

# **Request for Proposals**

## ***Consultant Services to Evaluate Multijurisdictional Provision of Police and Public Safety Services (phased approach)***

**Issued By:**

Public Safety Workgroup

that consists of representatives from the following jurisdictions in Berrien County, Michigan:

City of New Buffalo

Township of Three Oaks

Three Oaks Village

Chikaming Township

Date released: January 2, 2024

(updated to include Attachment D on January 23, 2024)

# Section 1: Introduction and Instructions

## 1.01 Purpose of this RFP

This Request for Proposal (RFP) is issued by a working group consisting of representatives that were selected by the governing bodies of the following jurisdictions in Berrien County, Michigan: City of New Buffalo, Three Oaks Township, the Village of Three Oaks, and Chikaming Township. These representatives are collectively referred to as the “Workgroup” throughout this document; these jurisdictions are collectively referred to as the “Participating Jurisdictions” throughout this document.

The governing bodies of the Participating Jurisdictions have agreed, by resolution, that the purposes of the Workgroup are to survey residents and community stakeholders about their perceptions and experiences with the current provision police, fire, or public safety services; survey residents and community stakeholders about their perceptions regarding how these functions may be improved; gathering historical and current data related to the operations of police, fire, or public safety within each participating jurisdictions and the region; and to solicit proposals from qualified firms regarding a study of current and alternative models for the provision of police, fire, and/or public safety services which can be considered by the governing body of each Participating Jurisdiction. The purpose of the RFP is to solicit proposals from qualified firms to assist the Workgroup by guiding, coordinating, conducting, and producing deliverables related to its purposes. The workgroup has chosen to focus its efforts on police and public safety services for the reasons outlined in section 2.02.

The Pokagon Fund is a private foundation that provides administrative support the to the Cross Municipal Collaborative (explained in more detail below); this support extends to the coordination of information, questions, and proposals received related to the Workgroup and this RFP.

## 1.02 Contact Instructions

Any questions or comments regarding this RFP must be addressed to “Public Safety Workgroup” and submitted in writing, via e-mail, to [dpetersen@pokagonfund.org](mailto:dpetersen@pokagonfund.org). This RFP and the Workgroup’s responses to any questions/comments will be posted on the websites of the Participating Jurisdictions. Those websites are located at the following uniform resource locators, commonly referred to as an “URL”:

City of New Buffalo: <https://cityofnewbuffalomi.gov>  
Three Oaks Township: <https://www.threeoakstownship.org/>  
Village of Three Oaks: <https://www.threeoaksvillage.org/>  
Chikaming Township: <https://www.chikamingtownship.org/>

## 1.03 RFP Schedule of Events

This schedule of events represents the Workgroup’s best estimate of the schedule that will be followed for this RFP. If a component of this schedule such as the deadline for receipt of proposals is delayed, the rest of the schedule will be shifted by the same number of days. The Workgroup reserves the right to change the schedule or terminate the entire RFP process at any time. The approximate RFP schedule is as follows:

- RFP issued: January 2, 2024.
- Questions from potential bidders due: January 16, 2024.
- Responses to questions posed: January 23, 2024. (see Attachment D)
- Proposals due: February 16, 2024 at 12:00 p.m. Eastern Standard Time (“Deadline”)
- Review of proposals and shortlist: March 8, 2024.
- Recommendation of Workgroup considered by Participating Jurisdictions’ governing Bodies: through April 2024.
- Phase 1 work begins by selected contractors: May 1, 2024.

#### 1.04 Acceptable Method for Submitting Proposals

Offerors must submit their proposal(s) as attachments to an email; the proposal must be in one file that is in Portable Document Format (commonly referred to as “.pdf”). Emails that do not contain an attachment shall be considered unresponsive. The subject line should state “Proposal for Public Safety Workgroup” or something substantively similar.

Proposals must be sent electronically to the following e-mail address: dpetersen@pokagonfund.org. Proposals must be received at this e-mail address no later than the Deadline. Proposals or amendments received after the Deadline shall be nonresponsive and not considered. Neither the Workgroup nor any Participating Jurisdiction assume any responsibility for delays caused by any delivery or receiving service, including but not limited to computer networks, firewalls, or hardware.

#### 1.05 Questions and Addenda

Questions regarding this RFP shall be submitted in writing by e-mail to dpetersen@pokagonfund.org. The deadline for questions is listed in the “RFP Schedule of Events” subsection. The Workgroup will respond to the questions collectively. Answers to questions will be posted to the websites listed in the “Contact Information” subsection by the date indicated in the “RFP Schedule of Events” subsection.”

## Section 2: Scope of Work

#### 2.01 Community Profile of Participating Jurisdictions

The Participating Jurisdictions are located in far southwestern Michigan. The City of New Buffalo and Chikaming Township are located on the shores of Lake Michigan. Three Oaks Township’s southern border abuts the State of Indiana. The many recreational, leisure, and hospitality amenities of the area make it a popular destination for many in the greater Chicago metropolitan area. All jurisdictions have substantial seasonal populations, which increases police departments’ activities in the summer months. See Attachment A for a map that shows the Participating Jurisdictions.

Populations of Participating Jurisdictions	
Jurisdiction	Population (2020)
City of New Buffalo	1,613
Three Oaks Township	954
Village of Three Oaks	1,347
Chikaming Township	3,081
<b>TOTAL</b>	<b>8,443</b>
Source: U.S. Census Bureau, ACS 5-year Estimates Subject Tables. Accessed via <a href="#">WEBPAGE AT THIS LINK</a> on 10/26/2023/	

## **2.02 Background and Communities' Identified Challenges/Needs**

The Cross Municipal Collaborative is an informal group of municipal leaders from 9 cities, villages, and townships in the Southwestern portion of Berrien County communities who meet to discuss issues of common importance. During several meetings over the past year, the issues that police departments face have been heavily discussed. In August 2022, the CMC invited local chiefs of police to attend a meeting to discuss the challenges they are seeing within local departments. The issues identified during that meeting include:

- Difficulty in retaining certified officers who leave for similar jobs within other jurisdictions offering higher pay, sign-on bonuses, other “pull” factors;
- A negative stereotype of law enforcement as a career amongst younger people making attraction to the field more difficult;
- Challenges in paying for certification costs (and then getting those individuals to stay once certification has been obtained);
- A perception of a lack of public support for law enforcement activities by those considering it as a career;
- The dangers of the job with a perception of low pay;
- New employees not wanting to work “undesirable” hours, demanding the “latest & greatest” equipment;
- Difficulty in retaining certified officers who leave for jobs in other fields;
- Instances of shuffling personnel from one local agency to another (a police officer leaves one local department for employment with another local department);
- The retirement of many current veteran officers without any one to step in and take their vacated positions;
- While all jurisdictions within the area fund some level of police services, the question has been raised as to whether the current level of coverage is adequate to meet the real demand, especially during busy summer months; and,
- others.

Discussions continued into 2023. Four of the local units of government (the Participating Jurisdictions) that take part in the CMC expressed an interest in continued conversations with one another about exploring collaborative solutions to maintain adequate police coverage well into the future in their respective communities. There is a strong feeling that – without doing something – these challenges will persist and erode the ability to provide police services. These four local units met to discuss ways in which they might jointly explore solutions to their shared challenges regarding police services and, through discussion, realized that a “public safety” model may also need to be considered. A resolution was drafted for consideration by the four Participating Jurisdictions’ governing bodies, all of which adopted the resolution (see Attachment B for a copy of the template that was passed).

Since the governing bodies of the Participating Jurisdictions passed this resolution, a separate effort to research the possibility of regionalizing fire services to address “manpower shortages, recruitment challenges, and limited resources for group purchases” has gained steam. Each of Participating Jurisdictions’ governing bodies (plus the New Buffalo Township Board) have passed a resolution supporting the exploration collaborating to provide fire services. The Workgroup expects that the services procured under this RFP will focus on police services in the Participating Jurisdiction, but it also

recognizes that the “police” and “fire” discussions – currently on separate tracks – may merge into a discussion about a public safety model in the future (including during the timeframe in which the services under this RFP are being provided).

Three of the Participating Jurisdictions – New Buffalo City, Chikaming Twp., and the Village of Three Oaks – operate police departments. The Village of Three Oaks also provides police services to Three Oaks Township on a contractual basis (which fully encompasses the village). All communities provide mutual aid to other communities as needed. The Berrien County Sheriff’s Department and the Michigan State Police provide general police support (there is not a dedicated patrol from either organization in any of the Participating Jurisdictions). Mutual aid is also available from other local units of government that are not Participating Jurisdictions. The Pokagon Band of Potawatomi Indians Police Department has a substation in nearby New Buffalo Township. The Chikaming Township Police Department provides a school resource officer to River Valley School District and the City of New Buffalo Police Department provides an SRO to New Buffalo Area Schools Middle/High School. Attachment C provides an overview of the size, call volumes, and basic pay structure for police officers of each of the Participating Jurisdiction’s police departments.

The City of New Buffalo is not contiguous to any of the other Participating Jurisdictions; New Buffalo Township surrounds the city’s land borders. The Village of Three Oaks is wholly located within Three Oaks Township. Chikaming and Three Oaks Townships are contiguous to one another.

## **Section 3: Scope of Services**

### **3.01 Introduction**

This RFP is for a single project with multiple parties (each of the Participating Jurisdictions and the firm that is selected) of limited duration which will be awarded and delivered in phases as described below. Aside from the general specifications listed below. Each respondent should propose approach(es) that will best address the goals of the project based upon its expertise, proven best practices, and progressive trends in law enforcement and public safety.

### **3.02 Phased Approach**

#### **3.02(a) Phase 1 – Gather/Analyze Community Perceptions and Initial Data**

The Workgroup seeks to understand whether there is a will or desire to pursue multijurisdictional service models for the provision of police or public safety services amongst the stakeholders of each Participating Jurisdiction. The first required component of Phase 1 is the solicitation of input from stakeholders to identify concerns, opportunities, and other latent issues about the prospect of the Participating Jurisdictions’ working with one another concerning these services. The stakeholders will be the residents, business owners, property owners, and others who may have an interest in effective, efficient, and sustainable police or

public safety functions in each of the four Participating Jurisdictions. Firms responding to this RFP must describe the methods that they would use to solicit this input as part of a detailed work plan.

The selected contractor will also meet (or develop other means of soliciting input) with the current personnel of the Participating Jurisdiction's police departments to understand their concerns and ideas regarding any potential multijurisdictional model.

The third component of Phase 1 is to preliminarily gather and analyze data that is relevant to the Workgroup as it considers whether to move on to Phase 2.

The analysis that is conducted must include aggregated information for the Participating Jurisdictions and community-specific information for each jurisdiction.

### 3.02(b) Phase 2 – Feasibility Analysis of different Multijurisdictional Models

If the Workgroup, based on the data and perceptions that it analyzes during Phase 1, determines to continue its exploration of different models, then the selected firm will work with the workgroup to develop up to three detailed options of multijurisdictional provision of police or public safety services to explore. The Workgroup may come to the conclusion that the best interest of the communities would be to make no substantial changes and to leave each of the current police departments that are operated by the Participating Jurisdictions intact, without any significant operational changes; if that is the case then further exploration is not necessary and this project would end. However, Phase 2 would continue the Workgroup's exploration of examining multijurisdictional models for the provision of police or public safety services. The Workgroup understands that the concept of a "multijurisdictional model" may have very different practical implications. It may mean sharing functions (two or more agencies combine certain administrative or support functions), cross deputization/mutual enforcement zones (agencies authorize each other's officers to pool resources and improve cross jurisdictional coverage, for example, permitting a city police officer to cite within a township or and a township's officer deputy to make arrests in a different township), implementing a "public safety" model (unification of many first response functions into one department), local merger (separate agencies form a single new entity), contract (on jurisdiction procures the services from another jurisdiction), or another model. The Workgroup has not made any determination on which of these models, if any, would best serve the Participating Jurisdictions and, through Phase 2, would become more informed about the likely impact of implementing these models. The objectives of any multijurisdictional arrangement will be informed by

the data collected in Phase 1 and other input of the governing bodies of the Participating Jurisdictions.

All respondents must submit a plan to develop a feasibility analysis of at least three different multijurisdictional models for the provision of police or public safety services in the Participating Jurisdictions. These analyses will include, at a minimum:

- A description of the model
- The potential pitfalls and opportunities of the model's impact on all facets of the provision of police or public safety services including:
  - o Values (perceived departmental identities, philosophies, and cultures)
  - o Governance and Funding Issues (management; funding and shared costs; revenue streams; salaries, benefits, retirement, promotions)
  - o Operational Issues (administrative support needs; deployment, special units, recruitment, retainment, logos/patches, policies/procedures/protocols, facilities, equipment)
  - o Special transition issues (handling retirement and pension plans, disposal of equipment, timing, populating new management structure, others to be identified).
- The study will identify the impact of a change in cost savings or potential increases in costs to the respective participating law enforcement service agencies and their constituents. This includes costs and savings in the area of law enforcement operations; staffing; overtime and pension costs; and logistical efficiencies, such as administrative and purchasing expenses.

### 3.02(c) Phase 3 – Transition and implementation

If the Participating Jurisdictions decide to pursue a multijurisdictional model for the provision of police or public safety services, then the selected contractor will be available for ongoing consultation during the planning, transition, and implementation phases.

## 3.03 Proposal Contents

All proposals should contain the following:

- 1) A description of the firm's previous experience in completing work that is substantially similar to the services being sought through this RFP.
- 2) What is the name and title of firm's principal who will be responsible for carrying out the activities described in this proposal? Please provide a résumé for this principal and all staff members that will have a key role in the substantive work described in this proposal.
- 3) A description of the approach and detailed work plan for Phase 1 and Phase 2, including deliverables.
- 4) The cost that the firm would charge for completing the work in Phase 1

- 5) The cost that the firm would charge for completing the work in Phase 2, if needed (with understanding that Phase 2 may not be needed).
- 6) A description of the firm's availability to complete any work performed Phase 3 and the cost/methodology for it (i.e., cost per hour for consultation services), if needed (with understanding that Phase 3 may not be needed).

### **3.04 Evaluation Criteria**

The Workgroup will use the following as their basis for developing a recommendation to each of the governing bodies of the Participating Jurisdictions. It is the Participating Jurisdictions' intent to enter into a contract with an Offeror or Offerors who best demonstrates the ability to provide the services described herein. After reviewing the proposals, if the Participating Jurisdictions decide not to enter into a contract, the Workgroup will notify all firms that submitted a proposal.

<b>Criterion</b>	<b>Weight</b>
Qualifications and experience of the bidder in doing the Work and demonstrated competence in performing the Work.	25%
Responsiveness to the requirements of the RFP.	25%
The completeness of the proposal including scope, project approach detailed work plan, and overall understanding of the Work.	20%
Qualifications of staff that would be assigned to do the work, including education and experience	20%
Cost reasonableness of the services described in the proposal	10%

Proposals will not be publicly opened. Bidders will be advised of the results after evaluations of all proposals have been completed and a successful bidder has been determined.

## **Section 4: Miscellaneous**

### **4.01 Indemnification**

To the fullest extent permitted by law, the selected contractor, its subcontractors, agents, servants, officers, or employees, shall indemnify and hold harmless the City of New Buffalo, Chikaming Township, Three Oaks Township, The Village of Three Oaks, and The Pokagon Fund, including, but not limited to, its elected and appointed officials, officers, directors, employees, volunteers, and agents, from any and all claims brought by any person or entity whatsoever, arising from any act, error, or omission of the provider during the selected contractor's performance of any agreement that results from this RFP or any other agreements between the parties, entered into by reason thereof. The selected contractor shall indemnify and defend the City of New Buffalo, Chikaming Township, Three Oaks Township, The Village of Three Oaks, and The Pokagon Fund, including, but not limited to, its elected and appointed officials, officers, directors, employees, volunteers, and agents, with respect to any claim arising, or alleged to have arisen from negligence, and/or willful, wanton or reckless acts



or omissions of the selected contractor, its subcontractors, agents, servants, officers, or employees, and any and all losses or liabilities resulting from any such claims, including, but not limited to, damaged awards, costs, and reasonable attorney's fees. The indemnification shall not be affected by any other portions of the agreement relating to insurance requirements. The firm agrees that it will procure and keep in force at all times at its own expense insurance in accordance with these specifications.

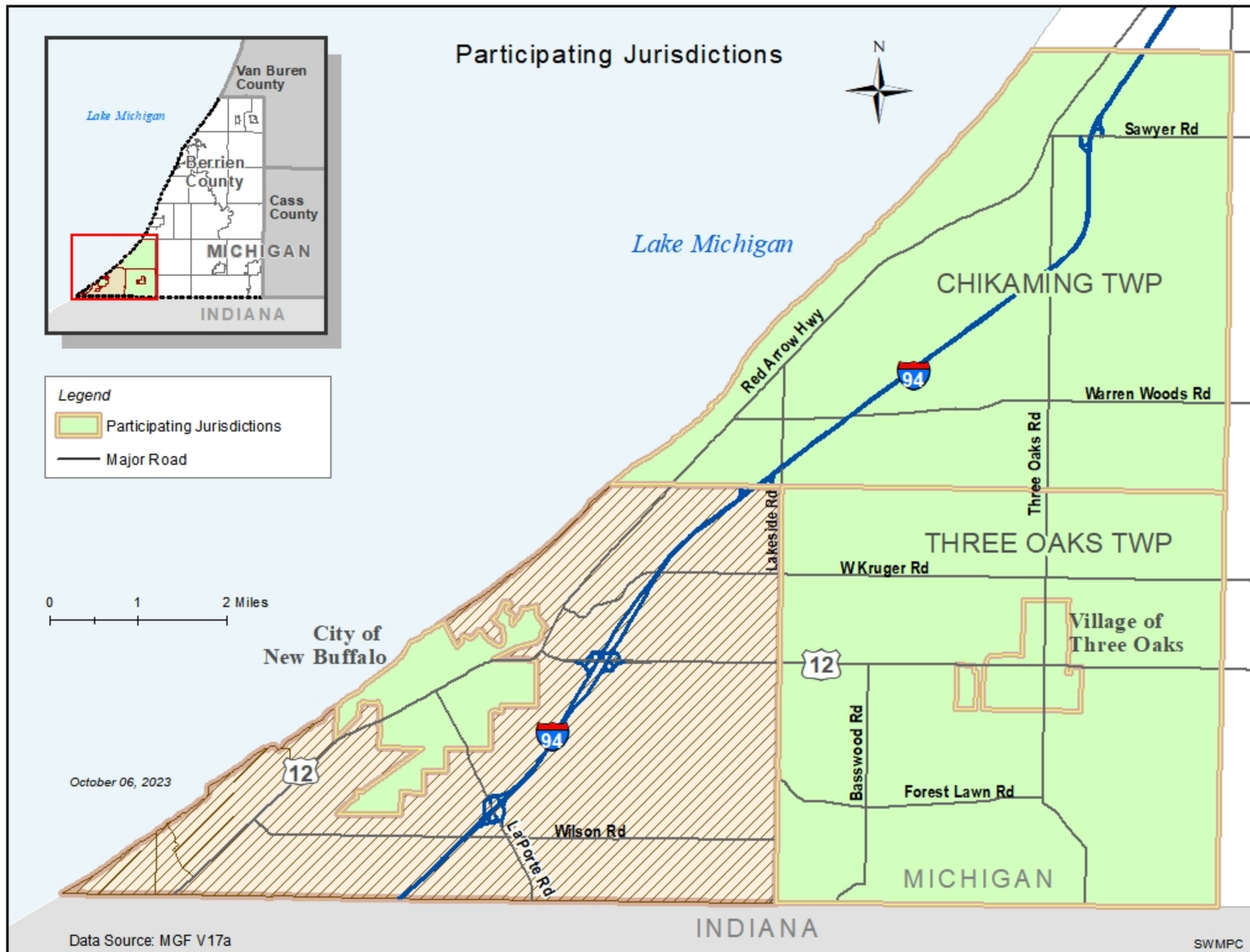
#### **4.02 Insurance Requirements**

The selected firm shall secure the insurance specified below. All insurance secured by the selected firm under the provisions of this section shall be issued by insurance companies acceptable to each of the Participating Jurisdictions. Certificates of all required insurance shall be provided to each of the Participating Jurisdictions upon execution of this agreement. The Offeror will provide the City with at least 30 days' written notice of an insurer's intent to cancel or not renew any of the insurance coverage. The Offeror agrees to hold the City harmless from any liability, including additional premium due because of the firm's failure to maintain the coverage limits required. The approval or acceptance of certificates of insurance does not constitute the assumption of responsibility for the validity of any insurance policies nor does the City represent that the above coverages and limits are adequate to protect any individual/group/business, its consultants' or subcontractors' interests, and assumes no liability therefore.

1. Workers' compensation insurance providing the statutory limits required by Michigan law.
2. Commercial general liability insurance providing occurrence form contractual, personal injury, bodily injury, and a property damage liability coverage with limits of at least \$1,000,000 per occurrence, \$2,000,000 general aggregate, and \$2,000,000 aggregate products and completed operations. The required limit may include excess liability (umbrella) coverage. The policy shall name each of the Participating Jurisdictions and its representatives as an additional insured.

#### **4.03 Subcontracting**

Offerors are allowed to subcontract portions of the work requested. Subcontractors shall be identified as part of the project team and included in the Offeror's proposal.



# RESOLUTION TO PARTICIPATE IN MULTIJURISDICTIONAL EXPLORATION OF CURRENT POLICE AND FIRE SERVICES

[JURISDICTION NAME]

RESOLUTION No. \_\_\_\_\_

**WHEREAS** the Cross Municipal Collaborative (hereafter “CMC”) has been in existence since 2018 and serves as an informal forum through which municipal leaders from communities in Southwestern Berrien County, Michigan can share and discuss matters of mutual concern, opportunities for collaboration, and other topics; and

**WHEREAS** several CMC participants have expressed a desire to understand the perception that residents and community stakeholders hold regarding current police and fire services and to collect more information about the efficacy and sustainability of the current model of providing these services within their respective city, township, or village; and,

**WHEREAS** based on the observations and experiences shared by officials at the CMC meetings, the challenges of administering police and fire departments appear to be similar amongst several of the jurisdictions that participate in the CMC;

**NOW, THEREFORE, BE IT RESOLVED** that the governing body of [jurisdiction name] hereby authorizes [insert the names and titles of up to two officials' names] to participate in a workgroup that is comprised of representatives from other nearby cities, villages, and/or townships for the purpose of collecting and analyzing the current perceptions and facts regarding the provision of police, fire, and public safety services in [jurisdiction name] and the southwestern region of Berrien County, Michigan; and,

**BE IT FURTHER RESOLVED** [jurisdiction board/council] is adopting this resolution with the understanding that the workgroup’s purpose is merely exploratory in nature and [jurisdiction board/council] does not delegate nor relinquish any of its decision making authority to the individuals named above nor to the workgroup on which [he, she, they] are serving and the [jurisdiction board/council] retains all power under the laws of the State of Michigan, its charter (or other incorporating documents), and all other pertinent laws with regard to the governance of its police, fire, public safety, or for any other purpose that it has authority to govern; and,

**BE IT FURTHER RESOLVED** that such activities of this workgroup are limited to surveying residents and community stakeholders about their perceptions and experiences with the current provision police, fire, or public safety services; surveying residents and community stakeholders about their perceptions regarding how these functions may be improved; gathering historical and current data related to the operations of police, fire, or public safety in [jurisdiction name] and the region; and soliciting proposals from qualified firms regarding a study of current and alternative models for the provision of police, fire, and/or public safety services which can be considered by the [jurisdiction board/council].

**CERTIFICATION AND EFFECT.** I, the undersigned qualified clerk of the [jurisdiction name], Berrien County, Michigan, certify that the foregoing is a true and complete copy of the resolution adopted by the [jurisdiction board/council] at a properly noticed public meeting held on [date] and has immediate effect.

SIGNED: \_\_\_\_\_ DATE: \_\_\_\_\_

PRINTED NAME: \_\_\_\_\_

# Overview of Participating Jurisdictions' Police Departments

Data submitted by respective departments in October 2023

Union Participation by Department			
Is your police department unionized or nonunionized? If so, list unions and number of members in each:		Union(s)	# of Union Members on Force
	City of New Buffalo	POLC	7
	Three Oaks Township	-	-
	Village of Three Oaks	None	-
	Chikaming Township	None	-

Number of Positions within each Police Department (includes all filled and unfilled positions).				
	Position Title	Full-time	Part-time	On-call or volunteer
City of New Buffalo	Chief	1		
	Lieutenant	1		
	Sergeant	1		
	Officer*	5	7	
	Other: Admin	1		
Village of Three Oaks	Chief	1		
	Lieutenant			
	Sergeant			
	Officer*	2	1	
	Other: Reserves			4
Chikaming Township	Chief	1		
	Lieutenant	1		
	Sergeant			
	Officer*	5	1	3
	Other: Reserves			
Three Oaks Township	None - contracts with the Village of Three Oaks for Police Services			
Total of all Participating Jurisdictions	Chief	3		
	Lieutenant	2		
	Sergeant	1		
	Officer*	12	9	3
	Other: Admin			4
	Other: Reserves			

\*Includes any Community/School Resource Officers

Number of police calls in each of the following quarters, years 2022 and 2023**:					
	Jul.-Sep.	Oct.-Dec.	Jan.-Mar.	Apr.-Jun.	TOTAL
City of New Buffalo	460	246	235	802	1,743
Three Oaks Township	-	-	-	-	-
Village of Three Oaks	300	306	268	344	1,218
Chikaming Township	510	570	458	326	1,864
<b>TOTAL:</b>	<b>1,270</b>	<b>1,122</b>	<b>961</b>	<b>1,472</b>	<b>4,825</b>

\*\*Municipalities' methods of calculating the call volume may differ amongst units.

Square mileage of coverage area	
City of New Buffalo	2.5
Three Oaks Township	-
Village of Three Oaks	1 (but also covers township, approx. 36 sq. mi.)
Chikaming Township	30
<b>TOTAL ***:</b>	
***The participating Jurisdictions are not contiguous; see Attachment A	

What is the pay scale for a police officer within your department?	
City of New Buffalo	\$26.72 to start; \$30.47 after 2 years
Three Oaks Township	\$23 starting hourly wage. No Pay Scale.
Village of Three Oaks	
Chikaming Township	\$25-31.92

Description of Retirement Benefits that Police Officers Receive and the Plans in which they Participate	
City of New Buffalo	MERS 2.5 multiplier w/ 25/55 rider. Employee contribution 5%
Three Oaks Township	Simple IRA
Village of Three Oaks	-
Chikaming Township	MERS Defined Pension 2.0 Multiplier

Describe (generally) the other fringe benefits that full-time police officers are eligible for.	
City of New Buffalo	Disability long and short term, Medical dental vision ins, 15 holidays
Three Oaks Township	n/a
Village of Three Oaks	-
Chikaming Township	BCBS Health Insurance, 120 Hrs of PTO to Start 210 Hrs of PTO Max After 20-Years

Description of Fringe benefits that part-time police officers are eligible for.	
City of New Buffalo	NA
Three Oaks Township	n/a
Village of Three Oaks	-
Chikaming Township	None

Below are the questions that were submitted by the deadline relating to the *Request for Proposals: Consultant Services to Evaluate Multijurisdictional Provision of Police and Public Safety Services (phased approach)* that was issued by the Public Safety Workgroup that consists of representatives from City of New Buffalo, Township of Three Oaks, Three Oaks Village, Chikaming Township in Berrien County, Michigan (originally released on January 2, 2024), along with the Workgroup's responses.

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1. Is the contracting agency for this study the Pokagon Fund?
  - a. Will the selected consultant report to the Pokagon Fund or to the Workgroup?
  - b. How will the project be managed from the client side (project manager, point of contact, payments, initial review of findings, etc.)?

RESPONSE: [response to all subparts of this question] The selected consultant will not report to The Pokagon Fund. The workgroup's current charge includes the solicitation of proposals from qualified firms (see the draft resolution template – Attachment B of the RFP - for more details). The governing bodies of the Participating Jurisdictions will need to consider the proposals that are submitted and then determine (1) whether they want to be a part of a multi-party contract for the services and (2) whether to expand the expectations of the workgroup to include the coordination of phase 1 and phase 2 (if needed) or develop a different project management mechanism. The members of the workgroup are willing to continue to serve in that capacity.

2. The RFP's stated lack of commitment beyond Phase 1 creates a logistical challenge for a consultant team. The RFP, as written, would require the consultant to reserve time in their schedule for the chance that Phase 2 might happen, which is problematic. The uncertainty of the Phase 2 scope makes it extremely difficult to fairly estimate a cost before the project even begins. Would the Pokagon Fund consider:
  - a. Modifying the RFP, limiting the scope to only Phase 1?
  - b. Modifying the RFP to commit to the Phase 2 work?
  - c. Requiring only hourly rates for Phase 2, with no estimate of hours for this phase?

RESPONSE: [response to all subparts of this question] A proposal will be incomplete and nonresponsive if it offers services under only one phase. The workgroup cannot commit to the phase 2 work as the information that is to be gathered and analyzed under phase 1 is critical in determining if phase the communities are ready to consider a different police model than what currently exists (phase 2). An hourly rate for phase 2 will be considered.

3. How many firms have been solicited to respond to the RFP? Who were the firms solicited?

RESPONSE: The RFP was released publicly; any qualified firm may respond.

4. Budgets help inform the expected effort and depth of contracted work. Has a budget been allocated for this project? If so, what is the total budget, or the expected budget for Phase 1 and Phase 2?

RESPONSE: No budget has been developed for this project by the Workgroup nor any of the Participating Jurisdictions. See section 3.04 of the RFP for information on how the proposals will be evaluated, including the weight that will be given to each evaluation category.

5. Section 2.02 states "The Workgroup expects that the services procured under this RFP will focus on police services in the Participating Jurisdictions, but it also recognizes that the 'police' and 'fire' discussions - currently on separate tracks - may merge into a discussion about a public safety model in the future (including during the timeframe in which the services under this RFP are being provided)."
  - a. Given the above, what guidance can the Pokagon Fund and Participating Jurisdictions offer on how to scope this potential, as it would have a significant impact on the scope and the experience needed for the consultant team?
  - b. Would the Pokagon Fund and Participating Jurisdictions consider expanding the initial scope of Phase 1 to include fire services and a potential public safety model?
    - i. Engaging the community on these topics during Phase 1 would make more practical sense and be more efficient than trying to inject these issues late in the process of this study.
  - a. If the scope of work remains as currently written in the RFP, when will the decision be made regarding the inclusion or exclusion of fire services and public safety model in this study's scope?

RESPONSE: [response to all subparts of this question] Even since the RFP was developed, the local conversation amongst certain fire departments has gained momentum. This effort is being led by a separate group of community leaders and involves a different set of municipalities. The inclusion of fire or public safety services appears to be too complicated to include in the services being sought through this RFP. The services under this RFP can focus on police services; in the unlikely event that the opportunity to "merge" the two conversations to include fire or public safety services presents itself, then the contract will need to be renegotiated if the Participating Jurisdictions choose to use the contractor selected through this RFP. A proposal that does not include public safety services will NOT be considered nonresponsive.

6. Mention of the Sheriff's Office and Michigan State Police is very limited in the RFP.
  - a. Are these two entities "at the table?"
  - b. What additional context can the Pokagon Fund or Participating Jurisdictions offer?

RESPONSE: [response to all subparts of this question] The four jurisdictions that are represented within the Workgroup are Chikaming



Township, Three Oaks Township, the Village of Three Oaks, and the City of New Buffalo. Neither the Berrien County Sheriff's Department nor the Michigan State Police are involved with the activities of the Workgroup. These two agencies provide general, nondedicated, police coverage in each of the four Participating Jurisdictions.

7. It appears New Buffalo Township has opted out of the Public Safety Workgroup, despite being in the middle of the Participating Jurisdictions.
  - a. How are public safety services currently delivered in this township?
  - b. Might the Township join the regional conversation at a future point in time?

RESPONSE: [response to all subparts of this question] New Buffalo Township operates its own fire department and contracts with the Berrien County Sheriff's Department for dedicated police coverage. Its leaders have expressed that the township is satisfied with the services that it is receiving from the Sheriff's Department for police coverage.

8. Section 3.04 states "After reviewing the proposals, if the Participating Jurisdictions decide not to enter into a contract, the Workgroup will notify all firms that submitted a proposal."
  - a. Resolutions were adopted by each Participating Jurisdiction, but this statement infers the will to proceed is in question. What would keep the Pokagon Fund and Participating Jurisdictions from proceeding?

RESPONSE: The Resolutions that were adopted do not give the Workgroup the authority to select nor enter into a contract with a contractor. The governing body of each Participating Jurisdiction will need to take action to enter into a contract with one another and the firm that is selected, if they choose to do so.

9. Section 2.01 discusses "substantial seasonal populations."
  - a. Are there any available estimates on the seasonal populations of Participating Jurisdictions?
  - b. What impact does the increase in seasonal populations have on police services in the Participating Jurisdictions?

RESPONSE: [response to all subparts of this question] There are no available estimates of the seasonal populations that the Workgroup feels comfortable sharing out of concerns with accuracy. See the table titled "Number of police calls in each of the following quarters, years 2022 and 2023\*\*" in attachment C of the RFP for a breakdown of the number of police calls in the Participating Jurisdictions over the past two years.