

**Elite Performance
Assessment Consultants, LLC**

**Command Accountability
Management Assessment Proposal
for the San Luis Police Department**

October 30, 2017





October 30, 2017

Chief Richard Jessup
San Luis Police Department
1030 E. Union Street
San Luis, AZ 85349
E-mail: rjessup@cityofsanluis.org

RE: Command Accountability Management Assessment Proposal for the San Luis, Arizona, Police Department

As President of Elite Performance Assessment Consultants, LLC, I am pleased to provide you with our Command Accountability Management Assessment Proposal for the San Luis Police Department. I am enclosing documentation outlining our qualifications, experience and cost proposal.

Mr. Sergio Sais, Director of Auditing, will serve as the point of contact for the company and below you will find his contact information.

We look forward to hearing from you soon, thank you.

Elite Performance Assessment Consultants, LLC
Mr. Sergio Sais, MPA, CGAP, CFE, CLEA
Director of Auditing
880 Hampshire Road, Suite "X"
Thousand Oaks, CA 91362
Mobile: (818) 455-6787
E-mail: srsais@elitepacllc.com

Sincerely,

A handwritten signature in black ink, appearing to read "Randy Khatami". The signature is stylized with a large, sweeping flourish that extends to the right.

Randy Khatami, CFE, CFS, CLEA, CRMA
President

TABLE OF CONTENTS

I. SUMMARY OF FIRM EXPERIENCE AND ASSESSMENT CONSIDERATIONS..... 2

II. QUALIFICATIONS OF IDENTIFIED TEAM MEMBERS 4

III. PROPOSED COST 9

I. SUMMARY OF FIRM EXPERIENCE AND ASSESSMENT CONSIDERATIONS

Elite Performance Assessment Consultants, LLC (EPAC) is honored to submit its proposal to provide a Command Accountability Management Assessment (CAMA) for the San Luis, Arizona, Police Department. Elite Performance Assessment Consultants hereby proposes a team of EPAC professional law enforcement auditors and consultants qualified in conducting this assessment.

Elite Performance Assessment Consultants brings a wide array of law enforcement expertise in assessing and monitoring high-risk public safety operations. It brings extensive experience specific to CAMA using Generally Accepted Government Accountability Standards. This firm has conducted CAMA for several law enforcement agencies.

Elite Performance Assessment Consultants will evaluate the following functions and procedures:

A. Policy

- i. Policy Making Process
- ii. Department Manual
- iii. Specialized Unit Manuals
- iv. Orders

B. Organizational Chart

- i. Management
 1. Review of current supervisor and management practices
- ii. Professional Standards
 1. Review of Complaint Investigation process
 - a. Intake
 - b. Investigations

C. Deployment

- i. Number of Patrol Officers
 1. Distribution of patrol officers during the week
- ii. Number of Investigative Personnel

D. Work Load

- i. Number of calls for service
- ii. Number/Percentage of High Priority Calls
 1. Distribution of calls by day and time
- iii. Number of Percentage of Low Priority Calls
 1. Distribution of call by day and time
- iv. Number/Percentage of investigations

- E. Training
 - i. AZ POST training
 - ii. In-Service training

 - F. Record Systems
 - i. Record keeping
 - ii. Records Retention

 - G. Patrol Functions
 - i. Detentions
 - ii. Arrests
 - iii. Use of Force
 - iv. Digital in-car Video
 - v. Body-worn Video

 - H. Investigative Functions
 - i. Vehicle Theft
 - ii. Burglary
 - iii. Crimes Against Persons
 - iv. Domestic Violence
 - v. Homicide
 - vi. Juvenile
 - vii. Sexual Assault
 - viii. Search Warrants

 - I. Property/Evidence Room
 - i. To determine that the property room function was managed/operated effectively and efficiently.
 - ii. To evaluate compliance with:
 - 1. County, state, and/or federal laws and regulations
 - 2. Department policies, procedures and guidelines concerning property inventory
 - iii. To determine that all property and evidence was stored safely and adequately safeguarded from loss, fraud, or other mishandling.
 - iv. To ascertain that complete and accurate records of all property and evidence including chain of custody were maintained.
 - v. To ascertain that adequate application controls were in place and operating effectively.

 - J. Community Policing and Engagement
-

- i. Community meetings attendance
- ii. Developing mechanisms to measure community policing and problem-solving activities.

II. QUALIFICATIONS OF IDENTIFIED TEAM MEMBERS

The EPAC audit team includes the following auditors:

Sergio Sais – Project Manager

Mr. Sergio Sais is the Director of Auditing and a co-founder of the firm. He is a professional law enforcement auditor and a Police Performance Auditor IV with the Los Angeles Police Department's (LAPD) Audit Division (AD). He conducted the following Consent Decree Audits; Use of Force, Complaint Investigations, Search Warrants and Gang Enforcement Detail Selection. Additionally, he was responsible for coordinating and directing the LAPD's response to the Inspector General's and Independent Monitor's inquiries regarding these audits. Mr. Sais has also provided auditing and consulting services to the Los Angeles Fire Department's Arson and Counter-Terrorism Section (ACTS), where he conducted audits to determine the quality of ACTS's arson investigations. He also provided assistance in developing procedures for streamlining supervisory oversight of the investigations.

Mr. Sais' previous work experience includes over 20 years as a law enforcement professional (LAPD) who specialized in incident command system training, command post operations, and major incident response. Mr. Sais has also instructed for the Los Angeles Police Department's Basic Law Enforcement Performance Auditing Course where he taught civilian auditors and sworn personnel from throughout the United States and Canada all aspects of law enforcement auditing. He was also the Director of the Los Angeles City Department of Water and Power Security Division responsible for commanding their uniform and investigative sections.

Mr. Sais obtained his Bachelor's Degree in Public Administration from the University of Southern California, a Master's degree in Public Administration from California State University at Northridge, and holds the following professional certifications; Certified Government Auditing Professional (CGAP), Certified Fraud Examiner (CFE), Certified Law Enforcement Auditor (CLEA).

Randall Khatami – Assistant Project Manager

Mr. Khatami is the President of EPAC, and a consultant specializing in law enforcement auditing and internal investigations. Currently, Mr. Khatami oversaw the EPAC audit team that conducted internal audits related to the Negotiated Settlement Agreement (NSA) between Delphine Allen, et al. (plaintiff) and the City of Oakland, et al. (defendant). These audits included search warrants, community relations, complaint

investigations, internal affairs selection process, performance evaluations, Oleoresin Capsicum Inventory and review of the Oakland Police Department's policies and procedures.

Mr. Khatami has completed complex audits relating to the LAPD consent decree in the areas of search warrants, uses of force, arrest, booking and charging reports, complaint investigations, performance evaluations, racial profiling, command accountability, confidential informants, and Gang Enforcement Detail selection criteria. He has also reviewed LAPD policies and procedures.

Mr. Khatami is an expert in auditing officer-involved shootings. In the past 10 years, he has audited more than 300 officer-involved shooting investigation reports and has made numerous recommendations to enhance LAPD's officer-involved shooting investigative process.

As the President of EPAC, Mr. Khatami has also provided consulting and auditing services for Riverside Police Department, Atlanta Police Department, and Nashville/Davidson County Police Department.

Mr. Khatami is a certified California Commission on Peace Officer Standards and Training (POST)/Robert Pressley Institute of Criminal Investigation (ICI) instructor, wherein he instructs Police Performance Auditing. As a member of the LAPD Basic Law Enforcement Performance Auditor Course (BLEPAC) instructor cadre, he provided instruction to approximately 40 different law enforcement agencies, including the California Highway Patrol, Detroit, Oakland, San Jose, Denver, Indianapolis, Phoenix, Portland Police Departments, Calgary and Edmonton Canada Police Services, and San Diego Sheriff's personnel.

Mr. Khatami teaches at EPAC's Advanced Auditors Course providing instruction for police managers and civilian oversight professionals from agencies as diverse as the California Highway Patrol, New Orleans Office of the Independent Monitor, Oakland Police Department and Westminster Police Department.

Mr. Khatami received his Bachelor of Science degree in Psychology from California Lutheran University. He is a Certified Fraud Examiner (CFE), a Certified Fraud Specialist (CFS), Certification on Risk Management Assurance (CRMA) and a Certified Law Enforcement Auditor (CLEA). Mr. Khatami is a graduate of the Los Angeles County Sheriff's Department, Deputy Leadership Institute.

Arthur Miller – Executive Advisor

Chief Miller is a Senior Law Enforcement Expert for EPAC. Currently, he is the Chief of Police of the South Pasadena, California, Police Department (SPPD) and has over 35 years of law enforcement experience. Prior to becoming the chief of SPPD, Chief Miller retired from the LAPD as a captain. His experience as a staff and command officer is

vast, with a wide variety of experience in human resources, emergency operations, training, department media spokesperson and professional standards.

As a captain with the LAPD, Chief Miller was the Patrol Commanding Officer of Hollywood Area. He commanded the uniform police officers, worked with community members to establish a permanent foot beat in the established Entertainment District in Hollywood. He was also responsible for providing law enforcement services to a 10-square mile area with a diverse population of approximately 200,000. Chief Miller then transferred to the LAPD's Southwest Area as the Patrol Commanding Officer.

Chief Miller was then assigned as the Assistant Commanding Officer of LAPD's Metropolitan Division, where his command responsibility involved managing several specialized units that included special weapons and tactics (SWAT), K-9, Horse Mounted Unit, Under Water Dive Unit, Crime Suppression Platoons, Administrative Operations, Security Details for the Chief of Police, Mayor and City Attorney, Cadet Program and the Crime Analysis Detail.

Chief Miller's educational background includes a Master's Degree in Organizational Leadership from Woodbury University and an Undergraduate Degree in Business Administration from the University of Phoenix. He also attended numerous specialized training courses, which include Certificate-Emergency Response to Critical Incident, Command Post; Graduate-FBI National Academy; Graduate-California Commission on POST Supervisory Leadership Institute; West Point Leadership Program; POST Management School; POST Supervisory Leadership Institute, Instructor Course; Juvenile Procedures; Advanced Field Officers Course; Supervisory Development Course; Tactical Communications Course; Interview and Interrogation Course; Civil Unrest Response; Quality Leadership Seminar; Sexual Harassment; Watch Commander School; Cultural Awareness; Standardized Emergency Management Systems; Problem Oriented Policing; Affirmative Action for Supervisors; Informant Management and Control; Ethical Decision Making; Tools for Tolerance; Retaliation Prevention; Incident Command System; Bicycle School; and, Urban Police Rifle.

Chief Arthur Miller was also the recipient of LAPD's top three prestigious awards for heroism. He is a recipient of the Police Star, Police Medal and the department's highest award, the Medal of Valor. He was the only officer on the LAPD to receive all three of the department's highest awards.

Dawn Reynolds – Legal Advisor

Ms. Reynolds is the Vice President of EPAC. She brings to the project expertise in several key areas relevant to conducting CAMA's. These include criminal law, civil rights, working with civilian oversight systems and performance auditing. She currently serves as the Treasurer and at-large board member for the National Association for Civilian Oversight of Law Enforcement (NACOLE) and is a Certified Practitioner of Oversight (CPO). She has chaired and/or co-chaired the Conference Committee, the Finance Committee, the Scholarship Committee. As chair of the NACOLE Strategic Planning Committee, she worked to develop best practices and ongoing regional training

and national training in legal standards applicable to police oversight. Much of her work has involved providing useful resources for communities working to establish effective oversight and newly established oversight systems. She researched and created a set of Frequently Asked Questions about oversight and led a team in creating a set of definitions, based primarily on current federal legal standards and consent decrees, for use in civilian oversight practitioners. She currently chairs the Membership Engagement and Development Committee for NACOLE.

Ms. Reynolds is an experienced attorney, mediator, auditor and training instructor. She has served as a municipal court judge in Washington State and is a judge pro tem and justice of the peace in two rural communities in Oregon. Her work has included eliminating backlogs of criminal misdemeanor cases and supporting drug courts, and community service programs. She is experienced in auditing and reviewing internal affairs investigations, civilian complaint systems, community policing, problem-oriented policing, SARA, critical force incidents, warrants, arrests and use of force. She has conducted audits for the City of Eugene, the Oakland Police Department and the King County Sheriff's Department in Seattle.

She served on the federal criminal appeals panels in the states of Oregon and Washington and handled direct appeals and habeas petitions. Her criminal legal background also includes working with three federally recognized Indian tribes. While in private practice, she served as an American Civil Liberties Union (ACLU) cooperating attorney representing individuals and groups in civil litigation and administrative appeals against government entities including municipal governments, school districts, public hospitals and universities.

She is a skilled mediator. She has taught Alternative Dispute Resolution at the University of Idaho and has taught Evidence and Criminal Procedure in the Criminal Justice program at Washington State University. She is certified through the California Commission on Peace Officer Standards and Training (POST)/Robert Pressley Institute of Criminal Investigation (ICI) instructor, wherein she instructs Police Performance Auditing and Presenting Courtroom Evidence.

She holds a Bachelor of Arts and Master of Arts degrees from the University of Washington (summa cum laude) and earned her Juris Doctor (JD) from the University of Idaho (Honors). She received her certification in mediation from the University of Washington Law School in 1994. Ms. Reynolds has a Certified Law Enforcement Auditor (CLEA) designation from the Internal Law Enforcement Auditors Association (ILEAA). She is currently going through the process of becoming an ordained Deacon in the Episcopal Diocese of Oregon.

Christopher Figueroa – Assessment Advisor

Dr. Figueroa is the Director of Training for EPAC, and a consultant specializing in law enforcement auditing and internal investigations. He is a retired Police Detective III with the LAPD, AD. Dr. Figueroa was the Officer-in-Charge of the Audit Training Section at AD.

Dr. Figueroa had 33 years with the LAPD and was assigned to patrol, field training officer, traffic collision investigator, background investigator, field detective, detective training, and an internal auditor. He has completed complex audits with several law enforcement agencies relating in the areas of search warrants, community relations, personnel evaluations, investigative operations, complaint investigations, confidential informants, crime classification, property and evidence room assessments, and Gang Enforcement Detail selection criteria.

Dr. Figueroa conducted internal audits related to the Negotiated Settlement Agreement (NSA) between Delphine Allen, et al. (plaintiff) and the City of Oakland, et al. (defendant). These audits included search warrants, community relations, complaint investigations, internal affairs selection process, performance evaluations, Oleoresin Capsicum Inventory and review of the Oakland Police Department's policies and procedures.

Dr. Figueroa received his Bachelor of Science degree in Business Administration and Management from the University of Phoenix. He received his Master of Arts degree in Behavioral Science, Conflict Negotiation and Resolution from California State University, Dominguez Hills. He is a Doctor of Public Administration from the University of La Verne with an emphasis in the field of law enforcement performance auditing and organizational development.

Dr. Figueroa is a CGAP, CFE, CFS, CRMA and CLEA. He was a member of the instructional staff of the Association of Certified Fraud Specialists (ACFS) and an advisory board member of the International Law Enforcement Auditor Association (ILEAA). He has lectured in the field of auditing for the ACFS and ILEAA.

Dr. Figueroa was the instructional designer of the first BLEPAC in the United States that is certified by California POST, and the Michigan Commission on Law Enforcement Standards (MCOLES). This course was presented by the LAPD, and iterations were presented to the DPD and CHP, wherein Mr. Figueroa was the course administrator. He was also responsible for the development of the same course presented to the San Jose Police Department by San Jose State University's Administration of Justice Bureau. Dr. Figueroa is also the instructional designer of the first Advanced Law Enforcement Auditor Course for Executives and Managers in the United States, certified by California POST.

He is a certified POST/ICI instructor and a graduate of the California POST Master Instructor Development Program (MIDP). Dr. Figueroa graduated from the Technology, Training Design and Development Course at the University of Southern California (USC). He has received numerous awards as a trainer and auditor.

III. PROPOSED COST

Below is the attached CAMA Cost Proposal.

ASSESSMENT ITEMS	HOURS REQUIRED	COST PER HOUR	COST
Review/Assessment	40	\$150	\$6,000.00
Report Writing	6	\$150	\$ 900.00
Total Cost:			\$6,900.00

Table 1: Policy

ASSESSMENT ITEMS	HOURS REQUIRED	COST PER HOUR	COST
Review/Assessment	6	\$150	\$ 900.00
Report Writing	2	\$150	\$ 300.00
Total Cost:			\$1,200.00

Table 2: Organizational Chart

ASSESSMENT ITEMS	HOURS REQUIRED	COST PER HOUR	COST
Review/Assessment	16	\$150	\$2,400.00
Report Writing	4	\$150	\$ 600.00
Total Cost:			\$3,000.00

Table 3: Deployment

ASSESSMENT ITEMS	HOURS REQUIRED	COST PER HOUR	COST
Review/Assessment	20	\$150	\$3,000.00
Report Writing	4	\$150	\$ 600.00
Total Cost:			\$3,600.00

Table 4: Work Load

ASSESSMENT ITEMS	HOURS REQUIRED	COST PER HOUR	COST
Review/Assessment	16	\$150	\$2,400.00
Report Writing	4	\$150	\$ 600.00
Total Cost:			\$3,000.00

Table 5: Training

ASSESSMENT ITEMS	HOURS REQUIRED	COST PER HOUR	COST
Review/Assessment	16	\$150	\$2,400.00
Report Writing	4	\$150	\$ 600.00
Total Cost:			\$3,000.00

Table 6: Record Systems

ASSESSMENT ITEMS	HOURS REQUIRED	COST PER HOUR	COST
Review/Assessment	32	\$150	\$4,800.00
Report Writing	6	\$150	\$ 900.00
Total Cost:			\$5,700.00

Table 7: Patrol Functions

ASSESSMENT ITEMS	HOURS REQUIRED	COST PER HOUR	COST
Review/Assessment	32	\$150	\$4,800.00
Report Writing	6	\$150	\$ 900.00
Total Cost:			\$5,700.00

Table 8: Investigative Functions

ASSESSMENT ITEMS	HOURS REQUIRED	COST PER HOUR	COST
Review/Assessment	24	\$150	\$3,600.00
Report Writing	6	\$150	\$ 900.00
Total Cost:			\$4,500.00

Table 9: Property/Evidence

ASSESSMENT ITEMS	HOURS REQUIRED	COST PER HOUR	COST
Review/Assessment	24	\$150	\$3,600.00
Report Writing	6	\$150	\$ 900.00
Total Cost:			\$4,500.00

Table 10: Community Policing

ASSESSMENT	TOTAL HOURS REQUIRED	COST PER HOUR	COST PER ASSESSMENT
1. <i>Policy</i>	46	\$150	\$6,900.00
2. <i>Organizational Chart</i>	8	\$150	\$1,200.00
3. <i>Deployment</i>	20	\$150	\$3,000.00
4. <i>Workload</i>	24	\$150	\$3,600.00
5. <i>Training</i>	20	\$150	\$3,000.00
6. <i>Records Systems</i>	20	\$150	\$3,000.00
7. <i>Patrol Functions</i>	38	\$150	\$5,700.00
8. <i>Investigative Functions</i>	38	\$150	\$5,700.00
9. <i>Property/Evidence</i>	30	\$150	\$4,500.00
10. <i>Community Policing</i>	30	\$150	\$4,500.00
Total Hours:	274	Total Cost:	\$41,100.00

Table 11: Total Charges