



**TOWN OF LOS GATOS  
COUNCIL AGENDA REPORT**

MEETING DATE: 01/16/2024

ITEM NO: 14

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DATE: January 11, 2024  
TO: Mayor and Town Council  
FROM: Laurel Prevetti, Town Manager  
SUBJECT: Consider the Following Actions:

- a. Receive the Information Provided in the Police Services Report: July – December 2023,
- b. Authorize the Town Manager to Execute an Agreement with Meliora Public Safety Consulting to Conduct an Organizational Assessment and Develop a Data Analysis Toolkit in an Amount Not to Exceed \$80,000, and
- c. Approve an Expenditure Budget Adjustment in the Amount of \$80,000 from the Available General Fund Capital/Special Projects Reserve.

**RECOMMENDATION:**

- a. Receive the information provided in the Police Services Report: July – December 2023,
- b. Authorize the Town Manager to execute an agreement with Meliora Public Safety Consulting to conduct an organizational assessment and develop a data analysis toolkit in an amount not to exceed \$80,000, and
- c. Approve an Expenditure Budget Adjustment in the amount of \$80,000 from the Available General Fund Capital/Special Project Reserve.

**BACKGROUND:**

On August 3, 2023, the Los Gatos-Monte Sereno Police Department (LGMSPD) Chief presented to the Town Council an update on staffing, efficiencies and improvements, and public safety service delivery. These reports typically occur twice a year and this report is the second for the current fiscal year.

The report provides an overview of the following information:

- Department staffing update and outlook
- Projects and Audits

**PREPARED BY:** Jamie Field  
Chief of Police

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Reviewed by: Town Manager, Assistant Town Manager, Finance Director, and Town Attorney

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SUBJECT: Receive the Information Provided in the Police Services Report: July – December 2023 and Authorize Organizational Assessment

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BACKGROUND (continued):

- Integral Department Wellness
- Trends in calls for service and policing response
- Flock Update
- Community engagement and partnerships
- Proposed organizational assessment and data analysis

DISCUSSION:

**DEPARTMENT STAFFING UPDATE AND OUTLOOK**

Appropriate staffing ensures the Department can deliver all of the law enforcement and related services expected by the communities of Los Gatos and Monte Sereno as described in the Town's Adopted Operating Budget. Recruitment and retention remain a high priority as the Department continues to experience challenges due to protected leaves and a significant number of anticipated retirements in calendar year 2024.

Reduced staffing due to extended protected leaves has positioned the Police Department without five sworn positions for at least the last five months and in some instances much longer. Four of the protected leave positions are held by individuals with leadership roles in the Department, requiring the remaining leadership team of Corporal, Sergeant, Captain, and Chief to absorb the responsibilities. Available sworn staffing is down from 35 sworn Officers available as a solo resource to 30 out of the 39 budgeted positions. During the last six months, the Police Department has had two sworn members retire.

Filling these voids continues to require significant recruitment and hiring efforts, which are currently underway. The staff involved in the applicant evaluations, oral boards, backgrounding, and onboarding have been continuously reviewing applications, holding oral boards, and promoting the Department opportunities through various means.

Potential lateral Officers and individuals for the Police Officer Trainee positions are currently in the background process. Each Police Officer Trainee must complete a six-month Police Academy and a 16-week Field Training Officer (FTO) Program, making them a yearlong focus prior to being available as a solo Officer. The fiscal costs for a new Officer that is sponsored through the Academy is just under \$70,000, not including the time for LGMSPD staff to oversee the 16-week FTO Program. As a result, the Police Department continues to offer an employee referral bonus and a hiring bonus for lateral Officers as they can go into service as a solo Officer much sooner without the Academy and lengthy field training costs.

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DISCUSSION (continued):

The LGMSPD has two Police Officer Trainees currently in a Police Academy and if they successfully complete the Academy, they will then begin a Field Training Program this spring.

Additionally, the LGMSPD is striving to have two Police Officer Trainees beginning a Police Academy in January 2024 and to enroll another two Police Officer Trainees in the April 2024 Police Academy. This will stagger the necessary training efforts as availability of Field Training Officers are limited.

Additionally, the Police Department is anticipating promotional opportunities for the position of Corporal, Sergeant, and a Captain in 2024. LGMSPD is in the process of working with an independent law enforcement consultant to perform assessments at the end of February 2024 to establish a promotional list for a year for both Corporal and Sergeant. To provide a broad pool of knowledgeable, well experienced applicants, and potentially encourage additional sworn lateral interest, the position of Sergeant is being opened to outside candidates for the first time. It is hoped that individuals who have ascended in their current agency to an equivalent position of Sergeant may be interested in applying to LGMSPD. In the anticipated event of a Captain position opening due to retirement, a Law Enforcement Executive Recruitment company has been identified to assist with promoting and swiftly filling the void. Due to attrition of Officers and leaders with institutional knowledge and the continued hiring of new sworn personnel, the depth of experience and leadership potential is still developing, and some future opportunities may be filled with lateral leaders.

In the prior Police Services Report, there were 28 available sworn Officers divided among four patrol shifts in the Patrol Division, Investigations Division, and Administration. The current number is 30 available sworn with another two expected to depart in a couple months, bringing the number back to 28. Removing the three sworn Command staff (Chief and two Captains) results in 25 available sworn Officers to deliver core Patrol and Investigative services. Part-time Community Services Officers (CSOs) and Reserve Police Officers have assisted to meet the workload demands; however, LGMSPD expects to be recruiting to fill at least one future vacant CSO position. The table below identifies the current availability of sworn staff, while also considering protected leave:

Budgeted Sworn	Current Sworn	Off due to protected leave	Light / Modified Duty	Field Training	Total Active and available
39	35	5	0	0	30

CSOs worked 1417 hours during this reportable six-month timeframe and Reserve Police Officers worked 890 hours. Dispatch has eight budgeted positions. Currently, there are six operational Dispatchers and one in training. The Police Department has five per diem

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DISCUSSION (continued):

Dispatchers to supplement the full-time Dispatch staff and allow for coverage during training and vacation. LGMSPD is evaluating an eighth Dispatcher through the background process. The per diem Dispatchers have filled in for 403 hours throughout the prior six months.

The Police Department has hired one Dispatcher who is in training and had a Dispatch Academy recruit graduate and successfully complete the Dispatch Field Training Program since July 2023.

The chart below shows the difference in overtime hours between the last two fiscal year periods of July to December. Dispatch is supplemented by per diem Dispatchers and sworn staff is supplemented by Reserve Officers and the limited duties of CSOs and Parking Control; therefore, the overtime does not fully reflect the variance to 39 operational Officers. The FY 2023 overtime for sworn and professional staff during the first six months of this fiscal year is due to limited staffing, workers compensation vacancies, required trainings, and the Town special events.

Title	7/1/22-12/31/22	7/01/23 – 12/31/23	Variance in FY
Communications	1,582 hours	<b>1364 hours</b>	<b>218 hours</b>
Sworn Staff	4,750 hours	<b>3432 hours</b>	<b>1318 hours</b>

**PROJECTS AND AUDITS**

Technology Projects and Equipment: LGMSPD began accepting Concealed Weapons Permit applications following the passing of an ordinance in August 2023 by the Los Gatos Town Council and in September 2023 by the City of Monte Sereno Council. LGMSPD uses an online application processing system known as Permitium, commonly used by other California Law Enforcement agencies. The online application and the ordinances are accessible on the LGMSPD website: <https://www.losgatosca.gov/2857/Concealed-Carry-Weapon-CCW-Permits> . The increase of Concealed Weapon Permit (CCW) applications has necessitated support by a Reserve Officer and oversight of an Administrative Sergeant to receive, monitor, interview, and process the Town's CCW applications, although no CCW permits have yet been issued.

Other significant software platforms and equipment have been implemented including automated Field Training and Dispatch Training evaluation processes. Council also recently approved the execution of an agreement to introduce electronic citation technology for more streamlined communication with the offender, courts, and the records database, using a grant from the Office of Traffic Safety (OTS). Other technology and projects include continuously evaluating and advancing the use and knowledge of the Los Gatos drone program, digital marketing and recruiting efforts, and updating capabilities through State funding for our Communications Dispatch Center.

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DISCUSSION (continued):

Additionally, through the funding efforts of the Los Gatos Police Foundation and research by our School Resource Officer (SRO), a “Campus Safety Cart” was purchased and introduced in October 2023.

This is a street legal and electric powered golf cart that allows the SRO to travel between six school campuses during periods of congested traffic, and for various Town events throughout the year.

The “Campus Safety Cart” can access almost every area of the campuses, as well as the surrounding parking lots, trails, and areas that are not accessible by a patrol vehicle. Since implementation, several other law enforcement agencies throughout California have inquired for more information as they assess utilizing similar equipment in their areas.

Grants and Settlements: Additional equipment projects are expected in the next several months due to approved funding from the State Homeland Security Grant program (SHSGP). The release of the funds from the State is expected to occur in January or February and Council would then be asked to accept the funds and approve their use for qualifying expenses.

The County provided the Town with a Tobacco Grant for assuring retail establishments were in compliance during the last six months.

During the prior fiscal year, the State allocated funding to every California law enforcement agency for purposes of Officer wellness: Board of State Community Corrections (BSCC) Officer Wellness and Mental Health Grant. The one-time amount was based on the size of each law enforcement agency and resulted in about \$30,000 for LGMSPD. The use of the funds is discussed within the Integral Wellness section of this report.

The LGMSPD received notification in early 2023 that it would be receiving Opioid Settlement funds in an undetermined amount over the next several years. The funds can be used by the receiving agency for Narcan training, community education, prevention and outreach, intervention, and improved safety measures for public safety. The Youth Commission in collaboration with the LGMSPD SRO are working on recommendations for use of these funds, which will be brought to Town Council for consideration. Some of the funds were applied to the production costs for Fentanyl High that was produced by Los Gatos High School student Kyle Santoro. Members of LGMSPD and the Youth Commission attended the showing of Fentanyl High in the Los Gatos Move Theatre in December 2023.

Audits: Law enforcement auditing processes and requirements have significantly increased due to unfunded mandates. These audits typically involve an examination of law enforcement

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practices, policies, and procedures to ensure accountability, transparency, and adherence to legal and legislative standards. In October 2023, LGMSPD received confirmation letters from Department of Justice auditors that LGMSPD is “In Compliance” for state and federal requirements of the following systems:

- *California Law Enforcement Telecommunications System (CLETS)* – audits include administrative review of policies, user/agency agreements, completion of required trainings and security, and an on-site inspection.
- *Department of Justice Criminal Offender Record Information (DOJ CORI)* – a random sample of 71 inquiries was selected and “Compliance” with statutes and regulations was confirmed.
- *Federal Bureau of Investigation’s (FBI) Interstate Identification Index (FBI III)* – a random sample of inquiries was evaluated between July – September 2023 and LGMSPD was in “Compliance”

The Police Officer Standard and Training (POST) guides many requirements for California law enforcement agencies. A POST audit is conducted to evaluate our hiring, retention, and training standards every two years. LGMSPD passed this audit in 2023 and continues to meet the increasing POST training requirements, some of which are outlined on the Department’s Transparency webpage: <https://www.logatosca.gov/2713/Transparency-and-Data-page>.

Additional law enforcement reporting mandates include the Racial Identity Profiling Act (RIPA) requirements. This involves Officers completing various data inquiries following each traffic stop or proactive contact and RIPA data are reported out annually by DOJ. The California Incident Based Reporting System (CIBRS) outlines more than a dozen collected datapoints an Officer must complete prior to approval of any report and captures details that are reported to the state. CIBRS capture details on victims, known offenders, relationships between victims and offenders, arrestees, property, and drugs involved in crimes within an incident, representing a substantial shift in crime reporting. The additional crime incident data provides greater analytic capability in comparison to the previously utilized Uniform Crime Reporting (UCR) standard. The Town’s data can be found in a presentation that will be given to Town Council on January 16 to accompany this report (see Attachment 1).

Evidence and Property Audits: Evidence and property audits in law enforcement involve the systematic review and verification of items held by the police as evidence or property. These audits ensure the accuracy, security, and proper handling of items, often tied to criminal investigations. It is crucial to maintain the integrity of legal proceedings and ensure that evidence is handled in accordance with established protocols and laws. Evidence audits can be quite costly and therefore, may be infrequent for law enforcement agencies.

DISCUSSION (continued):

From June to December of 2023, a temporary employee was hired to fill a void due to a professional staff member being on protected leave. The temporary employee completed several key projects, including an evaluation of current processes, audit for compliance and efficiencies, consolidated database, and the movement of approximately 32,000 pieces of evidence from a temporary storage area to a permanent Police Evidence Storage warehouse which created space for a dedicated office currently used by the Traffic Sergeant at the Police Operations Building (POB).

**INTEGRAL DEPARTMENT WELLNESS**

Organizational wellness is one of the goals for LGMSPD that has been emphasized in the last six months by building a sustainable, accessible, and comprehensive integral wellness program for the Police Department. The integral wellness program addresses multiple aspects of well-being, including physical, mental, and emotional health. The program incorporates fitness, nutrition, stress management, mental health support, and other holistic elements to promote overall well-being, resiliency, and healthy lifestyles. Integrating these components can lead to improved employee health, increased productivity, and a positive organizational culture.

The Integral Wellness Program for the Police Department includes:

- *Chaplains* from the Los Gatos community.
- *Therapy Dogs* with one sworn and one professional staff member as handlers.
- *Educational Support Incentive* through the Memorandum of Understanding (MOU) with the Town Employees Association (TEA) and Police Officers Association (POA) bargaining units.
- *New Employee Assistance Program (EAP)* with public safety competent therapy resources for up to eight visits. The new EAP program implemented in July by Human Resources also offers many other tools for the employee and their family.
- *On-site fitness facility* located at the Police Operations Building and available to all Police Department staff. On-duty workout time is available if appropriate level of staffing and calls for service permit.
- *Peer Support* through sworn and professional colleagues that have attended peer support training and can offer assistance and resources confidentially.

In July and August 2023, LGMSPD worked with Sigma Tactical Wellness and brought a comprehensive health assessment and Cardiometabolic testing company specifically for First Responders on-site. The evaluation process was confidential to the employee and offered to all LGMSPD employees. This was financially supported by the BSCC Officer Wellness and Mental Health Grant. LGMSPD also offered access to Sigma Tactical to several other nearby law

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enforcement agencies, including Campbell Police Department, Los Altos Police Department, and Milpitas Police Department who paid for their own assessments. In total, there were 96 individuals that took part in the health assessment, with about 40 being from LGMSPD.

**TRENDS IN CALLS FOR SERVICE AND POLICING RESPONSE**

LGMSPD continues to meet response time performance goals and provide a high level of service to the community; however, due to low staffing there is less discretionary time utilized for visibility, engagement opportunities, and some proactive policing measures.

The following table depicts a comparison of the Communications Division call volume, both inbound and outbound, immediacy to which they are answered, and number of 911 calls over the last two years between the months of July to December.

July – December	Inbound 911 calls	% of 911 calls answered < 10 seconds	Incoming Non-emergency calls	Non-emergency Outbound calls
2022	4,589	96.8%	15,112	7,453
2023	4,709	96.6%	15,967	7,726

The industry standard for a Public Safety Answering Point (PSAP) agency is a target for 911 calls to be answered within less than ten seconds 95% of the time. Outbound calls can be a result of transferring callers to other points of contact within Town Departments, contacting or following up with community members, or conducting other inter-agency duties.

Officers' response to priority calls for service continue to be comparable to prior years, meeting the performance targets. These metrics can be found in the Fiscal Year 2023/24 Adopted Operating Budget in the performance measures section of the Police Department chapter. Priority 1 refers to immediate emergency with threat to life or a public safety hazard, Priority 2 is an urgent emergency that requires an immediate response, and a Priority 3 incident is a non-emergency. The LGMSPD has set response time goals of 5:00 minutes for Priority 1 calls, 10:00 for Priority 2 calls, and 15:00 for Priority 3 calls.

**FLOCK UPDATE**

In August 2023, the Town of Los Gatos Council approved for LGMSPD to share data obtained through the Automated License Plate Reader (ALPR) systems managed through Flock



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DISCUSSION (continued):

Technology with agencies within Santa Clara County. This increases the ability to investigate and deter crime by broadening the data pool locally. The public may access information on the [Flock Transparency page \(https://transparency.flocksafety.com/los-gatos-ca-pd\)](https://transparency.flocksafety.com/los-gatos-ca-pd), including the Police Department ALPR Policy.

By way of an example, the Flock Technology was instrumental in several instances of vehicle theft, crime prevention, and recent retail theft that occurred during one week in early December 2023. The following is a chronological order of events of that week and the impact Flock Technology had on the success of deterrence, prevention, and accountability through collaborative resources.

- The manager of a private Los Gatos neighborhood Flock camera contacted LGMSPD about his community's concerns about a pickup truck that had been repeatedly seen slowly driving through the area. It was determined to be a roofing contractor working in the area. This partnership helped allay the neighborhood's concerns that the driver was not casing the neighborhood for future crime.
- A Town Flock camera alerted LGMSPD that a vehicle wanted in another agency's commercial burglary investigation had entered downtown. Officers located the vehicle and arrested the driver for an outstanding burglary warrant and for the possession of methamphetamine found in the vehicle.
- A Town Flock camera alerted LGMSPD that a stolen car had entered Town. LGMSPD Officers located it parked at a downtown business and attempted to take the suspect into custody when he returned to the vehicle. The suspect intentionally rammed the stolen car into the occupied LGMSPD police vehicle before fleeing. The vehicle was located in the Santa Cruz Mountains, the suspect was identified, and a multi-agency investigation was launched to locate the suspect who was determined to be a dangerous parolee with prior convictions for weapons offenses.
- LGMSPD learned that a particular vehicle had been used in two Apple store Organized Retail Crime (ORC) cases in the prior two days with a combined loss over \$110,000. The suspect vehicle's license plate was added to the Flock Hotlist. A Town Flock camera alerted LGMSPD that the vehicle used in the Apple store retail thefts had entered Town. Officers moved to that area and confronted the vehicle that then fled out of Town. Research into the Town's Flock system identified a previously unknown accomplice vehicle. This intelligence was forwarded around the Bay Area.
- LGMSPD was alerted to an organized retail burglary in progress at Lululemon. Officers arrived and intercepted the suspects leaving the store. Their getaway vehicle fled. The town Flock system was used to obtain an image and the license plate of the vehicle.
- A Town Flock camera alerted LGMSPD that a vehicle wanted in a felony hit-and-run from another agency had entered town. Shortly later, a community-owned Flock camera

DISCUSSION (continued):

alerted us that the vehicle had entered the small neighborhood. Officers located the parked vehicle in the neighborhood and later captured its driver who had fled on foot. The vehicle was collected by the outside agency as evidence and the driver was booked into jail for a violent crime warrant and possession of narcotics.

**COMMUNITY OUTREACH AND PARTNERSHIPS**

LGMSPD's community outreach and partnerships are essential for fostering positive relationships between law enforcement and the community we serve. These initiatives aim to build trust, enhance communication, and address public safety concerns collaboratively. The LGMSPD's community policing programs involve sworn and professional staff engaging with residents and businesses, attending community events, and participating in dialogues to better understand local needs and concerns. Establishing strong partnerships contributes to a more effective and responsive police force while promoting a sense of shared responsibility for public safety. Community outreach and resources occur in many forms including LGMSPD's social media, primarily on Facebook and Instagram.

The LGMSPD greatly appreciates and recognizes the volunteer support and exhaustive hours that go into supporting the Town of Los Gatos during the Halloween activities on Tait and Johnson Avenue and the extensive support during the Tree Lighting and Childrens' Holiday Parade in December 2023. The Community Emergency Response Team (CERT) and Disaster Assistance Response Team (DART) partnered in these events and were a much-needed force multiplier when minimal resources were available.

LGMSPD encourages the community to access crime data at the Crime Graphics community facing portal: <https://lgpd.crimegraphics.com/2013/default.aspx>. This site allows for users to search for crime activity that has occurred within an area of interest within the LGMSPD jurisdictional area.

LGMSPD also promotes community members and business employees to sign up for Nixle by texting "lgmspd" to 888777 or visiting the Nixle website so they may receive safety notifications.

LGMSPD offers Neighborhood Watch meetings to address specific concerns, customized collaborative feedback and problem solving, and offer consideration of various resources.

Finally, LGMSPD is accepting applications for the Community Police Academy scheduled to begin March 7, 2024, running eight consecutive Thursday evenings for three-hour blocks and

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DISCUSSION (continued):

concluding April 25<sup>th</sup>. The class is currently half full, and community members and Los Gatos employees or business owners are encouraged to apply and participate.

**PROPOSED ORGANIZATIONAL ASSESSMENT AND DATA ANALYSIS:**

The LGMSPD has been providing law enforcement services from two buildings since 2010 [Headquarters (Civic Center) and the POB (15900 Los Gatos Blvd)]. The internal consistency, teamwork, and project management is challenged under the current model and has had a noticeable impact on supervision and developing new sworn and professional staff. A single location for all of the Police Department's functions and infrastructure would improve efficiencies, consistent communication within the Department, customer service, and accountability.

Prior to a space assessment to consolidate operations at POB, a comprehensive organizational assessment should be conducted to anticipate the evolving needs of the Department and its functions. The assessment would analyze standards of service, coverage of the service area and its population (both Town of Los Gatos and City of Monte Sereno), staffing model(s) for sworn and civilian staff, recent policing and dispatch data, and feedback from Police Department staff, Town leaders, and the community. If the Town Council authorizes the Manager to execute an agreement for the organizational assessment and associated budget action, then the facility assessment is expected to occur in Fall 2024. A space assessment would identify the ideal types and amounts of space needed to support the organization, staffing, and programs within the POB.

Staff has researched firms that do comprehensive organizational assessments and has determined that Meliora Public Safety Consultants (PSC) is the most qualified consultant for this project. If authorized by the Town Council, the agreement with Meliora would be a "sole source" due to their unique data-driven methodology, collaborative approach, and a tailored Data Analysis Toolkit which is a customized program to analyze the Department's data for comparative analysis. The toolkit would remain with LGMPD following the assessment and future data can be entered into the Toolkit to allow for ongoing assessment and evaluation without paying additional fees (see Meliora PSC Proposal in Attachment 2).

Meliora PSC is well known throughout California law enforcement agencies and is currently in agreement or has provided recent services to many agencies in the Bay Area, including Tiburon.

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CONCLUSION:

This Police Services Report provides a transparent overview and status of operational achievement, priorities, and staffing impacts for July to December 2023 for both the community and Town Council.

Staff recommends Council authorize an agreement with Meliora Public Safety Consulting not to exceed \$80,000 to allow for an organizational assessment and data analysis for evaluation of standards of coverage, service delivery model and staffing, in addition to developing a data analysis toolkit to be utilized in perpetuity.

FISCAL IMPACT:

The receipt of this report has no fiscal impact. The request to enter into an agreement for an Organizational Assessment requires the Town Council to approve an expenditure budget adjustment in the amount of \$80,000 from available General Fund Capital/Special Projects Reserve for purposes of authorizing an agreement with Meliora PSC.

ENVIRONMENTAL ASSESSMENT:

This is not a project defined under CEQA, and no further action is required.

ATTACHMENTS:

1. Police Services Report July – December 2023 Powerpoint Presentation
2. Meliora Public Safety Consulting Proposal for Organizational Assessment & Data Analysis