

Proposal / Letter of Engagement

April 16, 2021

Max Westbrook Consulting
EIN 47-2750682
Max Westbrook
3905 Clawson Road
Unit #11
Austin, Texas 78704
512-751-2213

T. Lynn Tompkins, Jr., Mayor
The Town of Cross Roads
1401 FM 424
Cross Roads, Texas 76227
940-365-9693
l.tompkins@crossroadstx.gov - Mayor
k.gilbert@crossroadstx.gov – Town Administrator

Reference:

1. Background and Hiring Process for Full Time Police Chief
2. Formation of new police agency

Mayor Tompkins:

Introduction

Max Westbrook Consulting is pleased to present for your consideration a proposal and letter of engagement for services concerning the formation of a new police agency for the Town of Cross Roads, Texas, and the recruitment, vetting, and hiring process for a full time chief of police.

This proposal includes the professional services to be provided by Max Westbrook and Bruce Mills and/or qualified designees.

Philosophy & Responsibilities

Max Westbrook Consulting will work very closely with town management personnel to understand and prioritize the needs of the Town of Cross Roads. Fundamental to the success of a collaborative effort to create a new police agency and hire a well-qualified police chief is to first understand the vision and mission of the community itself. It is critical to systematically understand the vision and mission before making recommendations to adjust or create programs, policies, or business practice.

Community involvement, as well as, guidance from the Mayor and Council and Town staff are also crucial components to increase the potential for a successful outcome. While the Town of Cross

Roads has had the benefit of full time police services, the formation of their own police department will require input from all stakeholders.

Scope of Work – Background and Hiring Process for Police Chief

Max Westbrook Consulting (MWC) is well equipped to conduct the hiring process for the full time chief of police for the Town of Cross Roads. MWC has extensive experience in the hiring process and the services include:

- Review of job posting
- Review of job description
- Review of all applications
- Vetting of top candidates
- Phone interview with qualified applicants
- Background investigation services (limited to authority)
- Interview panel that includes contemporary practical exercises that help identify the best fit for the community

In addition to the initial vetting process, MWC will (on request) create a variety of assessment exercises that will further help identify specific skills, knowledge, and abilities of the applicants.

1. Written Exercise – Finalists will be provided a written exercise that is strictly limited to a specific amount of time. Candidates will print their responses and provide copies to each panel member. This exercise is designed to evaluate a candidate's ability to write well under the pressure of time constraints, as well as, provide the panel members with the candidates thought process and verbal presentation skills.
2. Council Involvement Exercise – Councilmembers will be paired up and have an opportunity to meet and briefly interview each finalist. The purpose of this exercise is to allow council and community members to get to know the finalists and for the hiring panel to interview these stakeholders and attain their feedback on the finalists. Because a quorum of council will occur – the meeting will be posted (per state law) and community members will have a relaxed environment to meet the finalists.
3. Public Interview – Questions from community members (including council members if desired) will be provided to a moderator (MWC INC) who will then read the questions to the finalists. This exercise is designed to evaluate the public speaking skills of the candidates, as well as, understand their thought process and knowledge of various community concerns. To save time and travel costs for finalists, this can be easily combined with #2 above.
4. Panel Interview – The panel interview will consist of Max Westbrook, Bruce Mills, Meredith Westbrook (JD), and any additional designees the Town of Cross Roads requests. The questions are designed to thoroughly understand the candidate's skills, knowledge, and abilities with various contemporary police topics. A consensus scoring model is used and a numeric score is produced, and specific performance measures are associated with each question. Panel member involvement is flexible and town management personnel are encouraged to get involved in the process.

Availability

Max Westbrook Consulting is ready to begin this scope of work upon execution of this written agreement.

Licensing / Background

Max Westbrook began his career in Law Enforcement in 1983 in a small suburb of Austin called Rollingwood, Texas. In 1985, Max joined the Austin Police Department and after a 24-year career retired at the rank of Lieutenant to become the Chief of Police at the State Comptroller's Office. For the past 10 years Max has been a consultant in police agencies around the State of Texas and has worked in Uvalde, Eagle Pass, Del Rio, Laredo, Orange, New Braunfels, Schertz, Dublin, and Hamilton to name a few.

Max is currently the Director of the Texas Recognition Program for the Texas Police Chiefs Association and is a trained mediator. His Master TCOLE License is in good standing and he now has over 38-years of experience in law enforcement with a BSCJ from Texas State University. Max is a graduate of the FBI National Academy as well as the Leadership Command College (LEMIT), and the DEA Drug Unit Commander's Academy and graduated Summa Cum Laude with an MS in criminal justice in 2020.

Bruce Mills is also retired from the Austin Police Department where he rose to the rank of assistant chief. Bruce served as Chief of Police for the Austin Police Department for a full year during a vacancy at that position. Bruce went on to serve as the Chief of Police for the Austin Airport and as the Director of the Austin Animal Shelter. Mr. Mills has a master's degree and teaches adjunct at St. Edwards University in Austin, Texas. Bruce has over 40-years of experience in law enforcement and has been a consultant for many police agencies throughout the State of Texas.

Fee / Duration

The hiring process is billed at a rate of \$85.00 per hour with a "not to exceed" of \$2,500. The "not to exceed" includes travel and lodging expenses. A great deal of this work can be performed remotely (not in the Town of Cross Roads) and this helps reduce costs. This process generally takes 60 to 90 days to complete.

MWC is committed to keeping costs to a minimum and agrees not to go outside the scope of this agreement without prior written authorization.

Scope of Work – Formation of New Police Agency for Town of Cross Roads

- Work with TCOLE personnel to begin agency licensing process
- Create and prioritize critical policies
- Conduct site visit to assess physical security needs
- Prioritize and plan a timeline for successful implementation of TCOLE requirements
- Assist with the assessment of the selection of rank & file department members
- Support the new chief of police as needed / requested
- Support town staff with public education & involvement in formation process

Fee / Duration

The police agency formation process is billed at a rate of \$85.00 per hour with a “not to exceed” of \$2,500. The “not to exceed” includes travel and lodging expenses. A great deal of this work can be performed remotely (not in the Town of Cross Roads) and this helps reduce costs. This process can take many months to complete primarily because there is dependence on the workload at the licensing authority office - TCOLE. MWC will make every reasonable effort to meet the deadline of September 30, 2021.

MWC is committed to keeping costs to a minimum and agrees not to go outside the scope of this agreement without prior written authorization.

Hold Harmless

To the extent permitted by law, the Town of Cross Roads hereby agrees to indemnify and hold harmless MWC INC, and Max Westbrook and Bruce Mills, from and against any and all claims, causes of action, damages, losses, and/or costs, including reasonable attorneys’ fees and expenses, resulting from or arising out of the services provided to the Town pursuant to this agreement to the extent such liability or costs are covered under any existing insurance policy or coverage under an interlocal agreement providing liability coverage to the Town officials and employees while acting within the scope of their employment with the Town.

Independent Contractor

Contractor acknowledges that Contractor is an independent contractor of the Town and is not an employee, agent, official or representative of the Town. Contractor shall not represent, either expressly or through implication, that Contractor is an employee, agent, official or representative of the Town. Income taxes, self-employment taxes, social security taxes and the like are the sole responsibility of the Contractor.

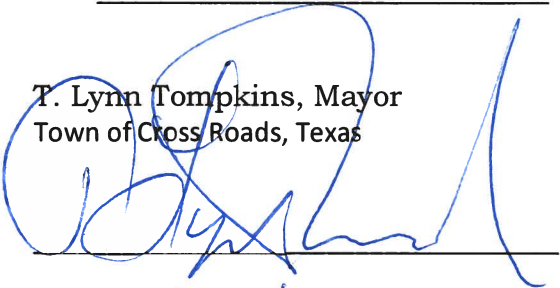
Confidentiality

Contractor agrees to keep confidential and not to disclose of any information provided by Town and/or obtained by Contractor during the course of the agreement without prior written consent of the Mayor or designee.

Max R. Westbrook, Jr. Owner (authorized signature / MWC)

Date _____


T. Lynn Tompkins, Mayor
Town of Cross Roads, Texas



Date 4/16/2021

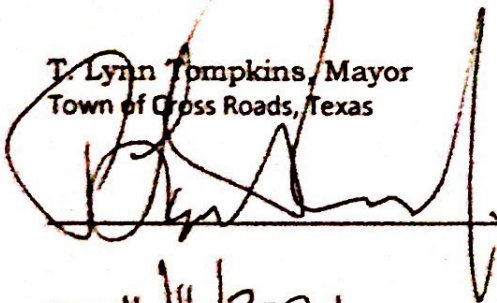
Contractor agrees to keep confidential and not to disclose of any information provided by Town and/or obtained by Contractor during the course of the agreement without prior written consent of the Mayor or designee.

Max R. Westbrook, Jr. Owner (authorized signature / MWC)



Date 4-18-21 _____

T. Lynn Tompkins, Mayor
Town of Cross Roads, Texas



Date 4/16/2021 _____