

RESOLUTION 16-36

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF MARCO ISLAND, FLORIDA, AUTHORIZING THE CITY MANAGER TO EXECUTE A CONTRACT WITH TRANSFORMATIONAL STRATEGIES AND SOLUTIONS INC., FOR THE DEVELOPMENT OF NEW POLICIES AND PROCEDURES FOR THE MARCO ISLAND POLICE DEPARTMENT, IN AN AMOUNT NOT TO EXCEED \$49,800.00; AMEND THE FISCAL YEAR 2016 BUDGET TO APPROPRIATE ASSET FORFEITURE FUNDS TO FUND THESE SERVICES; AND PROVIDING AN EFFECTIVE DATE.

WHEREAS, the Marco Island Police Department (MIPD) currently operates with out-of- date policies and procedures which disallows the MIPD to be an accredited law enforcement agency in the State of Florida; and

WHEREAS, law enforcement agencies need current and effective policies and procedures that reflect best practices in the field, legislative changes, protection against litigation and increased community expectation of ethical and constitutional policies; and

WHEREAS, the MIPD sought and secured three (3) independent bids and their responses from companies that specialize in this specialized police work and these services; and

WHEREAS, Transformational Strategies and Solutions Inc. specializes in these required police services, in particular in the State of Florida, preparing policy and procedures and State of Florida accreditation, and is highly recommended by other similar police agencies located in this state; and

WHEREAS, the MIPD recommends contracting with Transformational Strategies and Solutions Inc. to develop new policies and procedures for its operations as specified in their response, attached hereto as Exhibit 1; and

WHEREAS, the City Council finds that entering into this Contract is in the best interest of the City of Marco Island and its residents.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF MARCO ISLAND, FLORIDA, THAT:

Section 1. The above recitals are true and correct and incorporated herein.

Section 2. The City Council authorizes the City Manager to enter into a contract with Transformational Strategies and Solutions Inc., in an amount not to exceed \$49,800.00 to develop new policies and procedures for the MIPD operations as specified in the consultant's response attached hereto as Exhibit 1, together with such non-material changes, as may be acceptable to the City Manager and approved by the City Attorney.

Section 3. The City Manager is authorized to amend the FY 2016 Budget to transfer Asset Forfeiture Funds to fund this Contract on behalf of the City as follows:

	(i)	<u>Sources</u>	
001-229-105		Asset Forfeiture Funds	\$49,800.00

	(ii)	<u>Uses</u>	
001-5210-523400		Other contract Services	\$49,800.00

Section 4. This Resolution shall take effect on April 18, 2016.

Passed in open and regular session of the City Council of the City of Marco Island, Florida, this 18th day of April 2016.

ATTEST:



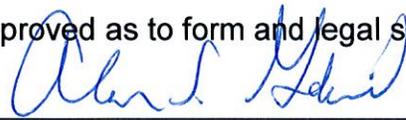
Laura M. Litzan, City Clerk

CITY OF MARCO ISLAND, FLORIDA

By: 

Robert C. Brown, Chairman

Approved as to form and legal sufficiency:



Alan L. Gabriel, City Attorney

TRANSFORMATIONAL STRATEGIES & SOLUTIONS, INC.

COPY

Proposal for Marco Island Police Department

February 19, 2016

This proposal is submitted by Transformational Strategies & Solutions, Inc. (TSS) to the Marco Island Police Department (MIPD) to provide technical assistance in revising the Marco Island Police Department's General Order Manual.

**Philosophy of Customized Service with the Goal
of Enhanced Efficiency and Effectiveness**

Transformational Strategies and Solutions, Inc. (TSS) believes in providing customized services to law enforcement agencies in the development of policies and procedures that will not only guide the agency's actions but will also transform the performance of the agency. Today, more than ever, law enforcement agencies need effective policies and procedures that reflect best practices in the field, legislative changes, protection against litigation, and increased community expectations of ethical and constitutional policing. Policies and procedures are the guiding framework for the decision-making and actions of law enforcement officers. Policies and procedures provide the agency with consistent values and performance, clarify functions and responsibilities, assist in assessing performance, and establishing accountability department-wide. Policies and procedures must be written to reflect the specific practices of the agency, and not written in a "cookie-cutter" fashion lacking the originality and uniqueness of the agency's culture.

TSS believes that new policies supported with education in key areas will contribute to excellence in policing. TSS will provide technical support in training agency staff in three key areas: strategic planning process, organizational training strategy, and general order revisions. The development of policies and enhanced key processes embedded through training in the agency can enhance the operational performance of the agency. Additionally, the training will assist MIPD staff to implement Florida Accreditation key standards related to strategic planning, training and policy development.

Training staff in developing, implementing and evaluating a strategic planning process throughout the department will increase the department's ability to proactively anticipate future needs, respond to internal and external driving forces, modify processes and respond to changes through innovative strategies. Developing department-wide and unit specific goals and objectives tied to budget projections enables department members to plan the future of the agency proactively over the projection of a three to five year planning process. Together, a policy outlining a department-wide strategic planning process, and brought to life through training, can change how the department anticipates and responds to internal and external changes. Additionally, a strategy for preparing for the Florida Accreditation Assessment will be identified for implementation.

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An organizational training strategy that provides the vision and planning infrastructure can provide the department with a methodology to identify ways to enhance the department's human capital while providing cost effective strategies. TSS will provide a general order governing department training and also deliver a training session on organizational planning for human capital development. Additionally, TSS will assist MIPD Accreditation Manager in developing a strategic plan to accomplish the ten Florida Accreditation Standards related to training. Furthermore, TSS will serve in an advisory capacity in realigning the performance evaluation instrument of each sworn position with the job description/job task analysis currently used by MIPD.

Law enforcement agencies have limited budgets and need assistance in understanding how to sustain the policy development process. TSS will train MIPD department members on how to update and revise general orders with the goal of MIPD being able to sustain future policy updates without contracting external consultants.

The cost of contracting services is more cost-effective in comparison to the cost of funding a supervisory position to accomplish this project. TSS builds relationships with law enforcement agencies. TSS is dedicated to helping law enforcement agencies learn to be self-sufficient through technical assistance and training. TSS success is measured by building relationships with law enforcement agencies and enabling law enforcement agencies to be self-sufficient.

Our Motto is "No Repeat Business"

Description of Services

Transformational Strategies & Solutions, Inc. will perform the following services to accomplish the goal of providing the Marco Island Police Department with a new General Order Manual that reflects with accuracy current day policies, procedures and practices that guides the department to provide excellence in policing. The methodology utilized for this project reflects the recommended approach to policy development as outlined in the International Association of Chiefs of Police (IACP), Best Practices Guide: Developing a Police Department Policy-Procedure Manual.

Transformational Strategies & Solutions, Inc. exceeds the recommendations provided by IACP in the development of policies and procedures. The General Order Manual will reflect best practices in the field, and align with identified standards for Florida Accreditation. The Florida Accreditation Standards will be documented in the corresponding General Order. Additionally, Florida State Statutes and other important reference material found in each General Order will be hyperlinked to the original sources. This provides staff with quick reference to state statutes, legislation and other resources referenced in the General Order.

Transformational Strategies & Solutions, Inc. will not just provide customized General Orders to the Marco Island Police Department, instead, a performance management review of internal processes

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will be undertaken. TSS will analyze the current method used by Marco Island Police Department for strategic planning, training and policy revisions. Furthermore, TSS will train members selected by the Marco Island Chief of Police in the methodology for updating general orders. Police Departments have limited funds and sustainability strategies are paramount. The creation of a new General Order Manual through contracted services should be a one-time event for police departments. TSS will conduct training in how to write new general orders and revise current general orders. TSS success is measured by "**No Repeat Business.**"

Pre-Proposal Analysis

Prior to submitting this proposal, TSS conducted an initial review of the 40 current general orders as to the feasibility of retaining their content, and conducted a site visit to meet with the Chief of Police, Sergeant Ojanovac and tour the facilities. The analysis revealed that the general orders are out-of-date in terms of content and best practices. A new General Order Manual would have to be created "from the ground up."

Description of Deliverables

Deliverable #1 - TSS will create a General Order Manual with a minimum of forty (40) and not to exceed sixty (60) new general orders reflecting current industry best practices, legal requirements and Florida Accreditation Standards. Additionally, all legal guidelines and resources found in each general order will be hyperlinked to the original source such as Florida State Statutes. All Florida Accreditation Standards that are pertinent to each general order will be identified in the general order by the standard's number and title.

Deliverable #2 – The General Order Manual will have a specific general order that outlines the department's process for yearly strategic planning. In order to implement this general order, TSS will conduct an 8 hour strategic planning retreat with the Chief of Police and key management personnel to identify, analyze and prioritize strengths, weaknesses, opportunities, and threats for the department; identify department-wide goals and objectives; identify meaningful measures of success; and identify funding sources and cost-reduction strategies. A strategic plan for a three year timeline for implementation will be created. Each year will have specific goals and objectives to accomplish. The strategic plan will include action steps for achieving Florida Accreditation.

TSS will present a second 8 hour strategic planning session to be held with line supervisors representing each unit to construct unit-specific goals and objectives, identify measures of success, and project any potential costs. Additionally, the supervisors' roles in contributing to accomplishing Florida Accreditation will be identified and action steps implemented. A strategic planning document will be assembled from both planning sessions and available for review by the Florida Accreditation Assessment Team.

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Deliverable #3 – TSS will conduct a one-on-one training session with the training manager to review all training documentation and provide recommendations to assist in the Florida Accreditation Process. Additionally, a review of the department's performance evaluation instrument will be conducted and TSS will provide recommendations to enhance validity and inter-rater reliability. This session will range from 4 to 6 hours in duration.

Deliverable #4 – TSS will conduct an 8 hour training session for training department members selected by the Chief of Police in the methodology for updating and creating new general orders.

Implementation Process and Timeline for Deliverables

Deliverable #1 – New General Order Manual

TSS will require MIPD to provide requested documentation to help in the development of the general orders to include, but not limited to: City's Personnel Manual, job descriptions/job task analysis documents, current collective bargaining agreement, consent orders, court decrees, requirements for employment, and any other documents MIPD believes would be advantageous to the success of the process. A tentative template for each general order will be presented to MIPD for approval.

MIPD will assign a department subject-matter-expert/liaison to work with TSS staff in the development of the general orders. Using Skype and email, TSS staff will conduct meetings with the MIPD liaison to extract and discuss information pertaining to the department to enable TSS staff to write customized general orders. The liaison will review all submitted drafts and provide feedback to promote further customization. Dr. Rasor-Cordero, President of TSS will schedule meetings with the Chief of Police to discuss the progress of the project and to schedule the training workshops.

A draft of each general order formatted in the template approved by MIPD will be submitted to the MIPD liaison and any other personnel designated by the Chief of Police to conduct a final review. Upon approval by the MIPD liaison, all general orders will be submitted to the police chief, city attorney and city manager for review and approval.

Timeline: 10 months

Deliverable #2 – Two Strategic Planning Workshops

Conduct two strategic planning workshops. One workshop will be held with the Chief of Police and key management staff. The other workshop will be held with all line supervisors. Each workshop will be 8 hours in duration. A strategic planning document will be created to include the goal of accomplishing Florida Accreditation.

Timeline: Months 1 - 6 months (concurrent with the timeline for deliverable #1)

Deliverable #3 – Preparation for Florida Accreditation Training Review Workshop

One-on-one training session with the training manager to review all training processes, procedures and documentation such as lesson plans, course/instructor evaluations and provide recommendations for accomplishing the ten Florida Accreditation Standards related to training.

Timeline: Month 4 (concurrent with the timeline for deliverable #1)

Deliverable #4 – General Order Sustainability Workshop

Conduct an 8 hour workshop to train department personnel selected by the Chief of Police on how to revise and write general orders that continue to promote MIPD's culture of excellence in policing, and how to sustain a yearly general order review process.

Timeline: Month 10 (concurrent with the timeline for deliverable #1)

Administrative Costs for Project

All administrative services such as secretarial support and travel expenses will be the responsibility of TSS. Final submission of the new MIPD General Orders Manual will be presented in disk format with three copies. Responsibility for duplication of the disks and/or website posting will be the responsibility of MIPD.

Fees and Payment Schedule

Total fees: \$49,800.00

Payment Schedule:

Month 2 - \$9,960.00

Month 4 - \$9,960.00

Month 6 - \$9,960.00

Month 8 - \$9,960.00

Month 10 - \$9,960.00