

**Memorandum**

**To:** Mayor and Council  
**From:** Tony Pagni and Tom Baker  
**Date:** September 6, 2016  
**Re:** Organizational Development for the Police Department

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**Purpose:** The purpose of this item is to request that Council authorize the Police Department to pursue the attached scope-of-work with James Kent Associates.

**Background and Discussion:** Over the past two years Police Chief Pagni and Town Administrator Baker have been pursuing Council's goals for the PD – Community Policing, upgrading offices, training, equipment and vehicles. The PD has been successful with the above goals and these goals continue to guide work for the department.

The department is fully staffed with all officers on the road for the first time in at least five years. Now that the department is fully staffed it is time for the department to work on internal dynamics and relationships within the department. We considered a management audit, but felt that the department needed to engage together, as a team. We feel this is important work to support the PD.

We discussed our needs with JKA and asked them to develop a scope and budget, attached.

**Financial Implications:** This work had not been specifically budgeted; however, it falls into the training line item.

**Recommendation:** Staff recommends approval.



August 24, 2016

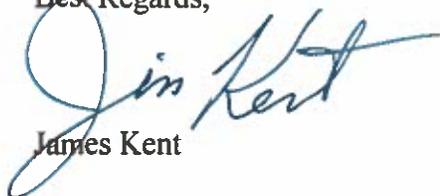
Mr. Tony Pagni  
Chief of Police  
P.O. Box 90  
New Castle, CO 81647

Dear Mr. Pagni:

It is a pleasure to submit our proposal entitled: Organizational Development for Small Town Community Policing in New Castle, Colorado.

Thank you the opportunity to submit this proposal.

Best Regards,



James Kent

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A Social Risk Management Company



## Organizational Development for Small Town Community Policing in

New Castle, Colorado

Submitted by

James Kent Associates

August 24, 2016

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## **Organizational Development for Small Town Community Policing in New Castle, Colorado**

### **Overall Objective**

This proposal addresses an organizational development approach for working with the police department to hold itself accountable to the community and town government. It focuses on the development of strategies for how to operate in the future with emphasis on improving the morale by dealing with the stress in the current system.

### **Work Plan**

1. Conduct individual, confidential discussions in a safe environment with all officers, beginning with the Chief
2. Review the issues and concerns that are discovered in the individual sessions in an depth discussion with the Chief
3. Hold two group sessions (with all officers present) to integrate the findings from the individual discussions and the input from the Chief
  - a. Session one - Determine the issue resolution strengths and capabilities of the police department as a whole
  - b. Session two - Determine specific actions to address the commitment of each officer and the police department to the New Castle Community and to each other
4. Prepare written recommendations for the organizational structure and changes that are required to hold officers accountable to each other and to small town community policing

### **Personnel Time**

Officers will be required to participate as follows:

1. One session of two hours for the individual discussion
2. Two group sessions of two hours each

3. The Chief will be available for:

- a two-hour individual discussion
- an in depth discussion to review the issues and concerns
- the two (2) group sessions and
- on an as needed basis

### **Contractor Services**

James Kent and one associate will conduct the discussions, group sessions, content analysis and prepare the written recommendations. James Kent (50 hours X \$110/hour); one associate (30 hours X \$65/hour). Expenses are calculated at 14% of personnel cost.

### **Budget**

50 hours x \$110 = \$5500

30 hours x \$ 65 = 1950

Consultant cost: \$7450

Expenses: (14% x 7450) 1043

Total Budget: \$8493

This is a not to exceed contract for \$8500.00.