered to be an independent Contractor and that neither the Consultant nor the Consultant's employees, agents, or Contractors shall, under any circumstances, be considered employees or agents of the City.

7.18. Cone of Silence

The Cone of Silence shall take effect once this solicitation is released to the General Public. Respondents to this solicitation or persons acting on their behalf may not contact any aspect of this solicitation, except in writing, the Procurement & Contracts Department staff until the City Commission takes action by approving or rejecting the award. Violation of this provision may be grounds for rejecting a response." (F.S. 287.057 (25)). Any Consultant or lobbyist for a Consultant is prohibited from having any communications concerning any solicitation for a competitive procurement with any member of the City Commission, City Clerk, City Manager's Office, any Evaluation Committee Member, or any other City of Pompano Beach employee after Procurement & Contracts releases a solicitation to the General Public. All communications must go through the Procurement & Contracts Department staff.

7.19. Communications

No negotiations, decisions, or actions shall be initiated or executed by the Consultants as a result of any discussions with any City employee. Only those communications in writing from the City may be considered duly authorized expressions on behalf of the City. In addition, only communications from Consultants that are signed and in writing will be recognized by the City as duly authorized expressions on behalf of Consultants.

7.20. Conflict Of Interest

To determine any possible conflict of interest, each Consultant must disclose if any City employee is also an owner, corporate officer, or employee of the firm. If any City employee is an owner, corporate officer, or an employee, the Consultant must file a statement with the Broward County Supervisor of Elections pursuant to § 112.313, Florida Statutes.

7.21. Lobbying

No Lobbying Permitted: As to any matter relating to this solicitation, the Consultant, project team member, or anyone representing the Consultant is advised they are prohibited from contacting or lobbying the Mayor, any City Commissioner, City employees, agents, or any other person working on behalf of the City related to or involved with this solicitation, including all members of the City and CRA advisory committees. For clarification purposes, a team's representatives shall include, but not be limited to, the Consultant's employees, partners, attorneys, officers, directors, consultants, lobbyists, or any actual or potential subcontractor or consultant of the Consultant and the Consultant's team. All questions regarding the solicitation are to be submitted using the Questions feature in the eBid System. Any violation of this condition may result in rejection and disqualification of the response/Submittal. **This "No Lobbying Provision" is in effect from the date of publication of the solicitation and shall terminate when the City approves the execution of a Contract with an awarded Consultant, rejects all responses, or otherwise takes action that ends the solicitation process.**

The Consultant shall disclose any commitment, direct or indirect, financial or otherwise, made to any person, entity, institution, or association (Recipient), other than a team member identified as required by the solicitation submittal requirements, in connection with or potentially in connection with this solicitation. Because of the City's commitment to complete transparency regarding this solicitation, the Disclosure Form shall be required to be updated to include additional Recipients, if any, up to and including the date of approval by the City Commission of the final negotiated Agreement. Additionally, all such Recipients shall be required to register as lobbyists as required by Sec. 34.402 of the City's Code.

7.22. Right to Inspect or Audit

Contractor's records which shall include but not be limited to accounting records, written policies, procedures, computer records, disks and software, videos, photographs, subcontract files (including Submittals of Successful and Unsuccessful Consultants, originals, estimates, estimating worksheets, correspondence, change order files (including documentation covering negotiated settlements), and any other supporting evidence necessary to substantiate charges related to the agreement/contract (all the foregoing hereinafter referred to as "records") shall be open to inspection and subject to audit and reproduction, during normal working hours, by City's agent or its authorized representative to the extent necessary to adequately permit evaluation and verification of any invoices, payments or claims submitted by the Contractor or any of its payees pursuant to the execution of the agreement/contract. Such records subject to the examination shall also include but are not limited to, those necessary to evaluate and verify direct and indirect costs (including overhead allocations) as they may apply to costs associated with the agreement/contract.

For the purpose of such audits, inspections, examinations, and evaluations, the City's agent or authorized representative shall have access to said records from the effective date of the agreement/contract, for the duration of the Work, and until five (5) years after the date of final payment by the City to the Contractor pursuant to the agreement/contract. The City's agent or authorized representative shall have access to the Contractor's facilities, all necessary records, and adequate and appropriate workspace to conduct audits in compliance with this article. The City's agent or its authorized representative shall give auditees reasonable advance notice of intended audits.

The Contractor shall require all subcontractors, insurance agents, and material suppliers (payees) to comply with this article's provisions by inserting the requirements hereof in any written agreement/contract. Failure to obtain such written agreements/contracts that include such provisions shall be a reason to exclude some or all of the related payees' costs from amounts payable to the Contractor pursuant to the agreement/contract.

7.23. No Discrimination

There shall be no discrimination as to race, sex, color, age, religion, or national origin in the operations conducted under any contract with the City.

7.24. Drug-Free Workplace

The selected firm(s) must verify that they will operate a "Drug-Free Workplace" as outlined in Florida Statute 287.087.

7.25. Public Entity Crimes

A person or affiliate who has been placed on the convicted vendor list following a conviction for public entity crime may not submit a Submittal on a contract to provide any goods or services to a public entity, may not submit a Submittal on a contract with a public entity for the construction or repair of a public building or public work, may not submit Submittals on leases of real property to a public entity, may not be awarded or perform work as a contractor, supplier, subcontractor, or consultant under a contract with any public entity, and may not transact business with any public entity in excess of the threshold amount provided in Florida Statute, Section 287.017, for CATEGORY TWO for a period of 36 months from the date of being placed on the convicted vendor list.

7.26. Patent Fees, Royalties, And Licenses

If the selected Consultant requires or desires to use any design, trademark, device, material, or process covered by letters of patent or copyright. In that case, the selected Consultant and his surety shall indemnify and hold harmless the City from any and all claims for infringement because of the use of any such patented design, device, trademark, copyright, material, or process in connection with the work agreed to be performed and shall indemnify the City from any cost, expense, royalty or damage which the City may be obligated to pay because of any infringement at any time during or after completion of the work.

7.27. Price Adjustments

Prices offered shall remain firm throughout the Agreement. A request for a price adjustment, with proper documentation justifying the adjustment, may be submitted in writing thirty (30) calendar days before the first-anniversary date of the Agreement. Price adjustment requests shall be evaluated on an annual basis after that. Unit price adjustments must have written approval from the City before invoicing. Any unit price adjustment invoiced without written consent from the City shall not be paid, and the invoice will be returned to the Awardee for correction.

The Director, Procurement & Contracts, may, in the Director's sole discretion on behalf of the City, equitably adjust pricing if the pricing or availability of supplies is adversely affected by extreme and unforeseen volatility in the marketplace. Consideration for any pricing adjustment shall require the vendor to provide irrefutable evidence that **ALL** the following circumstances exist:

- i. The volatility is due to causes wholly beyond the vendor's control and
- ii. The volatility affects the marketplace or industry, not just the vendor's source of supply; and
- iii. The effect on pricing or availability of supply is substantial, and
- iv. The volatility so affects the vendor that continued performance of the Agreement would result in a substantial loss.

Note: The Director of Procurement & Contracts must confirm any pricing adjustment in writing.

PRICE REDUCTIONS: Awarded vendors may offer to the City, at any time during the Agreement period, additional discounts from the prices offered in this ITB and invoice less than the prices offered in their submitted bid. If, from the date of bid opening, the Awardee either bids the same products at a lower price than offered to the City or reduces the price of the bidding product to another entity, the lowest of these reduced prices shall be extended to the City.

7.28. Invoicing/Payment

All invoices should be sent to the City of Pompano Beach, Accounts Payable, P.O. Drawer 1300, Pompano Beach, Florida, 33061. In accordance with Florida Statutes, Chapter 26, payment will be made within 45 days after receipt of a proper invoice.

7.29. Taxes

The City of Pompano Beach, Florida, does not pay Federal Excise or State taxes on purchases of tangible personal property. The sales tax exemption number is available upon request. This exemption does not apply to purchases of tangible property made by contractors who use tangible personal property in the performance of contracts for the improvement of real property owned by the City of Pompano Beach.

7.30. Force Majeure

Neither party shall be obligated to perform any duty, requirement, or obligation under this RLI if the City has determined that such performance is prevented by fire, hurricane, earthquake, explosion, war, sabotage, accident, flood, acts of God, strikes, or other labor disputes, riot or civil commotions, epidemics, pandemics, government regulations, and the issuance or extension of existing government orders of the United States, the State of Florida, or local county and municipal governing bodies, or because of any other matter or condition beyond the control of either party and which cannot be overcome by reasonable diligence and without unusual expense ("Force Majeure"). In no event shall lack of funds on the part of either party be deemed Force Majeure.

7.31. Public Records

The City is a public agency subject to Section 119, Florida Statutes. The Contractor shall comply with Florida's Public Records Law, as amended. Specifically, the Contractor shall:

- a. Keep and maintain public records required by the City in order to perform the service;
- b. Upon request from the City's custodian of public records, provide the City with a copy of requested records or allow the records to be inspected or copied within a reasonable time at a cost that does not exceed the cost provided in Section 119, Florida Statutes or as otherwise provided by law;
- c. Ensure that public records that are exempt or confidential and exempt from public records disclosure requirements are not disclosed except as authorized by law for the duration of the agreement/contract term and following completion of the agreement/contract if the Contractor does not transfer the records to the City; and
- d. Upon completion of the agreement/contract, transfer, at no cost to the City, all public records in possession of the Contractor or keep and maintain public records required by the City to perform the service. If the Contractor transfers all public records to the City upon completion of the agreement/contract, the Contractor shall destroy any duplicate public records that are exempt or confidential and exempt from public records disclosure requirements. If the Contractor keeps and maintains public records upon completion of the agreement/contract, the Contractor shall meet all applicable requirements for retaining public records. All records stored electronically must be provided to the City upon request from the City's custodian of public records in a format compatible with the City's information technology systems.

Failure of the Contractor to provide the above-described public records to the City within a reasonable time may subject the Contractor to penalties under Section 119.10, Florida Statutes, as amended.

7.32. Public Records Custodian:

If the awarded Consultant has questions regarding the application of Chapter 119, Florida Statutes, to the awarded Consultant's duty to provide public records relating to the agreement/contract, contact the custodian of public records at:

**CITY CLERK
100 W. Atlantic Blvd., Suite 253,
Pompano Beach, Florida 33060
(954) 786-4611
RecordsCustodian@copbfl.com**

8. ADDENDA

The issuance of a written addendum or posting of an answer in response to a question submitted using the Questions feature in the eBid System is the only official method whereby interpretation, clarification, or additional information can be given. If any addenda are issued to this RLI solicitation, the addenda will be issued via the eBid System. The Consultant must obtain all Addendum/Addenda posted for this RLI in the eBid System before submitting a response to this RLI.

CITY FORMS

SECTION 5.5.1 (ADDENDUM)



RLI25-054 Addendum 1

**COMPREHENSIVE DEPARTMENT DEVELOPMENT AND
STRATEGIC IMPLEMENTATION PLAN TO ESTABLISH A
STANDALONE POLICE DEPARTMENT FOR THE CITY OF
POMPANO BEACH**

Issue Date: 4/29/2025

Questions Deadline: 5/19/2025 05:00 PM (ET)

Response Deadline: 5/22/2025 02:00 PM (ET)

Contact Information

Contact: Mr. Eric Seifer
Address: Procurement and Contracts
1190 NE 3 Avenue
Building C
Pompano Beach, FL 33060
Phone: (954) 786-4166
Fax: (954) 786-4168
Email: eric.seifer@copbfl.com

Event Information

Number: RLI25-054 Addendum 1
Title: COMPREHENSIVE DEPARTMENT DEVELOPMENT AND STRATEGIC IMPLEMENTATION PLAN TO ESTABLISH A STANDALONE POLICE DEPARTMENT FOR THE CITY OF POMPANO BEACH

Type: Request for Letters of Interest

Issue Date: 4/29/2025

Question Deadline: 5/19/2025 05:00 PM (ET)

Response Deadline: 5/22/2025 02:00 PM (ET)

Notes:

The City will receive sealed proposals until **2:00:00 p.m. (local), May 22, 2025**. Proposals must be submitted electronically through the eBid System on or before the due date and time as provided herein. Any proposal received after the due date and time specified will not be considered. Any uncertainty regarding the time a proposal is received will be resolved against the Proposer.

Proposer must be registered on the City's eBid System in order to view the solicitation documents and respond to this Solicitation. The complete solicitation document can be downloaded for free from the eBid System as a pdf at: <https://www.pompanobeachfl.ionwave.net>. The City is not responsible for the accuracy or completeness of any documentation the Proposer receives from any source other than from the eBid System. Proposer is solely responsible for downloading all required documents. A list of proposers will be read aloud in a public forum. To attend the virtual public meeting, go to <https://www.pompanobeachfl.gov/pages/meetings> to find the zoom link.

Billing Information

Contact: City of Pompano Beach
Address: Accounts Payable
P.O. Box 1300
Pompano Beach, FL 33061

Bid Activities

Non Mandatory Pre-Submittal Conference

5/8/2025 3:30:00 PM (ET)

The City will receive sealed submittals until **2:00:00 p.m. (local), May 21, 2025**. Submittals must be submitted electronically through the eBid System on or before the due date and time as provided herein. Any proposal received after the due date and time specified will not be considered. Any uncertainty regarding the time a proposal is received will be resolved against the Proposer.

Proposer must be registered on the City's eBid System in order to view the solicitation documents and respond to this Solicitation. The complete solicitation document can be downloaded for free from the eBid System as a pdf at: <https://www.pompanobeachfl.ionwave.net>. The City is not responsible for the accuracy or completeness of any documentation the Proposer receives from any source other than from the eBid System. Proposer is solely responsible for downloading all required documents. A list of proposers will be read aloud in a public forum. To attend the virtual public meeting, go to <https://www.pompanobeachfl.gov/pages/meetings> to find the zoom link.

Bid Attachments

RLI25-054 – STANDALONE POLICE DEPARTMENT.pdf

[Download](#)

RLI25-054 – COMPREHENSIVE DEPARTMENT DEVELOPMENT AND STRATEGIC IMPLEMENTATION PLAN TO ESTABLISH A STANDALONE POLICE DEPARTMENT FOR THE CITY OF POMPAÑO BEACH

participants_RFP25-054_2025_05_08.csv

[Download](#)

Pre-Proposal meeting virtual attendee list

Requested Attachments

Letter of Interest Submittal

(Attachment required)

Submittal inclusive of all required documentation.

Bid Attributes

1 Terms & Conditions

Check the box indicating you agree to the terms and conditions of this solicitation.

☒ Agree

(Required: Check if applicable)

2 Conflict of Interest

For purposes of determining any possible conflict of interest, all bidders must disclose if any City of Pompano Beach employee is also an owner, corporate officer, or employee of their business. Indicate either "Yes" (a City employee is also associated with your business), or "No". (Note: If answer is "Yes", you must file a statement with the Supervisor of Elections, pursuant to Florida Statutes 112.313.) Indicate Yes or No below with the drop down menu.

☒ No ☐ Yes

(Required: Check only one)

3 Drug-Free Workplace

Preference must be given to Contractors submitting certification with their bid or proposal, certifying they have a drug-free workplace in accordance with Florida Statutes, Section 287.087. This requirement affects all public entities of the State and becomes effective January 1, 1991. Preference shall be given to businesses with drug-free workplace programs. Whenever two or more bids which are equal with respect to price, quality and service are received by the State or by any political subdivision for the procurement of commodities or contractual services, a bid received from a business that certifies that it has implemented a drug-free workplace program shall be given preference in the award process. Established procedures for processing tie bids will be followed if none of the tied vendors have a drug-free workplace program. In order to have a drug-free workplace program, a business shall: (1) Publish a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the workplace and specifying the actions that will be taken against employees for violations of such prohibition. (2) Inform employees about the dangers of drug abuse in the workplace, the business's policy of maintaining a drug-free workplace, any available drug counseling, rehabilitation and employee assistance programs, and the penalties that may be imposed upon employees for drug abuse violations. (3) Give each employee engaged in providing the commodities or contractual services that are under bid, a copy of the statement specified in subsection (1). (4) In the statement specified in subsection (1) notify the employees that as a condition of working on the commodities or contractual services that are under bid, the employee will abide by the terms of the statement and will notify the employer of any conviction of, or plea of guilty or nolo contendere to, any violation of Chapter 893 or of any controlled substance law of the United States or any state, for a violation occurring in the workplace, no later than five (5) days after such conviction. (5) Impose a sanction on, or require the satisfactory participation in, a drug abuse assistance or rehabilitation program if such is available in the employee's community, by an employee who is so convicted. (6) Make a good faith effort to continue to maintain a drug-free workplace through implementation of this section. Select Yes below from the drop down menu to certify that your firm complies with the above requirements.

☒ Yes ☐ No

(Required: Check only one)

4 Vendor Certification Regarding Scrutinized Companies Lists (Any Dollar Amount)

Section 215.4725, Florida Statutes, prohibits agencies from contracting (at any dollar amount) with companies on the Scrutinized Companies that Boycott Israel List, or with companies that are engaged in a boycott of Israel. As the person authorized to electronically sign on behalf of Respondent, I hereby certify by selecting the box below that the company responding to this solicitation is not listed on the Scrutinized Companies that Boycott Israel List. I also certify that the company responding to this solicitation is not participating in a boycott of Israel, and is not engaged in business operations in Syria or Cuba. I understand that pursuant to sections 287.135 and 215.4725, Florida Statutes, the submission of a false certification may subject company to civil penalties, attorney's fees, and/or costs.

☒ Certified

(Required: Check if applicable)

5 Acknowledgement of Addenda

Check this box to acknowledge that you have reviewed all addenda issued for this solicitation.

☒ Yes

(Required: Check if applicable)

Bid Lines

- 1** The City anticipates entering into a fixed-fee agreement, with payment structured either upon execution of a contract or upon the satisfactory completion and acceptance of defined deliverables. Final acceptance of the deliverables—specifically the final report—shall signify the conclusion of the contract.

Respondents shall submit a proposed fixed fee for the scope of services described, including all costs associated with performing the work. This includes, but is not limited to, labor, materials, overhead, travel, administrative expenses, and profit. No additional charges will be accepted beyond the fixed fee.

In addition, respondents are requested to provide a schedule of hourly rates for any potential as-needed services that may arise outside the primary scope of work during the engagement. These rates will only apply if additional services are requested and authorized in writing by the City (please include within your Letter of Intent).

(Response required)

Price: \$ 350,000

Total: \$ 350,000

Supplier Notes: Our proposal includes a detailed breakdown of the fixed fee and a comprehensive schedule of hourly rates for any additional services that may be required.

☐ Additional notes
(Attach separate sheet)

Supplier Information

Company Name: The Center for Public Safety, Inc.

Contact Name: Stockton Reeves

Address: P.O. Box 598
Winter Park, FL 32790

Phone: 407-951-2117

Fax:

Email: StocktonR@centerforpublicsafety.org

Supplier Notes

None

By submitting this Response I affirm I have received, read and agree to the all terms and conditions as set forth herein. I hereby recognize and agree that upon execution by an authorized officer of the City of Pompano Beach, this Response, together with all documents prepared by or on behalf of the City of Pompano Beach for this solicitation, and the resulting Contract shall become a binding agreement between the parties for the products and services to be provided in accordance with the terms and conditions set forth herein. I further affirm that all information and documentation contained within this response to be true and correct, and that I have the legal authority to submit this response on behalf of the named Supplier (Offeror).

Stockton Reeves

Print Name


Signature

CITY FORMS

SECTION 5.5.1 (EXHIBIT B)

EXHIBIT B INSURANCE REQUIREMENTS

CONTRACTOR shall not commence services under the terms of this Agreement until certification or proof of insurance detailing terms and provisions has been received and approved in writing by the CITY's Risk Manager. If you are responding to a bid and have questions regarding the insurance requirements hereunder, please contact the City's Purchasing Department at (954) 786-4098. If the contract has already been awarded, please direct any queries and proof of the requisite insurance coverage to City staff responsible for oversight of the subject project/contract.

CONTRACTOR is responsible to deliver to the CITY for timely review and written approval/disapproval Certificates of Insurance which evidence that all insurance required hereunder is in full force and effect and which name on a primary basis, the CITY as an additional insured on all such coverage. **Such policy or policies shall be issued by United States Treasury approved companies authorized to do business in the State of Florida. The policies shall be written on forms acceptable to the City's Risk Manager, meet a minimum financial A.M. Best and Company rating of no less than Excellent, and be part of the Florida Insurance Guarantee Association Act. No changes are to be made to these specifications without prior written approval of the City's Risk Manager.**

Throughout the term of this Agreement, CITY, by and through its Risk Manager, reserve the right to review, modify, reject or accept any insurance policies required by this Agreement, including limits, coverages or endorsements. CITY reserves the right, but not the obligation, to review and reject any insurer providing coverage because of poor financial condition or failure to operate legally.

Failure to maintain the required insurance shall be considered an event of default. The requirements herein, as well as CITY's review or acceptance of insurance maintained by CONTRACTOR, are not intended to and shall not in any way limit or qualify the liabilities and obligations assumed by CONTRACTOR under this Agreement.

Throughout the term of this Agreement, CONTRACTOR and all subcontractors or other agents hereunder, shall, at their sole expense, maintain in full force and effect, the following insurance coverages and limits described herein, including endorsements.

A. Worker's Compensation Insurance covering all employees and providing benefits as required by Florida Statute, Chapter 440, regardless of the size of the company (number of employees) or the state in which the work is to be performed or of the state in which Contractor is obligated to pay compensation to employees engaged in the performance of the work. Contractor further agrees to be responsible for employment, control and conduct of its employees and for any injury sustained by such employees in the course of their employment.

B. Liability Insurance.

(1) Naming the City of Pompano Beach as an additional insured as City's interests may appear, on General Liability Insurance only, relative to claims which arise from Contractor's negligent acts or omissions in connection with Contractor's performance under this Agreement.

(2) Such Liability insurance shall include the following checked types of insurance and indicated minimum policy limits.

Type of Insurance

Limits of Liability

GENERAL LIABILITY:

Minimum \$1,000,000 Per Occurrence and
\$2,000,000 Per Aggregate

* Policy to be written on a claims incurred basis

X__ comprehensive form	bodily injury and property damage
X__ premises - operations	bodily injury and property damage
X__ explosion & collapse hazard	
X__ underground hazard	
X__ products/completed operations hazard	bodily injury and property damage combined
X__ contractual insurance	bodily injury and property damage combined
X__ broad form property damage	bodily injury and property damage combined
X__ independent contractors	personal injury
X__ personal injury	
X__ CG2010	ongoing operations (or its' equivalent)
X__ CG 2037	completed operations (or its' equivalent)
__ sexual abuse/molestation	Minimum \$1,000,000 Per Occurrence and Aggregate

AUTOMOBILE LIABILITY:

☒ Minimum \$1,000,000 Per Occurrence and \$2,000,000 Per Aggregate. Bodily injury (each person) bodily injury (each accident), property damage, bodily injury and property damage combined.

XX comprehensive form	<input type="checkbox"/> Minimum \$10,000/\$20,000/\$10,000
XX owned	(Florida's Minimum Coverage)
XX hired	
XX non-owned	

REAL & PERSONAL PROPERTY

___ comprehensive form Agent must show proof they have this coverage.

EXCESS LIABILITY

* Must written on a true follow form basis.

	Per Occurrence	Aggregate
XX other than umbrella	bodily injury and property damage combined	\$5,000,000 \$5,000,000

ENVIRONMENTAL/POLLUTION LIABILITY

Per Occurrence Aggregate

XX * Policy to be written on a claims made basis.	\$1,000,000	\$1,000,000
---	-------------	-------------

CONTRACTOR is required to provide Environmental/Pollution Liability for damage(s) caused by hazardous waste material.

PROFESSIONAL LIABILITY

Per Occurrence Aggregate

XX * Policy to be written on a claims made basis	\$1,000,000	\$1,000,000
--	-------------	-------------

CONTRACTOR is required to provide Professional Liability if engineering and design is used.

CYBER LIABILITY

Per Occurrence Aggregate

XX * Policy to be written on a claims made basis	\$3,000,000	\$3,000,000
--	-------------	-------------

___ Network Security / Privacy Liability
___ Breach Response / Notification Sublimit (minimum limit of 50% of policy aggregate)
___ Technology Products E&O - \$3,000,000 (only applicable for vendors supplying technology related services and or products)
___ Coverage shall be maintained in effect during the period of the Agreement and for not less than four (4) years after termination/ completion of the Agreement.

CRIME LIABILITY

Per Occurrence Aggregate

___ * Policy to be written on a claims made basis	\$1,000,000	\$1,000,000
---	-------------	-------------

(3) If Professional Liability insurance is required, Contractor agrees the indemnification and hold harmless provisions of Section 12 of the Agreement shall survive the termination or expiration of the Agreement for a period of three (3) years unless terminated sooner by the applicable statute of limitations.

C. Employer's Liability. CONTRACTOR and all subcontractors shall, for the benefit of their employees, provide, carry, maintain and pay for Employer's Liability Insurance in the

minimum amount of One Hundred Thousand Dollars (\$100,000.00) per employee, Five Hundred Thousand Dollars (\$500,000) per aggregate.

D. Policies: Whenever, under the provisions of this Agreement, insurance is required of the CONTRACTOR, the CONTRACTOR shall promptly provide the following:

- (1) Certificates of Insurance evidencing the required coverage;
- (2) Names and addresses of companies providing coverage;
- (3) Effective and expiration dates of policies; and
- (4) A provision in all policies affording CITY thirty (30) days written notice by a carrier of any cancellation or material change in any policy.

E. Insurance Cancellation or Modification. Should any of the required insurance policies be canceled before the expiration date, or modified or substantially modified, the issuing company shall provide thirty (30) days written notice to the CITY.

F. Waiver of Subrogation. CONTRACTOR hereby waives any and all right of subrogation against the CITY, its officers, employees and agents for each required policy. When required by the insurer, or should a policy condition not permit an insured to enter into a pre-loss agreement to waive subrogation without an endorsement, then CONTRACTOR shall notify the insurer and request the policy be endorsed with a Waiver of Transfer of Rights of Recovery Against Others, or its equivalent. This Waiver of Subrogation requirement shall not apply to any policy which includes a condition to the policy not specifically prohibiting such an endorsement, or voids coverage should CONTRACTOR enter into such an agreement on a pre-loss basis.

Please note that Florida Statue Section 255.05 requires contractors who enter into a contract with the City to purchase a payment and performance bond when the contract is in excess of \$200,000.

The payment and performance bond is required for the construction of a public building, for the prosecution and completion of a public work, or for repairs upon a public building or public work shall be required, before commencing the work or before recommencing the work after a default or abandonment, to execute and record in the public records of the county where the improvement is located, a payment and performance bond with a surety insurer authorized to do business in this state as surety. The city may not require a contractor to secure a surety bond under this section from a specific agent or bonding company.

(a) The bond must state on its front page:

1. The name, principal business address, and phone number of the contractor, the surety, the owner of the property being improved, and, if different from the owner, the contracting public entity.
2. The contract number assigned by the contracting public entity.
3. The bond number assigned by the surety.
4. A description of the project sufficient to identify it, such as a legal description or the street address of the property being improved, and a general description of the improvement.

INSURANCE

SECTION 5.5.2

The Center for Public Safety affirms that all insurance coverage required by RL125-054 - including, but not limited to, general liability, automobile liability, workers' compensation, professional liability, umbrella/excess liability, cyber liability, and any other coverage specified by the City of Pompano Beach - will be secured, confirmed, and submitted in full compliance with the City's requirements upon award of the contract and prior to the commencement of any work.

Regarding bonding requirements under Florida Statute §255.05, we want to provide complete transparency about our process. Our insurance provider, Ames & Gough, requires a two-week advance notice to complete the detailed underwriting process necessary for performance bonds. We are prepared to initiate this process upon contract award to ensure all required Payment and Performance Bonds are obtained through a qualified surety authorized to do business in the State of Florida and delivered to the City in accordance with the project specifications and timelines.

We are fully committed to meeting or exceeding all insurance and bonding obligations as stipulated in the solicitation documents and will work closely with the City to ensure all requirements are satisfied within the necessary timeframes. Our current certificate of liability insurance is on the next page.



ARCHDES-07

RJONES

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
5/16/2025

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Ames & Gough 8300 Greensboro Drive Suite 980 McLean, VA 22102	CONTACT NAME:		
	PHONE (A/C, No, Ext): (703) 827-2277	FAX (A/C, No): (703) 827-2279	
	E-MAIL ADDRESS: admin@amesgough.com		
INSURED Center for Public Safety 328 N. Park Avenue Winter Park, FL 32789	INSURER(S) AFFORDING COVERAGE		NAIC #
	INSURER A : Property & Casualty Ins. Co. of Hartford A+ XV		34690
	INSURER B : Nutmeg Insurance Company		39608
	INSURER C : Hartford Fire Insurance Company A+ (XV)		19682
	INSURER D : Arch Insurance Company, A+ XV		11150
	INSURER E : Twin City Fire Insurance Company A+ (XV)		29459
	INSURER F :		

COVERAGES

CERTIFICATE NUMBER:

REVISION NUMBER:


THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	COMMERCIAL GENERAL LIABILITY			42SBWBL6BCC	1/12/2025	1/12/2026	EACH OCCURRENCE \$ 1,000,000
	CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR		DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000				
			MED EXP (Any one person) \$ 10,000				
			PERSONAL & ADV INJURY \$ 1,000,000				
			GENERAL AGGREGATE \$ 2,000,000				
			PRODUCTS - COMP/OP AGG \$ 2,000,000				
							\$
B	AUTOMOBILE LIABILITY			42 UEG AG2373	1/12/2025	1/12/2026	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000
	<input checked="" type="checkbox"/> ANY AUTO OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS		BODILY INJURY (Per person) \$				
	<input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY		BODILY INJURY (Per accident) \$				
			PROPERTY DAMAGE (Per accident) \$				
A	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR			42SBWBL6BCC	1/12/2025	1/12/2026	EACH OCCURRENCE \$ 4,000,000
	<input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE		AGGREGATE \$ 4,000,000				
	DED <input checked="" type="checkbox"/> RETENTION \$ 10,000		\$				
			\$				
C	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY			42 WEG BL6C1K	1/12/2025	1/12/2026	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER
	ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) <input type="checkbox"/> Y / N <input type="checkbox"/> N / A		E.L. EACH ACCIDENT \$ 1,000,000				
			E.L. DISEASE - EA EMPLOYEE \$ 1,000,000				
			E.L. DISEASE - POLICY LIMIT \$ 1,000,000				
D	Professional Liab.			PAAEP0153802	1/12/2025	1/12/2026	Per Claim/Aggregate 2,000,000
E	Cyber Liability			42 MB 0416887	1/12/2025	1/12/2026	Per Claim/Aggregate 1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

CERTIFICATE HOLDER

CANCELLATION

Evidence of Coverage	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.
	AUTHORIZED REPRESENTATIVE 

ACORD 25 (2016/03)

© 1988-2015 ACORD CORPORATION. All rights reserved.

The ACORD name and logo are registered marks of ACORD