

Analysis/Audit of the Police Department

for the



Municipality of
SKAGWAY Borough

Submitted By:

McGrath Consulting Group

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June 27, 2022





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Emily Deach
Deputy Borough Manager
Municipality of Skagway
P.O. Box 415, Skagway, AK 99840

Deputy Manager Deach:

It was a pleasure speaking with you and others from Skagway. As we discussed, I am submitting this draft of the Scope of Work for the Audit/Analysis of the Skagway Police Department.

I have conferred further with Chief Haigh to better understand the needs in Skagway related to emergency/first responder services. This police Analysis/Audit is designed to provide a comprehensive report of the services provided by the police department, highlight strengths and areas of excellence, and identify issues and recommendations for modifications and improvements.

It is understood that you, Borough Manager Ryan, and Police Chief Reddick will review the scope of services and affirm or change the scope needed. After the scope is finalized, I will confer with you regarding proposal costs, the consulting team members, process, and more detailed timeline.

Provided in this scope of work document is the Scope of Services, Audit/Analysis Strategy and Methodology, comment on Municipality/Borough staff time and involvement, firm capacity and timeline, bio of Ron Moser Lead Police Consultant and Project Manager, and references.

Please contact me directly with any questions and to finalize the scope of work.

Sincerely,

Ron Moser

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SCOPE OF SERVICES

Working with Municipality/Borough administration, police staff, and other stakeholders, we will conduct a professional external analysis/audit of the police department to evaluate the current operations and culture of the organization. By conducting this detailed analysis, the process will identify both operational and internal strengths and challenges from which we will provide recommendations to assure efficient and effective public safety services are being conducted in a positive and productive work environment.

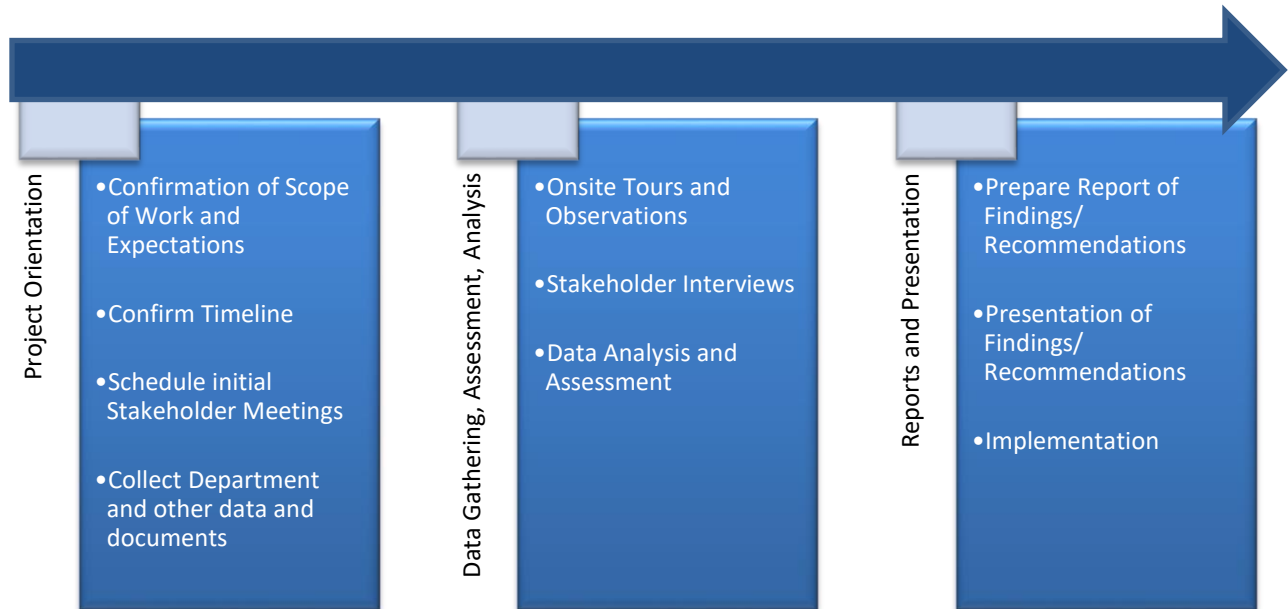
Our work for your organization will include the following:

- ❖ Reviewing and analyzing documents to include but not be limited to collective bargaining agreements, police procedures, policies, and general orders, Human Resources/City personnel policies.
- ❖ Obtaining information to compare departmental procedures, policies and general orders to actual practice within the Police Department.
- ❖ Identifying and analyzing Police Department functions for all operational and support functions. This may include, but not be limited to, patrol, investigations, training, support services, property and evidence control, policing model, community engagement, specialized operations, etc. These areas are subject to refinement of needs.
- ❖ Interviews with City administrative positions, Police command staff, Human Resources personnel, and other identified stakeholders.
- ❖ Meet with active employees regarding worker engagement.
- ❖ Work collaboratively with Chief Haigh, fire consultant, to conduct an in-depth examination regarding dispatch and radio communications issues.
- ❖ Analyze and assess all information derived through this process and make recommendations.
- ❖ Preparing a report of findings along with strategies for implementation of any recommended changes.

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

ASSESSMENT STRATEGY AND 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 organization. Therefore, the proposal steps can be discussed and adjusted to meet the needs of the Municipality/Borough of Skagway. The following is a visual summary of the project plan. A detailed methodology and work plan follows.



1. Project Orientation

The McGrath Lead Police Consultant will begin the project by conferring with the designated Project Manager for Skagway and other persons you designate. We will review the planned timeline and deliverables and confirm expectations from all partners. ***A clearly defined game plan will result in a successful solution for your organization.***

A list of information, data sets and documents needed will be requested prior to the first site visit. Based on our initial meeting with your team and the data and documents gathered, our team of consultants will schedule the onsite visits.

2. Data Gathering, Assessment, and Analysis

TOURS & WORK OBSERVATIONS

Our consultant team may use tours of the jurisdiction, the police department and other appropriate facilities in order to thoroughly understand public safety in Skagway. Our team may also observe public safety personnel performing their duties, roll calls or other meetings to understand the functional relationships, interactions and operations of the departments.

STAKEHOLDER INTERVIEWS

We will conduct individual interviews, to gather the most comprehensive information.

- ❖ In-depth, individual interviews with all department employees, both sworn and civilian.
- ❖ Individual interviews with other public safety stakeholders such as volunteers, chaplains, community members (if appropriate), etc.
- ❖ Other individuals identified by Municipality/Borough Administration.

DATA ANALYSIS

Significant time will be spent both on-site and off-site reviewing documents from the targeted areas and analyzing gathered data, interview results, and departmental and Municipality/Borough metrics and statistics.

3. Reports and Presentation

During the final phase of the project, progress summaries and issues discovered will be developed and provided to your project manager. The draft report will then be developed which will provide an overview of identified issues and recommendations for changes. The consultants will help prioritize the recommendations and lay out an implementation plan.

Consulting team members will confer via conference call, video conferencing, or other means with your project manager and other identified officials to review and address questions and concerns from the report. After appropriate modifications are made, the final report will be provided to your Project Manager. McGrath consultants are available to confer with any stakeholders to address questions again via conference call, video conferencing, onsite, etc. Findings will be presented by consultant in Skagway.

MUNICIPALITY/BOROUGH 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 the designated project manager. Further, assistance is requested in setting up interviews with individuals within the department and others identified, 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 scheduled telephone or email conversations.

FIRM CAPACITY AND TIMELINE

The consultants can begin the project immediately upon contract execution. Draft recommendations are typically completed within 90 days, but this timeline can be discussed further based on the City’s needs. Factors that can impact the timeline include City administration and employee availability for meetings and interview as well as timely receipt of requested data. **It is anticipated that an onsite visit is needed between September 1st-October 1st, 2022, for consultant(s) to fully see and assess the impact of daily cruise boat operations and tourist population on police operations. Therefore, this timeline is subject lengthen and change. Our firm will work with your staff on scheduling.**

Activity	Month 1				Month 2				Month 3			
	1	2	3	4	1	2	3	4	1	2	3	4
<i>Data Request to Client (allow 2-3 weeks)</i>	█	█	█									
<i>Project orientation/planning</i>	█	█	█	█								
<i>Onsite Visit (Data Review on Site, Stakeholder Interviews, On-site Assessments Tours, Data Analysis)</i>					█							
<i>Virtual Interviews not conducted onsite</i>						█	█					
<i>Assessment and Analysis</i>						█	█	█	█			
<i>Provide Draft Reports for review Address questions/concerns</i>										█	█	
<i>Submit Final Report and presentation of findings in Skagway.</i>												█

Ronald Moser
Lead Police Consultant

Mr. Moser heads the police division of McGrath Consulting Group, Inc. and will serve as projects primary law enforcement expert. He has been the project manager for numerous executive searches and leads the recruitment, interview and assessment center teams for all police-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 of those departments. In his last Chief position, he also served as the Director of Emergency Management. He also served as the Village Manager for Hanover Park, IL for three years prior to his retirement. While serving as police chief in the public sector he was responsible for internal promotion processes. While serving as Village Manager he worked closely with the Human Resources Director as well as independent consultants with the recruitment and selection of department directors.

Chief 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. He has served as an adjunct faculty member at a number of colleges and universities and currently instructs criminal justice courses through Columbia College of Missouri.

EDUCATION

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

STAFF ASSIGNMENTS AND ADDITIONAL CONSULTANTS

Our team for this project includes highly qualified law enforcement consultants with diverse professional backgrounds. Additional consultants from our firm may be called upon to assist based on their subject matter expertise. Our team will also work and confer with Chief Craig Haigh who has developed city and institutional knowledge on Skagway through his analysis/audit of the Skagway fire service.

All consultants will be dedicated to the project throughout the duration. McGrath Consulting Group, Inc. can access approximately 27 staff members (principals, consultants and support staff) that may be used on any assessment depending on the area of expertise required.

REFERENCES

Our firm specializes in working with mid-sized law enforcement and fire/EMS agencies. The following references are listed and can be contacted. The complete listing of our clients may be viewed on our website at www.mcgrathconsulting.com.

City of Auburn, Washington Police Department

Police Department Management Assessment

Project Manager: Candis Martinson, Director of Human Resources & Risk Management

Phone/Email: (253) 288-3141 cmartinson@auburn.wa.gov

A comprehensive assessment related to turnover of law enforcement officers. Recommended and identified steps to mitigate turnover and improve retention. The City of Auburn is a suburb of Seattle, Washington.

Village of Glen Ellyn, Illinois Police Department

Police Assessment & Staffing Analysis

Project Manager: Phil Norton, Chief of Police

Phone/Email: (630) 469-1187 pnorton@glenellyn.org

A comprehensive assessment of all operations, scheduling, and staffing, This included individual interviews with all department staff as well as with 35 identified community stakeholders. The Village is a Chicago suburb in DuPage County.

City of Mendota Heights, MN Police Department

Comprehensive Department Audit and Internal Culture Review

Project Manager: Mark McNeill, City Administrator

Phone/Email: (651) 255-1153 markm@mendota-heights.com

Comprehensive review of all operations that includes 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 city, and we continue to consult through the implementation process. The City of Mendota Heights is a first-ring suburb of Minneapolis, Minnesota.

City of Garden City, Kansas Police Department

Police Organizational Study

Project Manager: Jennifer Cunningham, Assistant City Manager

Phone/Email: (620) 276-1160 jennifer.cunningham@gardencityks.us

Review of the functions and workflow of the operations of the Garden City Police Department. The assessment included an in-depth analysis of topics including, communication, equipment, leadership, liability, personnel/human resources, role of Department within City organization, staffing/scheduling, technology, and training.

STUDY COSTS

The proposed **cost of the police department analysis is \$55,277**. The police department analysis report will be similar to the fire report but will not be redundant in areas such as the history of the Municipality/Borough, etc. And it will also include working in tandem with Chief Haigh on the communication study to evaluate the signal coverage issues impacting both police and fire departments (from recommendation in the Fiscal/Capital section of the McGrath Skagway Fire Department Audit).

All items in the scope of work includes professional staff time and expenses. The client would pay travel expenses for the consultants which includes air, ground, accommodations, and client provides a vehicle on site. The client would not pay for food or miscellaneous expenses incurred by the consultants. All travel will be approved in advance by the client. The client would be presented travel receipts and the client maximum travel expenses would guarantee not to exceed an amount agreed upon.

Included In this cost is a PDF draft report for review and input, electronic final report (flash drive), all recommendations placed in priority on an excel spreadsheet, and final presentation of the report.

It is anticipated that total travel costs will be reasonable as arrangements may be made in advance by the client.

The Municipality/Borough will be invoiced in three (3) payments: 15% upon receipt of a signed contract; 75% upon completion and submission of the draft report; and the balance of 10% upon submission of the final report and presentation. The proposal price is good for 30 days from submittal. Payment is due within 30 days of receipt of invoice.

A FINAL WORD

This proposal outlines our methodology to meet your needs. We will work with you and your staff to conduct an Assessment that fits the requirements of the Municipality/Borough of Skagway. Thank you for the opportunity to be of service. Please feel free to contact us if you have any questions regarding this proposal.