



ISS

Town of Matthews

Proposal for

Administrative Investigative Services

May 11, 2022

Submitted by:

Dave Stephens

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Project Proposal

The US ISS Agency, LLC (ISS) is pleased to offer this proposal to provide private investigation services to the Town of Matthews (Town). As the region's foremost provider of credible, thorough, and fair independent investigations, ISS understands that the Town desires a third-party investigation of allegations of Matthews Police Department employee misconduct. As an investigation and security consulting firm located in Huntersville, North Carolina, and licensed by the state, ISS has completed many human resource and misconduct investigations for government and police organizations. ISS proposes to provide these investigative services to the Town, to determine if employee misconduct occurred.

Investigations and Experience

Today more than ever, organizational leadership must take extra steps to preserve employee and public trust to maintain the reputation of their organizations. High quality administrative investigations uncover the truth about people, incidents and organizations, and ensure dignity and fairness to all involved. With a sharp focus on integrity, our investigations are accurate, timely, and discreet. We organize the information we collect and provide you with a well-written and easy-to-read report so you can make informed and defensible decisions. With our extensive history of contracting for administrative investigations in government and police organizations, ISS investigators deliver independent, comprehensive, and thoroughly documented administrative investigations of any type. Moreover, we treat all your employees with the compassion, dignity, and respect you would expect from the most professional of organizations.

The ISS leadership team and staff is comprised of experienced law enforcement veterans from the federal, state, and local levels as well as the best data analysts. With decades of combined experience completing and managing internal investigations for multiple major city police organizations, the knowledge and experience that Dave Stephens, Katherine Scheimreif, David Poston, Lanisha Lilly and Ken Miller bring to the table are unsurpassed in facilitating independent human resource/administrative investigations.

Scope of Work

The Town agrees to employ ISS to complete an independent administrative investigation of allegations of employee misconduct involving Matthews Police Department employees. ISS proposes to conduct this investigation in conformance to all applicable state and federal laws and personnel policies of the Town, as well as best practices in the field. The investigation will consist of the following tasks:

- Consult with the Human Resources Director or their designee to clarify expectations and scope of the investigation.
- Collect and review available documents and other materials related to the allegations and employees in question. This would include applicable Town and Police Department rules and policies, which define standards of employee conduct and limits on behavior that are relevant to the allegations. Gain a thorough understanding of the issues and allegations themselves, the context of the issues and allegations, and procedures that should be followed in any subsequent investigation of the matter.

- Review the preliminary findings of the document review with the Human Resources Director or their designee, and outline an investigative plan, as appropriate, for approval to continue the investigation.
- Identify necessary witnesses and accused employee(s) to be interviewed. Coordinate the interviews with the Human Resources Director or designated staff. All interviews will be conducted at the offices of ISS, unless otherwise determined in consultation with the Human Resources Director.
- The investigative plan may require modification based upon information gathered during the investigation and the various interviews. Any adjustments will be coordinated with the Human Resources Director.
- Evaluate all information and evidence collected during the investigation to determine the facts and circumstances that transpired in the matter to provide actionable and defensible information to decisionmakers in the matter.
- Record and transcribe all interviews, to ensure an irrefutable record exists to support findings and administrative action. Any transcripts and recordings will be provided in the final report package to ensure that Town has all materials related to the investigation to support action and any future defense of action.
- Prepare a written report that incorporates the following elements:
 - Detailed report of relevant facts, circumstances and findings related to alleged and discovered employee misconduct.
 - Relevant transcript statements quoted in the report will be properly footnoted for quick referencing in the official record.
 - All supporting documents will be incorporated as exhibits in the investigation.
 - Combine all files into one properly organized PDF file for ease of review and printing.
 - Prepare printed copies as desired by the Town.
- ISS investigators will confer regularly with the Human Resources Director or other authorized staff, ensuring they are informed of the progress of the investigation. ISS investigators will be available to meet or conference with the Human Resources Director, as desired.
- ISS investigators will be available as desired or needed for consultation regarding any future actions or litigation, including conferring with Town attorneys and staff, depositions, or court testimony.

Confidentiality

ISS understands that this investigation is an internal personnel investigation, not a criminal inquiry. During the investigation, ISS investigators will need to have access to confidential personnel information and to interview employees regarding the incident. Information gathered will be protected and kept confidential. In addition to Town required confidentiality, ISS will ensure that

all information collected is protected and retained in compliance with state law. The final report and any other related materials will be the sole property of Town. ISS will refer any requests for the release or discussion of information related to this investigation to the Town or other designated Town staff responsible for handling such inquiries.

Timeline

ISS is prepared to begin work May 16, 2022, upon approval and acceptance of this proposal. ISS recognizes that time is of the essence in performance of its duties pursuant to this proposal, and ISS will work to quickly complete its initial analysis, and to complete any subsequent interviews professionally and promptly, transcriptions, evaluation of evidence and report writing desired by Town.

ISS will initially assign one investigator to complete the document review, development of investigative plan and review with the Human Resources Director. Upon review and approval to undertake the broader investigation, the investigator will complete in-person interviews of supervisors, witnesses, and the investigated employees, as appropriate and with another investigator, as appropriate (minimized where possible to reduce cost). The remainder of the time will include evaluating and organizing all information collected and preparing a final report.

Costs

Anticipated costs for services are outlined below. It is anticipated that most expenses will be associated with Investigative and Transcription Services.

Investigative Services

Investigative services will be billed at an hourly rate of \$150/investigator and includes time on tasks such as obtaining and reviewing records; preparing for, scheduling and conducting interviews; reviewing interviews, transcripts, and supporting documents; preparing and editing written reports and supporting documentation; consulting and meetings with the Town staff; and preparation for and participation in any subsequent internal or litigation related proceedings.

Specialized Investigation

In the unlikely event the investigation may require specialized investigative services such as computer forensics, polygraph or other technical services, requiring subcontracting through ISS, these services will be offered at rates and terms agreed upon in advance of service delivery.

Transcription Services

Audio recordings of interviews are transcribed for inclusion in the investigative report. The time required for transcription is generally three hours for each hour of recorded interviews. The cost of transcription is \$65.00 per hour.

Miscellaneous Expenses

As the work on this investigation is anticipated to be in or near Matthews, NC or handled remotely, ISS estimates no travel costs will be incurred by the Town. Should travel be required outside of the Mecklenburg County area, travel costs will include mileage at

federal reimbursement rate of \$.585/mile and per diem at the federal rate for the Charlotte area. Any travel will be authorized by the Human Resources Director before costs are incurred.

Any printing costs associated with the production of final reports will be invoiced at \$.10pp.

Cost Control

ISS will make every effort to minimize the hours required for this investigation. Interviews and on-site work will be scheduled to maximize the value of investigative hours. ISS will keep the Human Resources Director, or her designee informed of the progress of the investigation and the costs incurred.

Invoicing

ISS will invoice for services at the end of the project, unless otherwise requested by Town. Invoices will document all hours, services, and expenses. Payment terms are net 30 days of the date of the invoice.

Offered for US ISS Agency, LLC, by:



David M. Stephens
Director of Operations

Date: May 11, 2022

Acceptance for Town of Matthews, by:

The Town accepts this proposal for the described services to complete an independent third-party internal personnel investigation of allegations of employee misconduct.



Becky Hawke
Town Manager

Date: May 11, 2022