

Tawas Police Authority

Request for Proposals

The Tawas Police Authority (TPA) is looking for a qualified individual or firm to review the TPA's policies, organizational documents, and structure, and make recommendations to its Chief and Board of Directors (Board). This is intended to be a high-level review of the TPA's Concept of Operations and Articles of Incorporation (both attached) to make recommendations on the structure of the TPA and the roles of the individual Board members and staff. This will also include reviewing, updating, and/or writing policies as needed.

Overview

The TPA, located in Iosco County in rural northeastern Michigan, was established in 1991 to provide police protection for the cities of East Tawas (population 2,808) and Tawas City (population 1,827). The TPA is an inter-municipal police authority as provided under MCL 123.814 and Michigan PA 236 of 1967.

The TPA staff currently includes a working Chief, a Sergeant, two Police Officers, and an Office Manager. There is also one vacancy in the position of Police Officer that the TPA is working to fill.

The Board consists of the City Managers of East Tawas and Tawas City, and one Councilmember from each city who are appointed by their respective City Councils. The City Managers alternate the roles of Board Chair and Vice Chair/Operations Manager on an annual basis.

In accordance with the Concept of Operations, the Tawas City Treasurer is the Treasurer of the TPA. As a result, the City of Tawas City is the office of record for the TPA, and processes all payroll and accounts payable on behalf of the TPA.

The TPA's fiscal year is July 1st to June 30th and the current fiscal year budget is \$647,923. The contributions from the two cities toward the budget are shared equally.

Situational Analysis

The TPA's current organizational structure can create inconsistency in leadership and direction between the Board and the Chief. The Board desires to consult with professionals experienced with public service and/or public safety in an effort to gain an opinion of the general structure as compared with others in the industry, and obtain recommendations to assist the enhancement of roles and responsibilities.

Proposal Format

Proposals should be prepared simply and economically, providing a straightforward, concise description of the responder's ability to fulfill the needs of the TPA. To be considered, each individual or firm must submit a response in the following format. Each response to the RFP must remain valid for at least ninety (90) days from the due date indicated in this document.

1. Letter of Transmittal:
 - a. Briefly outline the individual's or firm's understanding of the work and the specific needs of the TPA.
 - b. Include the name of the primary contact for the RFP review process and his/her contact information including a phone number and email address.
 - c. The letter must be signed by the individual empowered to commit the firm to a contractual agreement with the City.
2. Individual/Firm Overview:
 - a. Provide general information about the individual or firm along with areas of expertise and experience as it relates to this RFP.
 - b. Include information on the size of the staff, and the location of the office from where the work on this project will be performed.
 - c. Include any professional licensure, certifications, credentials, expertise, and affiliations of the individual(s) who will be assigned to this project.
 - d. Provide references from similar work.
 - e. Include any additional applicable information.
3. Cost and Schedule
 - a. Provide a detailed scope of the services to be provided.
 - b. Provide an opinion of cost.
 - c. Provide the anticipated schedule.

Board Expectations

Proposals will be provided to the Board for consideration at its regular meeting at 8:00 am on Monday, April 1, 2019.

To be considered, proposals are to be sent electronically to Annge Horning, TPA Chair, at manager@tawascity.org by 4:00 pm on Friday, March 22, 2019.

Questions may be directed to Annge Horning, TPA Chair, at (989) 362-8688 or manager@tawascity.org.

**ARTICLES OF INCORPORATION
OF THE TAWAS POLICE AUTHORITY**

These Articles of Incorporation are adopted by the incorporating municipal corporations identified herein for the purpose of creating an intermunicipal police authority as provided for under MCL 123.814 and Act 236 of the Public Acts of Michigan of 1967.

Article I

The intermunicipal authority contemplated hereunder shall be named and otherwise known as the TAWAS POLICE AUTHORITY.

Article II

The principal office of the Tawas Police Authority will be located at:

Tawas City City Hall
815 West Lake
Tawas City, Michigan

Article III

The municipalities incorporating and otherwise creating the Tawas Police Authority are the CITY OF EAST TAWAS and the CITY OF TAWAS CITY ("constituent municipalities"). The constituent municipalities are adjacent communities located within the County of Iosco and State of Michigan.

Article IV

The purpose of the Tawas Police Authority is to provide police protection to the constituent municipalities, and other municipalities by contract. The Authority is empowered as follows:

- a. To exercise each City's municipal power and authority to establish and maintain a police department.
- b. To employ and appoint a Police Chief and such employees and officers as shall be required for the proper and efficient operation and maintenance of the department.
- c. To make and establish rules and regulations for the government of the department, employees, and officers thereof and for the care and management of the vehicles, apparatus, property and building pertaining to the department, and for the prescribing of the powers and duties of such employees and officers.

d. To collect fines and receive any other revenues in connection with providing law enforcement services described herein or obtaining from the sale of lost property or the disposition of evidence.

e. To employ qualified legal counsel and to initiate and defend litigation in its own name.

f. To enter into contracts within the scope of this Agreement and to employ such other administrative personnel as is necessary to effectuate the purposes of this Agreement.

g. To apply for, receive, and utilize any available federal or state assistance.

h. To accept gifts and grants with the approval of the Authority members if the acceptance of such gift or grant does not conflict with or restrict any responsibility or function of the Authority described herein.

i. To exercise any and all of the power of the Cities in regard to providing police protection for the persons and property within their collective boundaries, and by contract with other municipalities including any and all other police related requirements, as provided in their respective Charters.

Article V

The Tawas Police Authority shall consist of four (4) members. Each constituent municipality shall have two (2) members; one member of the City Council and the City Manager. Each constituent municipality shall also appoint an alternate member who may attend meetings of the board but may vote only in the absence of one of the members appointed by the alternate's respective municipality. The term of office of Authority members who are not City Managers shall be one (1) year. Each term of office shall commence on February 1st of each year. Members of the authority shall serve without compensation, except that the Authority may pay members for actual out-of-pocket expenses.

Article VI

At an organizational meeting to be conducted annually each February 1st, the Authority shall appoint, from its members, a Chairman, Vice Chairman, and Secretary for terms of one (1) year and until a successor shall be appointed and qualified. The officers shall perform functions customarily associated with their respective offices and as provided herein or in any Operations Manual promulgated hereunder.

The Chairman of the Authority shall be one of the two City Managers. The Chairmanship will alternate yearly, and the change shall occur on February 1st of each successive year. The City

Manager of the incorporating municipality not acting as Chairman of the Authority will automatically function as Vice-Chairman and Operations Director. In this capacity, the Operations Director will function as the administrator of Authority policy.

Article VII

The Authority shall establish an annual budget for fiscal years commencing July 1st and ending June 30th of each year. Such budget shall be prepared and approved by the Authority and submitted to the constituent municipalities so as to permit consideration incidental to the establishment of the annual budget for each such municipality relative to approval of appropriations by said municipalities to the Authority.

The annual budget shall include separate accounts for operating funds and capital expenditures. The Authority shall keep and maintain records of its capital investments, receipts, and disbursements in accordance with acceptable accounting practice.

Article VIII

An annual audit of the Authority's financial record shall be completed within sixty (60) days of the end of each fiscal year by an independent certified public accountant. Such audit shall be presented to each constituent municipality.

Article IX

The Authority shall adopt rules of procedure and a schedule of regular meetings to be held not less often than monthly. Special Meetings may be called at any time upon eighteen (18) hours notice by the Chairman, Vice-Chairman, or Secretary. All Authority meetings shall be held in accordance with the various provisions of the Open Meeting Act.

Article X

Three (3) members of the Authority shall constitute a quorum to conduct business, and the affirmative vote of a majority of the members of the Authority in attendance shall be required to approve any action.

All votes shall be "ayes" or "nays" except that unanimous votes may be so stated. In the event of a tie or deadlock, then each constituent municipality may appoint one (1) additional individual each to cast a vote. In the event that the tie or deadlock remains, then the constituent municipalities shall mutually agree upon the identity of a third party who shall in turn resolve the tie or deadlock.

Article XI

The Authority shall be an independent employer, and all employees thereof shall be subject to the terms and conditions of employment as established by the Authority. Employees of the Authority shall not be deemed to be employees of the constituent municipalities.

The Authority shall employ, or the constituent municipalities shall jointly elect, a Chief of Police who shall serve at the discretion of the Authority. The Chief of Police shall be responsible for the day-to-day operation of the police department as established by the Authority and Operations Manual.

Article XII

The Authority shall determine matters of policy, and in that regard shall promulgate an Operations Manual setting forth such considerations as the amount, extent, hours, and scheduling of police services; the rendition of such services; and the standards of performance to be adhered to by all Authority employees. The Authority shall be responsible for the appropriate control and discipline of all officers and employees pursuant to said Operations Manual.

Article XIII

This Authority shall continue in existence perpetually or until dissolved by act of the parties or by law.

Article XIV

The Authority is empowered to contract with non-constituent municipalities for the provision of police services. Any such contract shall clearly and unambiguously state a reasonable charge or rate for such services furnished. Any such contract shall be subject to the approval of the governing body of each constituent municipality. No such contract will contemplate a period of performance in excess of twenty (20) years.

Article XV

The Authority budget shall be shared equally by the constituent municipalities except for clearly identifiable activities unique to a constituent municipality.

Article XVI

The Authority shall report monthly to each constituent municipality on the activities of the Authority, and shall furnish such other reports as may be requested from time to time by the constituent municipalities.

Article XVII

In the event that either municipality desires to withdraw from the Authority, the withdrawing municipality shall serve one (1) year's notice upon the remaining constituent municipality. All assets shall be divided equally upon the date of dissolution or as may be provided by written agreement executed by authorized representatives of all affected constituent municipalities.

Article XVIII

These Articles of Incorporation shall be effective as of September 18, 1995.

The foregoing Articles of Incorporation were adopted by the City Council of the City of East Tawas, County of Iosco, State of Michigan, at a meeting duly held on the 19th day of June, 1995.

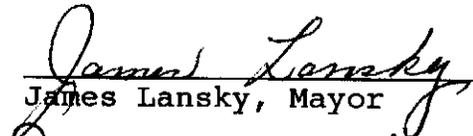


Ralph Wester, Mayor

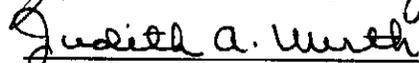


Blinda Baker, Clerk

The foregoing Articles of Incorporation were adopted by the City Council of the City of Tawas City, county of Iosco, State of Michigan, at a meeting duly held on the 18th day of September, 1995.



James Lansky, Mayor



Judith A. Werth, Clerk

TAWAS POLICE AUTHORITY
CONCEPT OF OPERATIONS

PURPOSE

This Concept of Operations manual shall provide the Tawas Police Authority (TPA), hereinafter referred to as the "Authority", and the officers of the "Authority", with the organizational, operational, philosophical and appraisal policies of the authority.

ORGANIZATION

In accordance with Article VI of the "Authority's" Articles of Incorporation, one of the constituent municipalities manager will function as the Chairman of the Authority, the City Manager who is not the acting Chairman of the Authority assumes the position of Vice-Chairman and Operations Director.

The Council member whose City Manager is the Acting Chairman shall be the Acting Secretary of the Authority.

The Tawas City Treasurer is Treasurer of the Authority.

The Authority shall employ a Chief of Police who shall serve at the discretion and pleasure of the Authority. The Chief of Police is responsible for the operation of the police department as established by the Authority, and will report directly to the Operations Director

The Officers of the Authority will work directly for the Chief of Police. One of the Officers will be designated a Sergeant, and will be considered the number two man in the force. This individual will function as the Chief in his absence.

The Authority, as an independent commission, is given its' authority through the Articles of Incorporation; however, it is recognized that lines of communication between the Council and the Authority Board must be maintained at all times. With this in mind, the Authority shall keep the respective City Councils informed of its' operations through minutes of its' meetings, and these minutes will be made available to each constituent Council.

POLICY

The Chief shall decide such questions as to the amount, extent, hours and scheduling of police officers as provided in the budget. The discipline of officers and control of personnel are also the Chief's responsibility; however, the Authority Board, through the Operations Director and/or the Chairman, must be made aware of the Chief's action. Termination and/or suspension of any officer is the responsibility of the Authority.

The City Manager's, acting as Chairman and Operations Director of the TPA, and the two City Council representatives on the TPA, will be the only recognized advocates of the TPA at the respective constituent City Council meetings. However, the respective City Councils may ask for an officer of the Authority to be put on the Council's agenda.

An officer of the Authority attending a City Council meeting, where his expertise is required and the reason for his attendance is reflected on the Council's agenda, must exercise careful consideration of his comments, and these comments must be limited to the agenda item he is addressing. An officer of the Authority, as a citizen of the community, does not give up these

rights by joining the Authority.

Promotions, overtime and any other operations involving discharge of Authority funds over and above daily operations must be reviewed and approved by the Operations Director, or sent to the full Board for approval.

ADDED

VOTING PROCEDURES

Roberts Rules of Order shall apply; however, because of an even number of members, tie votes become a possibility. When the Authority faces such a possible impasse on any issue and resolvment does not appear imminent, the Authority may agree to select an independent individual, from a list of qualified volunteers, agreed upon by the Authority, to act as an arbitrator. The Authority members must agree, prior to the selection of the individual, whether the arbitrator's decision will be binding.

PHILOSOPHY

It is the intent of the Authority that the active Police Force do all in their power to display the professionalism expected of them. Periodical reports will be submitted to the Operations Director for his perusal. These reports will be an integral part of the monthly Authority Board meetings.

OPERATIONS

There is no general human vocation that is more important or satisfying than the service to people. A critical part of that

broader vocation is community service employment. Municipal employees provide the most efficient and closest level of public service responsible for assuring a safe, clean, healthy and attractive environment for family, friends and fellow citizens. Authority employees should take pride in their work. It is visible to all to see, and will play an important role in determining whether or not people enjoy and take pride in the community.

Since Authority employees work for the public and are in the public eye, the Patrolmen must be open and responsive to citizens' needs, concerns, and suggestions. They must also have more patience, a slower temper, and tougher hide than the average person. They must be respectful, kind, willing to take occasional abuse, and able to return a soft word for a harsh one. To this end, it is expected that Authority employees will conform to the following standards of conduct:

- a. Officers are expected to begin and end work on time, to give diligent effort and attention to their duties and responsibilities throughout their scheduled work period.
- b. Developing cordial on the job relationships is important to assure job satisfaction, and employees are encouraged to engage in social exchanges. However, each Officer is expected to use wisdom and good sense to prevent social exchanges from interfering with work productivity, and to give the taxpayers an honest return for their investment. Incessant chatter, idleness, and "fooling around" are to be avoided

c. The Officers are to respect and treat fellow employees in the same manner they themselves expect to be treated. Ridicule and malicious talk about other employees can only undermine morale, and create bad feelings as well as an unhappy working environment.

d. Low morale and an unpleasant working environment are also caused by complaining and criticism. The Operations Director needs to know when employees are unhappy about another Authority employee or a working circumstance. Employees are expected to use the chain of command to discuss those concerns; otherwise, employees are to keep criticism and complaining to themselves.

e. All Officers are expected to be alert at all times to job related needs and problems, and take steps to solve them or bring them to the Chief's attention. While driving around the cities of East Tawas and Tawas City, Patrolmen should be looking for problems that need attention. Such problems should be corrected on the spot or, if not feasible, they should be brought to the Chief's or City Manager's attention. Any evidence of dishonesty, malingering and unethical practices on the part of another Patrolman should be brought to the attention of the Chief or the Operations Director. Unethical employees make all public employees look bad.

f. All Patrolmen are expected and encouraged to make suggestions when they discover ways to improve work methods

and enable the taxpayers' dollar to be used more efficiently.

g. In a work force the size of the Authority, it is necessary that employees be prepared to perform a variety of tasks. Although an Officer may be hired and classified under a specific or narrow function, he or she may and will be called upon to perform other jobs. As long as such other jobs are within the physical and mental capabilities of the individual, such jobs are to be readily and willingly accepted.

h. It is important to recognize that all equipment and supplies were purchased by the taxpayers to support community services - not for personal use or abuse. Resources must be conserved, and equipment must be treated better than we treat our own.

i. All Officers are expected to follow the instructions of the Chief.

j. Officers are not to use their municipal position, either openly or subtly, to seek favors. Neither are they to show any hint of favoritism towards any one citizen or group of citizens in the conduct of their jobs.

k. Above all, integrity, honesty, initiative, loyalty and a desire to improve one's job knowledge abilities are necessary characteristics for public employees.

Because of the limited number of patrolmen assigned to the Authority, it is necessary that the Chief of Police be an active patrolman. To this extent, his activities must be divided between Administrative functions and patrol functions. He will also be expected to pull an occasional weekend shift, and a periodic night shift would be beneficial to the morale of the force.

An additional officer working during the same time of the day that the Chief is on duty may not be a continuing requirement. Consequently the work shift should vary, based on the Chief's planned activities; however, on those days when the chief is required to attend meetings or perform ceremonial functions, a second officer may be necessary.

EVALUATIONS

Each member of the Police Force will receive a quarterly evaluation, effective with the approval of this Concept of Operations:

- a. The Chief of Police will be evaluated by the Operations Director, in conjunction with the Chairman of the Authority.
- b. Each Patrolman will be evaluated by the Chief of Police.
- c. The evaluations will be provided to the entire Police Authority Board for review and action, if appropriate.

After the first year, evaluations will be given every six months, and after the second year, all employees will have an annual evaluation.

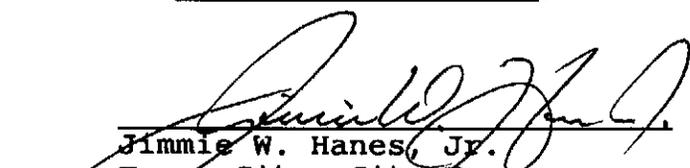
For new employees, the new member will receive quarterly evaluations during his or her first year, semi-annual evaluations the second year, and annual evaluations thereafter.

Individuals who receive marginal or unsatisfactory evaluations will be interviewed by the Authority Board prior to any disciplinary action. Only, the Board has the Authority to dismiss Officers; however, the Chairman in coordination with the Operations Director, may discipline individual Officers.

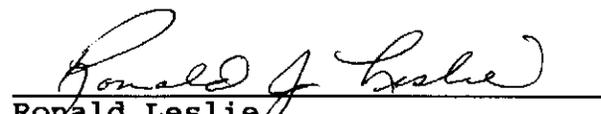
APPROVAL

This Concept of Operations becomes effective with the signatures of the members of the Tawas Police Authority and the effective date will be the date of the signature of the final signatory.

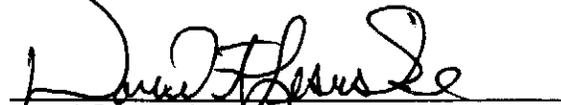
The foregoing Concept of Operations was adopted by the Tawas Police Authority, at a meeting duly held on the 2nd day of October, 1995.



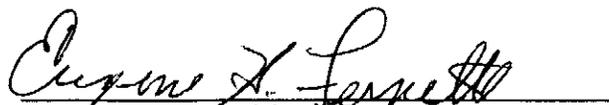
Jimmie W. Hanes, Jr.
Tawas City, City Manager
Chairman, TPA



Ronald Leslie
East Tawas City Manager
Operations Director, TPA



David Lesinski
Tawas City, City Council Rep.



Eugene Fernetto
East Tawas City Council Rep.