

PROPOSAL FOR ORGANIZATIONAL ASSESSMENT & DATA ANALYSIS TOOLKIT

LOS GATOS-MONTE SERENO POLICE DEPARTMENT

NOVEMBER 17, 2023





November 17, 2023

Jamie Field
Chief of Police
Los Gatos-Monte Sereno Police Department
110 East Main Street
Los Gatos, CA 95030

Dear Chief Field:

Meliora Public Safety Consulting, LLC, (Meliora PSC) is pleased to submit this proposal to the Town of Los Gatos-Monte Sereno for a comprehensive organizational assessment of the Los Gatos-Monte Sereno Police Department. Meliora is Latin for “better” or “for the pursuit of the better.” Meliora PSC was founded by a team of police professionals with a passion for continuous improvement and implementation of contemporary practices in the field of public safety. We are committed to sharing years of executive experience to help police organizations grow, improve and flourish. We use this as the cornerstone of our work with police agencies across the country. Our passion for continuous improvement perfectly aligns with the philosophy of always seeking continuous improvement in organizations through collaborative insight from department staff and community members in conducting a comprehensive organizational assessment.

As part of this approach, the insight shared by Los Gatos-Monte Sereno Police Department staff will provide a path forward to creating an understanding of the organizational culture and current service delivery model. Additionally, Meliora PSC will listen to community members to learn how services are being received by various groups and stakeholders and ways to improve organizational culture and services to the community.

The organizational assessment will include the following areas:

- Review of current organizational configuration and service delivery systems to determine the optimal staffing model that appropriately considers the service delivery expectations, operational budgets, Town Council priorities, workload, goals and specific performance measures;
- Evaluate the current police facilities with consideration to sustainability and function;
- Assess and evaluate current management capacity, roles and responsibilities and analyze configuration and reporting relationships to ensure efficiencies;
- Analyze the department's efficiencies in how it serves the community;
- Examine organizational structure and functions;
- Assess human resources related to structure, functions and duties;
- Assess and evaluate current supervisory roles and responsibilities and analyze reporting relationships to ensure efficiencies;
- Review the department's operational functions and workflow processes;
- Conduct a three-year CAD data analysis;
- Review pertinent documents such as police budgets/strategic plans and identify and analyze data from the Computer-Aided Dispatch/Records Management System (CAD/RMS) to provide insight about workload in the Los Gatos-Monte Sereno Police Department;
- Analyze department and employee performance measurement and accountability systems;
- Assess data collection systems and analytical capabilities;
- Analyze overtime use and management to include potential staffing alternatives;
- Review staff retention and experience;
- Assess the department's alignment with 21st Century Policing;
- Conduct focus group meeting with community stakeholders;
- Conduct focus group meetings with department staff members;
- And conduct interviews with Town staff, as needed.

As part of the organizational assessment process, our team from Meliora PSC will engage in a collaborative assessment of the department and establish a comprehensive list of recommendations consistent with best practices. A detailed description of our organizational assessment process is included in the attached proposal.

This proposal is specifically designed to meet the needs of the organization with an external assessment of police services in your community. In today's ever-changing public safety environment, police leaders must be adept at leading the organization through change, partnering with the community to include those with varying perspectives, collaborating with intra-department Town leaders, addressing

opportunities for development, training and improvement, and being ever-present and willing to adapt to societal issues impacting the industry.

One of the most unique aspects of our team is their extraordinary knowledge and experience with police organizations and culture. You will have access not only to the co-founders of the company, but also our subject-matter experts that collectively have been part of assessing police and sheriff organizations throughout their professional careers. Meliora PSC has assembled a diverse team of premier public safety executives with hundreds of years of combined experience leading organizations through change and development, teaching and training law enforcement leaders, authoring professional publications, and providing extensive consulting services throughout the country.

Meliora's team also includes a data scientist who has a Ph.D. in Criminal Justice and Criminology and is a published research scientist in the policing field. As a unique and unparalleled service not offered by others, the department will be provided a Data Analysis Toolkit: a customized program to upload CAD data for ensuing years allowing the leaders of the Los Gatos-Monte Sereno Police Department to conduct a comparative data analysis. The Data Analysis Toolkit allows department staff to upload the CAD data to be displayed in the same types of tables and charts from the organizational assessment report for comparison, without paying additional fees.

Our team at Meliora Public Safety Consulting is ready to assist immediately and greatly appreciates this opportunity. I would be pleased to address any questions you may have and can be reached at 714-334-5831 or via email at jackie@meliorapsc.com.

Sincerely,



Jackie Gomez-Whiteley
Principal
Meliora Public Safety Consulting, LLC

OUR TEAM

Jackie Gomez-Whiteley, Police Chief (Ret.)

Principal, Meliora Public Safety Consulting, LLC

Background

Chief Jackie Gomez-Whiteley is a 33-year public safety professional having served with distinction in Orange, Los Angeles, and Monterey Counties. In 1986, she began her sworn career at the Orange Police Department where she worked in all three divisions: Patrol, Investigations, and Administration. She was the department's first woman motor officer, as well as sergeant and lieutenant. In 1989, Jackie was involved in an officer-involved shooting of a kidnap and attempted murder suspect. Because of her courageous actions, she was awarded the Medal of Valor.

After 23 years at Orange PD, she accepted a position as Captain at the Cypress Police Department where she oversaw both divisions: Operations and Support Services. In 2011, she was appointed Chief of Police and the first woman to serve as Police Chief of a municipal agency in Orange County. Under her leadership, the Cypress Police Department was recognized by Crime Survivors as the Community-Policing Organization of the Year for 2012 and received the 2013 Community-Policing Award from the Orange County Human Relations Commission. In 2014, Chief Gomez-Whiteley was awarded the Spurgeon Award for her contributions to youth in law enforcement from Exploring Learning for Life of Orange County. She retired in 2015 and shortly thereafter, served as Interim Police Chief for the Alhambra Police Department in Los Angeles County from 2016-2017. In 2019, she served as Interim Police Chief for the Pacific Grove Police Department in Monterey County. In 2020, Chief Gomez-Whiteley was awarded the California Police Chiefs Association, Joe Malloy Memorial Award for her outstanding service and dedication to the policing profession.

Chief Gomez-Whiteley obtained her Master of Arts degree from Chapman University in Organizational Leadership with a certificate in Public and Non-Profit Leadership. She has a Bachelor of Arts degree from Loyola Marymount University in Psychology with a minor in Alcohol and Drug Studies. In 2007, Jackie graduated from the P.O.S.T. Command College, where she published an article in Police and Security News Magazine titled: *Dirty Bombs: Calculating the Threat*.

Chief Gomez-Whiteley has been an adjunct instructor at various police training centers throughout the state for 29 years and is Program Director for the prestigious California Police Chiefs Executive Leadership Institute at Drucker (Claremont Graduate University). Chief Gomez-Whiteley is a Principal and Co-Founder of Meliora Public Safety Consulting, LLC specializing in training, consulting, expert testimony, strategic planning, organizational assessments, and leadership development for police agencies

throughout the country. Chief Gomez-Whiteley consults and trains Police Chiefs and City Managers throughout the United States.

Mark Yokoyama, Police Chief and City Manager (Ret.)

Principal, Meliora Public Safety Consulting, LLC

Background

Mark Yokoyama began his career in public service in 1987 when he became a Police Officer with the La Palma Police Department in Orange County, California. Over the course of 30 years Yokoyama worked for California police departments in La Palma, Newark, Cypress and Alhambra working varied assignments, supervisory and command positions and serving the last eight years of his policing career as the Chief of Police in the City of Cypress and the City of Alhambra.

Throughout his policing career, Yokoyama has been credited with enhancing Community-Oriented Policing and community engagement through various community programs and innovative outreach initiatives, as well implementation of contemporary policing practices and policies. During this time, he has also received awards and national/international accolades for his progressive and contemporary use of technology in effort to build police community relations and policing practices.

In 2016, Yokoyama was appointed the City Manager for the City of Alhambra in Los Angeles County where he oversaw the day-to-day operations of 10 City departments, including municipal police and fire departments.

During his short tenure as City Manager, he focused on strategic planning for the city, implementation of fiscal reforms and initiatives, city-wide infrastructure projects, organizational reform, utility and energy efficiency projects and social service improvement projects.

After more than 30 years of a public service career in municipal government, Yokoyama retired in 2017 and accepted the position of Academic Dean with the School of Public Safety at Rio Hondo College.

During the course of his professional career, Yokoyama has also maintained a successful private consulting practice covering a large scope of services from training programs, management services and assessment, corporate investigations, emergency planning, policy development, security assessments, pre-employment background investigations, law enforcement liaison services, and critical incident risk management response, to name a few.

In addition to working with a number of municipal communities and special districts, his clients also include law firms, private business, as well as a large international

hospitality corporation. Yokoyama holds a Master's Degree from the University of Southern California and California State University Dominguez Hills and a Bachelor's Degree from the University of La Verne.

He is a graduate of the FBI National Academy, P.O.S.T. Command College, and the Senior Management Institute for Police.

Yokoyama has been an adjunct faculty member to several community colleges in Southern California as a lecturer and police academy instructor for 30 years. He is also the Past-President of the California Peace Officers Association and is a past board member for the California Police Chiefs' Association.

Professionally he is a member of the FBI National Academy Associates, the International Association of Chiefs of Police and the American Society of Industrial Security.

Eve Berg

Director, Meliora Public Safety Consulting, LLC

Background

Chief Eve R. Berg began her law enforcement career with the Inglewood Police Department in 1984 after graduating from the Los Angeles Sheriff's Academy. As an officer, she worked a variety of assignments including: Patrol, Drug Abuse Resistance Education (D.A.R.E.) and Detectives. As a Detective, Chief Berg became a nationally-recognized expert in the area of Domestic Violence and worked assignments in Sex Crimes, Child Abuse, Major Assaults, and Robbery.

Chief Berg was promoted to the rank of Sergeant in 1994 and worked a variety of assignments as a front-line supervisor in both the Patrol and Administrative Bureaus. Chief Berg was promoted to the rank of Lieutenant in 1999 where she commanded the Community Affairs Section, Internal Affairs and was the Press Information Officer. Chief Berg was later promoted to the rank of Captain in 2003.

In 2011, she was appointed Chief of Police for the Manhattan Beach Police Department and served in that capacity for six and one-half years. In January 2018, she was appointed Chief of Police for the Torrance Police Department. She served as a member on the California Police Chiefs' Association Law & Legislation Committee and the Training Committee, and was the Los Angeles County Police Chiefs Association's representative on the Los Angeles County Peace Officers Memorial Foundation. Chief Berg also served as a board member on the Governor's Medal of Valor Committee. In 2019, Chief Berg was appointed by Governor Newsome as a Commissioner for the California Peace Officers Standards and Training and served in that capacity until her retirement in 2021.

Chief Berg holds a Bachelor's Degree in Business from the University of Redlands and a Master of Business Administration from the University of La Verne. Chief Berg has been an adjunct instructor at a number of law enforcement training centers throughout California. She trains police supervisors and managers in strategic planning.

John Clark, Sheriff Captain (Ret.)

Senior Associate, Meliora Public Safety Consulting, LLC

Background

Captain Jim Clark (Ret.) served with the Los Angeles County Sheriff's Department for over 33 years. His broad experience includes command, administrative, operational and tactical assignments in Patrol, Detective, Custody, Court and Administrative divisions, with his last eight years being spent at command level posts.

As Captain, he was in command of various units including internal investigations, financial and cyber-crimes, custody operations and inmate transportation; and responsible for the administrative and operational management of each. Clark also managed the Southern California High Tech Taskforce comprised of Federal, State and local agencies as part of his command duties. Throughout his career, Captain Clark was a command and operations level member of a county-wide team responsible for managing all department resources during natural disasters, civil disturbances and other high-profile events such as political conventions and sporting events.

During his career, Clark was a member of the International Association of Financial Crimes Investigators, the Southern California Jail Managers Association, the Los Angeles Superior Court Management Group, and the San Gabriel Valley Peace Officers Association. He also served as an adjunct faculty member for a local community college.

In 2015, Clark entered the consulting field and has conducted over 25 organizational assessments of police and sheriff departments ranging from small rural agencies to large urban agencies focusing on improving their effectiveness and efficiency.

Captain Clark holds a Bachelor of Arts in Criminal Justice from the California State University, Fullerton.

Craig Junginger, Police Chief (Ret.)

Senior Associate, Meliora Public Safety Consulting, LLC

Background

Chief Craig Junginger has served multiple communities over the course of a 40-year career, serving the last nine years as Chief of Police. Junginger has over 20 years of law enforcement executive experience, in addition to 20 years of line level experience in Community Policing, Internal Affairs, K-9, SWAT, CNT, Beach Detail, Narcotics, Vice/Intelligence, Motorcycle Traffic Officer, Personnel, and Patrol. He began his career at the City of Bell in Los Angeles County, CA, and spent the majority of his career at the Huntington Beach Police Department in Orange County, CA. where he rose through the ranks to Captain. In 2008, he was hired as the 11th Chief of Police for the City of Gresham, Oregon and spent the next eight years building stronger bonds with the community through community policing and improving the department through education, training and technology. Through his leadership, he developed a city-wide program involving multiple city departments which improved the quality of life for the members of the community.

Junginger retired in 2016, and subsequently served as Interim Chief of Police for two different law enforcement organizations. For the last 10 years, he has maintained a private consulting business conducting approximately 40 police department organizational assessments ranging from small rural departments to large urban departments focusing on improving their effectiveness and efficiency. He has also built a successful practice of conducting personnel investigations involving employee misconduct for public entities throughout the State of California.

Junginger obtained his Master of Arts Degree from California State University, Long Beach in Emergency Services Management, and a Bachelor of Arts Degree from the University of La Verne in Political Science. He also attended the FBI National Academy for police executives, West Point Leadership Program, and P.O.S.T. Command College, where he published an article on providing law enforcement training to the millennial generation.

Chief Junginger has been an adjunct instructor at Mt. Hood Community College in Gresham, OR, and Golden West Community College in Huntington Beach, CA.

David Makin, Ph.D. Criminal Justice and Criminology

Data Scientist, Meliora Public Safety Consulting, LLC

Background

David A. Makin, Ph.D., has nearly two decades of experience in translational research helping police departments, and other public safety agencies, in operationalizing existing data and implementing new data collection practices. As a mixed-

methodologist, he has implemented research programs in a variety of police departments conducting quantitative and qualitative data collection and analysis to support evidence-based decision-making. He has experience coordinating and conducting research in a diverse range of environments including projects within the states of Pennsylvania, Kentucky, Indiana, Montana, California, Idaho, and Washington. Additionally, Dr. Makin through his comparative and international research has conducted research in China, Sierra Leone, Ghana, and Caribbean.

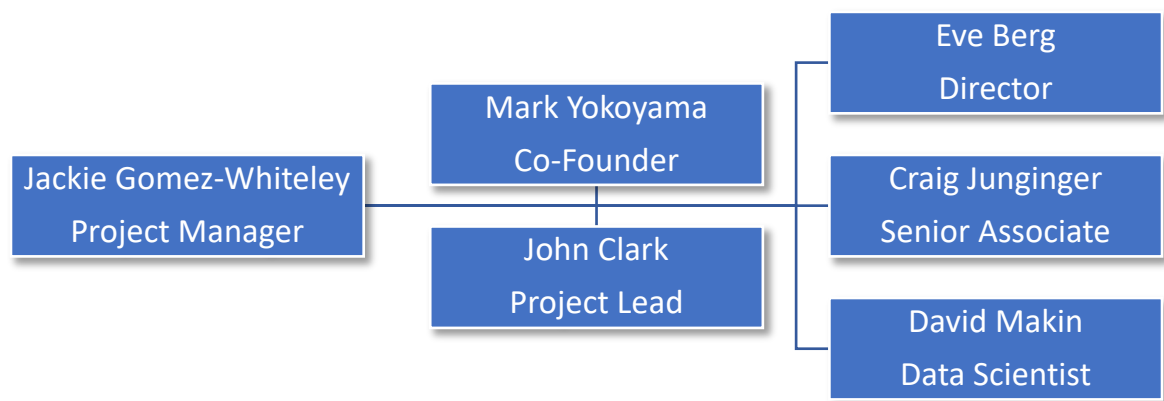
As a researcher, he has nearly 50 peer-reviewed publications and has received over \$3 million dollars in research funding, including research funded by the National Institute of Justice, National Science Foundation, and Office of Community Oriented Policing Services (COPS). He has demonstrated success in developing and implementing private-public partnerships to support technology development, implementation, and integration within police departments. He is as an expert in programmatic implementation and evaluation, technology assessments, and is among a select group of researchers actively working with police departments to integrate body-worn camera (BWC) footage into supervision, risk management, and training.

In addition to his research, statistical, and disciplinary expertise, he has completed a 40-hour POST certified Crisis Intervention Team training, a two-year Fellowship at the Southern Police Institute at the University of Louisville and holds several awards for research, teaching, and service across several institutions of higher education where he has worked.

Dr. Makin graduated from Pennsylvania State University in 2002 with a Bachelor of Science, received a Master of Science in Administration of Justice from the University of Louisville in 2004, and in 2012 received a PhD in Criminal Justice and Criminology from Washington State University.

Currently, Dr. Makin works with police departments to align body-worn camera technology, and other technologies, into existing practice, and revising policy to improve integration and operationalization. His work has been featured in a range of print and media outlets including national, state, and local news agencies and publications. Examples of this research include contextualizing use of force and procedural justice through body-worn camera footage, the Pullman police department smart policing initiative public safety camera project, national evaluation of genetic evidence within property crime scenes, the impact of recreational cannabis legalization on police practice, and research examining how public health interventions influence public safety.

PROJECT TEAM



Project team subject to change; in that case agency to be notified.

OUR ASSESSMENT PROCESS

Meliora PSC has developed a comprehensive approach to conducting organizational assessments. Our process is unparalleled in that it provides the agency a finished report with recommendations and includes three-year data analysis along with a Data Analysis Toolkit: a program department staff can use to replicate the charts and tables for comparison in the ensuing years. This positions the leaders of the Los Gatos-Monte Sereno Police Department to upload CAD data and produce the same types of information to contrast and compare from preceding years. This value add means the data analysis can be repeated in-house rather than expending more resources to conduct the data analysis in the future.

The first step is a request for information to include documents, reports, worksheets and data. These informational sources will form the foundation for determining a baseline of activities of the department's existing systems and processes, performance efficiencies, risk management capabilities, and community policing strategies.

Concurrently, our Data Scientist will work with department staff to collect three years of computer-aided dispatch (CAD) data, clean and analyze the data, synthesize the data and provide a data analysis report that looks beyond the outcomes of response time and deeper into the types of calls for service, number of units, emergency versus non-emergency calls, etc. The data report will include details regarding patrol workload, calls for service, response times, and deployment throughout the years as well as examined through seasons of the year, months and days of the week. In an effort to help the organization enhance the ability to analyze data moving forward, Meliora PSC offers the added benefit of providing a program so annual CAD data can be analyzed using the same program giving the agency's leadership team the ability to recreate the same tables and charts for future comparisons and analysis.

Crime and clearance data reported to the FBI will also be reviewed, as well as investigations case management systems and processes. The Meliora team will review support functions in the organization such as dispatch, records, and property and evidence, as well as risk management functions to include personnel, training, professional standards, and policy.

Next, Meliora PSC staff will initiate phone and/or video conferences with key personnel in the department to further explore the inner-workings of the Los Gatos-Monte Sereno Police Department. It is important that we learn the areas that meet or exceed best practices as well as identify opportunities for improvement and/or greater efficiencies.

Meliora PSC will conduct a two-day site visit as part of the assessment. Internal focus group meetings with professional staff, sworn, and supervisor/managers will be

conducted during the visit. We recognize that department members are dedicated to serving their community and often have a unique perspective on addressing and improving the service delivery model to the community, as well as overall systems and processes, organizational culture, and department performance. Additionally, we will meet with key staff members at the department and Town as part of the organizational assessment as needed.

Seeking input from external stakeholders in the community is a key component to a holistic assessment process. During the site visit, the Meliora PSC team will conduct a community focus group meeting to elicit feedback from community stakeholders on the department's performance and identify where expectations are met and can be enhanced.

Upon completion of the visit, Meliora PSC will generate an in-depth, comprehensive organizational assessment report addressing key observations and recommendations covering operations, investigations, administration, organizational culture, and performance management. Our data scientist will provide the data analysis program so staff can insert the ensuing year's CAD data and subsequently prepare the charts and tables from the data analysis report in the organizational assessment report for comparison. The program can be used for future years as well so the leadership team at the Los Gatos-Monte Sereno Police Department can strategically align the department for the needs of the community.

PROPOSED FEES

The quotation of proposed fees shall remain in effect for 90 days from the date of proposal submission.

Meliora PSC will conduct a comprehensive organizational assessment of the Los Gatos-Monte Sereno Police Department and provide the Data Analysis Toolkit for \$77,000, exclusive of travel. The project would be billed in three installments: 40% (\$30,800) upon contract signing; 40% (\$30,800) upon completion of site visit; and the remaining 20% (\$15,400) with delivery of the final report. Upon delivery of the draft report, the department will have 30 days to provide feedback regarding accuracy and the final report will be returned within 30 days of the comment period.

Travel expenses will be billed as incurred at actual cost with no overhead or administrative fees applied. Mileage will be billed at current IRS rate.

All reports will be provided to the Los Gatos-Monte Sereno Police Department for review in electronic format. A draft report will be finalized after review and input from the Los Gatos-Monte Sereno Police Department. Upon finalization of the report, ongoing staff support, preparation, presentations, attendance at virtual or in-person meetings, and consulting services will be billed at \$250 per hour/per person plus travel expenses. Any travel would again be billed as incurred at actual cost with no overhead or administrative fees applied. The organizational assessment will serve as the framework for a future needs assessment and strategic plan that can be conducted separately as an additional Meliora PSC service.