

11/20/00

Kal:

The enclosed copies of my letter to Elk Grove City manager David Jinkens and his handwritten response are encouraging. I look forward to seeing the RFP, if Jinkens' hopes pan out.

A proposal that fits my expertise to the nth degree is something to get excited about. Hope we get an opportunity to respond.

Palmer

Mr. David Jinkens

November 13, 2000

City Manager  
City of Elk Grove

Hello David Jinkens:

I had intended to talk to you in person after my long-time colleague and friend Allan Kalmanoff told me that he had recommended me to you. My attempts to reach you by phone, however, suggest that your daily agenda may be hectic. I've decided to provide you with a very brief memorandum addressing some contract policing issues and a bit about my experience.

Kal's suggestion, as I understand it, is that you might benefit from input concerning contract policing from an experienced law enforcement manager - one who does not have a personal stake or political interest in the Elk Grove situation.

There is no obligation inferred in writing this memo and I recognize that it may be either too late or too soon for you to use some quiet consulting assistance. The comments that follow are abbreviated, not comprehensive and, frankly, written off the top of my head. They are simply some examples of arrangements that are essential to a good operational relationship with the police service contractor. (FYI, I have access to the Commission on Peace Officer Standards and Training's (POST) library. It maintains file copies of professional journals that follow recent trends in law enforcement.)

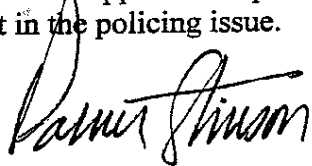
- The number of patrol officers on duty at any given time is best determined by stipulated response time standards for called-for services (CFS). The standards will vary according to the priority classifications assigned to CFS.. I assume the contractor has a Computer Assisted Dispatch (CAD) system. It is a simple matter to monitor response time performance, on a virtually continuous basis, by downloading CAD data to a linked terminal located at a remote location in Elk Grove.
- There should be a single middle manager (usually a lieutenant or higher rank) that oversees operations in the contracting City and reports directly to the City Manager or designate on specified occasions. Serious events should be reported to the City Manager or designate as they occur. A written summary (usually a 24 hour CAD printout) of all dispatched and officer-initiated activity in Elk Grove should be submitted at the beginning of each day.
- Performance standards comprise one of the truly important, but least understood, issues in contract policing. For example, Response Time Performance is a measure of effectiveness, but not necessarily a measure of quality performance. The quality of police service is governed by management policies coupled with compliance controls.

There will probably be little negotiating room on the issue of costs. Elk Grove should, however, be able to set some performance related controls in the contract.

My resume covers three decades of consulting in the field of criminal justice. It is available if you would like to have a copy. I'd like to mention two consulting projects that involved solo personal service contracts with City Managers. In Orlando Florida I was hired by the City Manager's office, to review and critique a consulting firm's draft reports on a workload study of the Sheriff's Department. In Dixon, California I investigated allegations of misconduct by the Chief of Police for the City Manager, David Harris. Mr. Harris retired about two years ago but can probably be reached for reference purposes. I also recently was the sole consultant responsible for developing a personnel rating system for the University of California, Davis campus police.

I hope this memo will be helpful. We have had difficulty in contacting each other by phone but I would appreciate a phone call (or e-mail) concerning my possible involvement in the policing issue.

Sincerely,



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11/15/00  
Mr Stinson:  
My apology!  
We are moving in another  
direction but we may  
end up requesting that  
Council authorize  
preparation of a law  
enforcement master  
plan in the near future  
It sounds as though  
you and Dr. Kelmore  
would be good partners  
in that. 