TOWN OF TIMNATH, COLORADO
RESOLUTION NO. 2, SERIES 2019

A RESOLUTION APPROVING A PROFESSIONAL SCOPE OF SERVICES WITH THE NOVAK CONSULTING GROUP FOR POLICE DEPARTMENT ASSESSMENT

WHEREAS, the Town Council of the Town of Timnath ("Town") pursuant to C.R.S. § 31-15-103, has the power to pass resolutions; and

WHEREAS, attached hereto as Exhibit A is a scope of services for a professional services contract with The McGrath Consulting Group for a Police Department assessment; and

WHEREAS, the Timnath Police Department is experiencing growth, moving toward 24 hour/7 day a week coverage, will begin using body cameras, and other changes that impact the department; and

WHEREAS, although the attached scope of services cost is within the Town Manager’s spending authority, the Town Council wishes to be on record as supportive of the assessment to assist the Police Department in the future.

NOW, THEREFORE, BE IT RESOLVED BY THE TOWN COUNCIL OF THE TOWN OF TIMNATH, COLORADO AS FOLLOW:

Section 1. Approval
The Scope of Services outlined herein is hereby approved in substantially the form as attached hereto, subject to the Town Manager preparing and approving a Professional Services Agreement with The McGrath Consulting Group, and subject to clarification as deemed necessary by the Town Manager in consultation with the Legal Counsel, and other applicable staff or consultants.

INTRODUCED, MOVED, AND ADOPTED BY THE TOWN COUNCIL OF THE TOWN OF TIMNATH, ON JANUARY 8, 2019.

TOWN OF TIMNATH, COLORADO

[Signature]
Jill Grossman-Belisle, Mayor
ATTEST:

Milissa Peters-Garcia, CMC
Town Clerk
EXHIBIT A

Scope of Services
Proposal prepared for
Town of Timnath, Colorado

Police Organizational Transition Assessment

By
McGrath Consulting Group

December 18, 2018
April Getchius, Town Manager  
Town of Timnath  
4800 Goodman Street  
Timnath, Colorado 80547

December 18, 2018

Thank you for the opportunity to submit our qualifications to conduct a Police Organizational Transition Assessment for the Timnath Police Department. This proposal outlines our understanding of the project.

Why should you choose McGrath Consulting Group for your organizational assessment?

The consultants chosen for this analysis are highly qualified and respected nationwide:

- The consultants for this project have extensive experience in police administration, town administration, and human resource management.
- The consultants are experienced in policing issues of small police agencies and the challenges faced by small departments.

We are experienced:

- After 18 years in business, we have over 300 clients in 34 states.
- Our success stems from sound principles and best practices throughout our work and the relationships we build through honest and transparent communication from the beginning of the project through the adoption, implementation and follow-through.

Detailed information regarding our firm, consultants, methodology, and required information are presented within this proposal. As you review the proposal, if you have any questions or require additional information, please do not hesitate to ask. We look forward to the opportunity of working with the Administration of the Town of Timnath on this important project.

Sincerely,

Ron Moser
Lead Police Consultant
ron@mcgrathconsulting.com
(815) 728-9111 corporate office
(630) 746-2651 mobile
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Firm Profile

Company Name: McGrath Consulting Group, Inc.
Established: May 1, 2000 - Illinois
Type of Firm: Corporation
DUNs & Bradstreet #: N/A
Company Address: P.O. Box 190 Wonder Lake, IL 60097
Phone Number: (815) 728-9111
Fax Number: (815) 331-0215
Project Manager: Ron Moser
Email Address: Ron@mcgrathconsulting.com
Principals:
- Dr. Tim McGrath, CEO – McGrath Consulting Group, Inc.
- Dr. Victoria McGrath, CEO – McGrath Human Resources Group

Insurances: Admiral Insurance, State Farm Insurance
Certificates will be provided as needed.

Firm Expertise

McGrath Consulting Group, Inc. is an organization that specializes in public sector consulting predominately in the fields of police, fire, EMS, communications and human resources. The principals of the company have over 50 years of public sector experience.

We have two distinct divisions within the company: Public Safety – overseen by Dr. Tim McGrath and Human Resources – overseen by Dr. Victoria McGrath. We have found that having expertise in human resources is beneficial in public safety studies. Thus, the Fire/EMS and Police consultants have access to experts in human resources to address the unique laws and best practices governmental entities face with their human capital.

McGrath Consulting has been working with public-sector organizations of all types for the past 18 years. The Consultant’s assigned to this project have worked with McGrath Consulting on numerous law enforcement and public safety inspection and audits.
Scope of Work

Our proposal represents the scope of work for performing an Organizational Transition Assessment of the police department for the Town of Timnath.

This will be accomplished in a participatory environment whereby McGrath consultants engage and listen to the administration and stakeholders, is sensitive to the unique qualities and needs of your Town, develops a plan and walks you through the recommendations.

The scope of work will be defined more narrowly to specifically provide you the information you need. Our understanding at this time is to focus on the following:

- Provide an assessment of the abilities of the police department to transition from the current part-time hours scheduled, to increased coverage, and eventually to full-time patrol and other police service coverage. This assessment includes; but is not limited to, issues concerning staffing, scheduling, training, human resources and personnel matters, equipment, policies and procedures, organizational culture, fleet, facilities, future staff projections, and contract review of law enforcement agreements with other agencies.

Analysis Methodology

Our methodology and approach are characterized by a systematic, logical series of tasks aimed at assuring thoroughness, consistency, and objectivity. Our goal is to meet the needs of your Town. Therefore, the proposal steps can be discussed and adjusted to meet the needs of the Town of Timnath.

Our firm understands the urgency of this project. Therefore, we agree to begin immediately upon receipt of contract. Our project manager is prepared to meet with you to initiate the assessment. We will discuss with you the timeframe in which you need the final report.

Project Initiation
The Project Manager will begin the project by conferring with you, the Town Manager, and any other designated officials for the Town of Timnath that you identify. During that meeting we will identify the critical issues to address. A clearly defined plan of action will result in a successful solution for your organization.

Strategies Employed

Our consulting team utilizes various strategies to elicit information that will allow us to provide a detailed organizational assessment.

Successful strategies we have employed in the past, and recommend for this study, include:

- In-depth, individual interviews with all police employees, both sworn and civilian.
- Individual interviews with other police department stakeholders such as volunteers, chaplains, etc.
- Individual interviews with appropriate local elected officials and commissioners.
- Focus group meetings, or individual meetings, with community stakeholders.
- Document review of department policies, procedures, general orders and training. Furthermore, compare this information to actual practice. Then, apply “diagnostic questions” to this information to rank the department in all of the areas identified in the Scope of Work.
- Tour the jurisdiction to thoroughly understand the community.
- Tour of Police and other appropriate facilities.

Our procedures serve to mitigate risk as we seek department “buy-in” through involving all department members and hearing their voice. This is also true for elected officials and other stakeholders.

We recognize that the level of involvement we recommend increases our consultants’ time onsite. However, we understand the tremendous value to the study through this involvement. We will work with you to aggressively schedule our onsite visits to complete our work in a timely fashion.

The cost proposal includes all consultant time, travel and expenses.
Data Gathering and Analysis

A list of information and documents needed will be requested at the first site visit. Based on our initial meeting with you and the documents gathered, our team of consultants will begin the organizational transition assessment process.

Stakeholder Interviews, Tours & Work Observation

These strategies include focus groups, individual interviews, tours, work observation, etc. We will interview identified Town administration, police administrators, supervisors and line staff, elected officials, and other stakeholders (as appropriate) to gather the most comprehensive information. We do not limit the number of individuals or groups we will interact with or interview.

Report and Presentation

![Diagram showing the process of Draft Report Preparation, Report Presentation, and Implementation]

During the final phase of the project, the draft report will be developed. This report will provide an overview of identified issues and make recommendations for changes. The consultants will help prioritize the recommendations and lay out an implementation plan to meet the Town’s needs.

Consulting team members will meet on-site with you and other identified officials to review and address questions and concerns from the report. After appropriate modifications are made, the final report will be presented to you in the manner you designate.

Town of Timnath Staff Time

Since we work closely with our clients, support on this project is critical but not intrusive. Initially, a list of items required for analysis or understanding is submitted to a designated person. Further, assistance is requested in setting up interviews with individuals within the department and Town, and/or providing contact information. Additionally, support is needed to answer questions or
address questions/concerns/issues of the consulting team. These are usually completed through telephone or email conversations.

**Project Management and Team**

The most highly qualified consultants with municipal policing and administrative experience from our firm have been selected for your project.

[Diagram of the consulting team with Ron Moser as the project manager and Dr. Victoria McGrath as the lead consultant.]

**Chief Ron Moser – Lead Police Consultant**

Chief Moser heads the law enforcement division of McGrath Consulting Group, Inc. and will serve as the Project Manager. He has been the project manager for numerous law enforcement and public safety audits and inspections and leads all law enforcement related projects with McGrath Consulting.

Prior to joining McGrath Consulting, Chief Moser spent 34 years in law enforcement serving six municipalities in three states. He served as Chief in three Police Departments. Two of those departments were in the Chicago metropolitan area. Mr. Moser’s extensive experience in the Chicago area was enhanced by his active participation and leadership roles in several Metro Police Associations.

During the eleven years he served in his last Chief position, Mr. Moser was also appointed Director of Emergency Management. For three years prior to his retirement, he served as the Village Manager for Hanover Park, IL, a municipality of Cook County.

Mr. Moser is a member of the International Association of Chiefs of Police (Life member), Illinois Association of Chiefs of Police (Life member), DuPage County (IL) Chiefs of Police Association (past President and Life member), North Suburban (IL) Association of Chiefs of Police (Life member), the
American Society for Industrial Security, and a former member of the International City Managers Association and Illinois City Managers Association.

Mr. Moser has served as an adjunct faculty member at six colleges and universities, currently instructs criminal justice courses through Columbia College of Missouri. Recently, he developed a Homeland Security Certificate Program for Columbia College.

Education
University of Iowa
   Master of Arts – Criminal Justice and Corrections
Western Illinois University
   Master of Arts – Law Enforcement Administration
Western Illinois University
   Bachelor of Arts – Law Enforcement Administration

Sheriff Patrick Perez – Police Consultant
Patrick Perez brings 23 years of law enforcement experience to the project and serves on the consulting team for all police and public safety projects for McGrath Consulting Group. Mr. Perez holds distinction as the first Hispanic to be elected to the office of Sheriff in the State of Illinois. He served as Sheriff of Kane County from 2007-2014. During his career, he rose through the ranks of Sergeant, Supervisor of Special Operations, Investigations, and Patrol as well as serving in the Civil Process Division. Additionally, he served as Interim Chief of Police for the Town of Elburn, Illinois.

Mr. Perez’s law enforcement background includes a wide variety of experience from street policing to administration of a County Sheriff’s department with over 300 employees representing 30 divisions. During his tenure, Sheriff Perez enacted several initiatives to professionalize the agency including: mandatory random drug testing, an office of professional standards, major revision of the department’s Standard Operating Procedures, established a crime analyst position, redesigned the website, established a public information officer position, and implemented a Citizen’s Police Academy.

Education
National Sheriff’s Institute – Graduate

Andy Johnson - Police Consultant
Andy Johnson is an 18-year veteran of the Hanover Park, IL Police Department where he currently holds the rank of Deputy Chief. Johnson currently serves as the Support Services Deputy Chief where he is responsible for budgeting, purchasing, training, emergency management, code enforcement, records, internal affairs, accreditation (CALEA), and also serves as the Department’s public information officer.
Mr. Johnson is the Chair of the Illinois Association of Chiefs of Police Public Relations Committee, as well as the Chair of the DuPage County Chiefs of Police Association Communications Committee. Additionally, he leads the Hanover Park Safe Communities America Coalition, which is a community coalition seeking to improve safety throughout the Village of Hanover Park.

Johnson has been a blog author for the International Association of Chiefs of Police on the topic of social media implementation and communications strategies. Johnson recently authored a comprehensive analytical report on the Hanover Park Police Department's compliance with the recommendations of the President's Task Force on 21st Century Policing Report.

Education
Columbia College, Missouri
   Bachelor of Science - Criminal Justice
Columbia College, Missouri
   Master of Science – Criminal Justice
Northwestern University-School of Staff and Command

Mark Beckwith – Police Consultant
Mark Beckwith is the Deputy Chief of Public Safety and Emergency Management Director for Augustana College in Illinois. Prior to joining the campus police for Augustana, he served a distinguished 28-year career with the Milan, Illinois Police Department rising through the ranks to become the Chief of Police.

In his role as Emergency Management Director, Mr. Beckwith is currently authoring the campus University Operations Plan. Under his leadership, Augustana College was selected as one of nine colleges to participate in the State of Illinois “Ready to Respond Campus” pilot program.

Deputy Chief Beckwith, for six years, served as the President of the Illinois Law Enforcement Alarm System, which provided leadership to the entire state of Illinois Law Enforcement Mutual Aid System. This included oversight and a management of Homeland Security funding for Illinois agencies, as well as administering the coordination of out of state mutual aid response to Hurricane Katrina, the 2008 Republican National Convention, the 2009 G20 Summit in Pittsburgh, Pennsylvania, and the 2012 NATO Summit in Chicago.

Education
Western Illinois University, Illinois
   Bachelor of Science - Law Enforcement and Justice Administration
FBI National Academy - Graduate
Victoria McGrath, Ph.D., SPHR – Chief Executive Officer – Advisor
Dr. Victoria McGrath has an extensive background in the field of human resources, predominately in the public sector; but also, has a number of years in the private sector having worked in health care, banking, and education. Thus, she brings over 19 years of practitioner experience in all phases of human resources prior to her years as a consultant.

Her professional experience includes the City of Brookfield, WI, which had over 500 employees, including 5 labor unions; the Elmbrook School District, WI – the 2nd largest school district in Wisconsin, also with 5 labor unions; and Citicorp Banks. Thus, she has dealt with labor/employee relations; policy, procedure and labor compliance; benefits and compensation; recruitment and staff development. Dr. McGrath’s local government experience touched all local services including police/sheriff, fire, public works/highway, engineering, library, health department, administration, courts, jail, and more.

Dr. McGrath has provided management assistance to more than 200 local government clients on a variety of management issues. In addition to working with government, she has been a speaker for a number of professional organizations and worked with two organizations in developing courses in human resource management to current and upcoming supervisors. Further, she is an adjunct professor – teaching in areas such as human resources, organizational development, management, and research – at Northwestern University (Master’s in Public Policy Administration).

Dr. McGrath’s doctoral dissertation, Government as a Learning Organization included her research with government efficiency in providing services and how governmental services can become more effective.

Education
University of Wisconsin – Milwaukee, WI
Ph.D. – Municipal Government as a Learning Organization
Cardinal Stritch College, WI
Master of Science - Management
University of Wisconsin – Milwaukee, WI
Bachelor of Science – Industrial Relations & Finance

Malayna Halvorson Maes – Sr. Consultant, Human Resources
Malayna Halvorson Maes has served as a human resource professional in both the private and public sectors for over 20 years. She worked previously in health care human resources, then as the Human Resources Director and senior advisor for a large county in northern Wisconsin. Thus, she has direct experience with the many challenges facing municipal employers.
As a former municipal Human Resources Director, she is knowledgeable of all facets of local government, including police, public works, engineering, health services, and more. She has been a leader and member of a number of professional organizations and takes an active role in defining the human resource profession.

Education
Luther College, Iowa
Bachelor of Arts – Psychology

Staff Assignments and Additional Consultants

All consultants will be dedicated to the project throughout the duration. We operate under the philosophy of total team involvement and each team member will work together to meet the goals of your project.

McGrath Consulting Group, Inc. employs approximately 27 staff members (principals, consultants and support staff) that may be used on any study depending on the area of expertise required.

Local Government Clients and References

The following references are listed as clients our firm has provided studies for projects of similar scope of work.

University Circle, Inc. Police Department (Cleveland, Ohio)

Police Management Audit
Contact: Laura Kleinman, Vice President Services – (216) 707-5040
Email: Ikleinman@universitycircle.org
Project Timeframe: Spring 2014
Comprehensive study of all police operations with emphasis on policies and procedures, training, equipment, personnel, and fiscal issues. This is a very unique Police Department serving an area within the city of Cleveland in which is located numerous museums and cultural centers, medical facilities, entertainment venues, and colleges and universities. As the department does not receive public funding, much of the study involved ensuring fiscal responsibility.
City of Fairburn, Georgia Police Department
Police Management Audit
Contact: Anthony Bazydlo, Interim Chief of Police – (770) 683-4094
Email: abazydlo@fairburn.com
Project Timeframe: Late winter 2016 to early spring 2017
An organizational assessment of all components of the police department. Emphasis placed on applying tenants of the President’s Final Report on 21st Century Policing. Included an analysis of internal culture and climate through individual interviews with all employees. Additionally, involved a review of the agency’s interactions with community members and external customers.

City of Sapulpa, Oklahoma Police & Fire/EMS Management Study
Comprehensive Organizational Study
Contact: Mike Haefner, Police Chief – (918) 227-5100
Email: mhaefner@sapulpapolic.de
Contact: David Taylor, Fire Chief (918) 224-3359
Email: dtaylorfd@cityofsapulpa.net
Project Timeframe: Summer 2017
Comprehensive inspection and audit of both operations. Included Future Needs, technology, contract review, recordkeeping, and all personnel and operations functions.

City of Stafford, Texas Police Department
Police Organizational Study
Contact: Richard Ramirez, Police Chief – (281) 261-3952
Email: rramirez@staffordtx.gov
Project Timeframe: Spring 2016
A full study and review of all components of the Police Department, including the future impact on staffing and operations of a proposed development, was conducted. Additionally, the previous long serving police chief (38 years) recently retired. The City elected officials felt it was an opportune time for a full review.

City of Mendota Heights, MN Police Department
Comprehensive Department Audit and Internal Culture Review
Contact: Mark McNeill, City Administrator – (651) 255-1153
Email: markm@mendota-heights.com
Project Timeframe: Spring 2016
Comprehensive review of all operations – policies, training, staffing, scheduling, fleet, etc. – of the agency. This also included to determine the climate and culture of the organization. The recommendations have been accepted by the Town and we continue to consult as implementation is put into practice.
Cost Proposal

Organizational Assessment Project Fee: $23,410
Costs include consultant(s) time and expenses. The cost of the analysis will be divided into three payments. The first payment of $5,850 will be invoiced upon completion of a signed contract; $11,710 upon submission of the draft report; and $5,800 will be invoiced upon submission of the final assessment report. All invoices are payable within 30 days of receipt. The quoted price is good for 30 days from December 18, 2018.

A Final Word
This proposal outlines our methodology to meet your needs. We will work with you and your staff to complete an organizational assessment that fits the requirements of Town of Timnath. Thank you for the opportunity to be of service. Please feel free to contact us if you have any questions regarding this proposal.
Appendix A: Client Testimonials

The following excerpts were provided by police executives for which our firm has provided services similar in scope to the needs of your organization:

“The team from McGrath Consulting Group was knowledgeable and professional from our first contact until the end of our project. Their staff was responsive and consistently provided valuable insights. I would highly recommend them to any law enforcement agency”. - Deputy Chief Anthony Bazydlo, Fairburn Georgia, Police Department

“As a newly appointed chief, I was of course apprehensive about an outside firm coming in and looking at and scrutinizing my department. We in law enforcement say we like change, and look forward to constructive criticism, but we don’t always practice what we preach...

...I met with people who wanted to help me and my department to be better, and to find new ways and ideas to move my department forward, and a new perspective on how to not only take care of my department, but to how to better serve the Town and citizens with the best possible police department, which is what we should all be striving to do. I can honestly say, that this was probably one of the best things that could have happened for me and for the men and women of this fine department as a newly appointed chief.” - Chief Haefner, Sapulpa Oklahoma, Police Department

“The McGrath firm is very professional and competent. They produce a great product during their audit from the front door to the back door and everything in between.” - Chief Richard Ramirez, Stafford Texas, Police Department