



Proposal for

Police Services Alternatives Analysis City of Commerce

July 9, 2018



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July 9, 2018

Mr. Edgar Cisneros
City Administrator
City of Commerce
2535 Commerce Way
Commerce, CA 90040

Dear Mr. Cisneros:

The City of Commerce currently receives law enforcement services through a contract with the Los Angeles County Sheriff's Department. This is a common service delivery approach in Southern California, but the cost of the contract arrangement has risen significantly in the past decade.

Commerce is currently served by the East Los Angeles County Sheriffs Station. The station is located in the unincorporated East Los Angeles community and in addition to East Los Angeles, it serves the cities of Commerce, Cudahy and Maywood as well as other unincorporated communities. Approximately 32 deputies are assigned to Commerce.

The City of Commerce is committed to providing the best possible public safety to its constituents in the most cost-effective manner. As a result, city leaders wish to examine alternative policing options and consider changes that would maintain or improve services in a way that maximizes efficiency and effectiveness.

Management Partners is well-qualified to complete this work and is interested in doing so. We will conduct a thorough examination of the services Commerce is currently receiving, possible alternatives to them, the benefits and drawbacks of each alternative, and recommendations based on our analysis. We will consider elements such as staffing, dispatch, information technology (IT) and equipment as well as costs associated with each option. This will enable Commerce officials to have a reasonable level of certainty that they can engage in any next steps toward cost-effective and efficient service based on extensive research, best practices in law enforcement, and sound analysis.

Police Services Alternatives Analysis

Our experience in assisting and working with law enforcement agencies as well as our national leadership in local government performance measurement is substantial and is directly relevant to the support requirements of the City. This background, coupled with the firm's commitment to quality staff work, assures that the City will receive a work product that will be both useful and responsive to your needs.

Our team is excited about the potential of this project and we look forward to discussing our approach and qualifications with you in more detail. Please let me know if there is any other information we can provide.

Sincerely,



Gerald E. Newfarmer
President and CEO



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Contractor Identification

Management Partners has three regional offices, including one in Costa Mesa, California, which will be the office responsible for this project. The address of our Costa Mesa office is 3152 Red Hill Ave, Suite 210, Costa Mesa, CA 92626, (949) 222-1082. The contact person for this project is Andrew Belknap, Regional Vice President, (805) 320-1702. We also have offices in San Jose, California, and Cincinnati, Ohio. Our company tax identification number is 31-1407585.

Statement of Qualifications

Management Partners was founded in 1994 with a specific mission to help local government leaders improve their service to the public. Since then we have worked with cities, counties, towns, and special districts of all sizes across the United States to help them work more effectively and run more efficiently. We have served well over 300 cities in California, many on multiple occasions. We have roughly 80 associates who work out of our three regional offices.

Our Police Analysis Experience

We have worked with many local governments on projects that are directly relevant to the services sought by the City of Commerce. We are currently helping the City of Tracy to assess the impact of providing police services to the City of Lathrop. Lathrop receives law enforcement services under contract from the San Joaquin County Sheriff's Department (a common service delivery approach in California), but the cost of the arrangement has risen significantly in the past decade, leaving the Lathrop City Council looking for other policing options. Lathrop has performed its own analysis to determine the effects of such an arrangement. Our firm was asked to independently analyze the proposed delivery of police services to Lathrop to ensure Tracy's interests are considered and that the proposal makes sense for both cities.

We are also currently assisting the City of Carpinteria with an analysis of its contract with the Santa Barbara County Sheriff's Department. As is common now in California, county sheriffs are aggressively increasing contract costs based on several factors, including rising pension and compensation costs and a desire on the part of county auditor/controllers to recover more county costs from service contracts.

In another project, we assisted nine cities that had contracted with the San Diego County Sheriff's Department for police services in preparation for contract renegotiations. The cities of Del Mar, Encinitas, Imperial Beach, Lemon Grove, Poway, San Marcos, Santee, Solana Beach and Vista, ranging in population from approximately 4,600 to 96,000, were party to the contract, and their contract constituted approximately 50% of the Sheriff's Department staff.

We also performed an analysis for the City of Rancho Cordova pertaining to the law enforcement services the City receives from the Sacramento County Sheriff. Two recently incorporated neighboring cities had used the Sheriff's services initially but then created their own police departments with in-house employees. The City of Rancho Cordova wanted to understand the relative costs of the services provided through the Sheriff's Office and through

the police departments in the two neighboring cities. Management Partners also analyzed the details of Rancho Cordova's contract with the Sheriff and provided information about best practices in law enforcement operations.

We are quite familiar with the numerous alternative service delivery arrangement that have been developed for the delivery of municipal services including police services. We are familiar with current county sheriff contracting approaches and are working with three cities on county contracting issues. In addition, we are familiar with the structure and economics of independent police departments, having completed many organizational assessments and budget studies for independent departments. Finally, we are familiar with contracting between cities as well as with joint powers authorities (JPAs) for public safety services as a result of our work in Tracy and Brea as well as in connection with dispatch services in several different settings.

We can successfully analyze all the alternatives outlined by the City in its RFP. Perhaps even more important, we have a track record of developing creative and innovative approaches to service delivery challenges. For example, when the City of San Bernardino was faced with the need to substantially cut expenditures so it could emerge from bankruptcy, Management Partners developed an innovative solution for annexing into the County Fire Protection District and into an existing fire protection special tax district. This allowed for economies of scale, cost efficiencies and additional revenues. In addition, service levels improved, and response times dropped by almost two minutes. Every municipality faces different constraints and opportunities, but Management Partners has a track record of looking outside of the usual boxes for creative solutions.

Our work with police departments across the country often focuses on examining their operations and organizations to find ways to increase efficiency and effectiveness. As a result of our work, our clients have achieved immediate results and tools to build stronger, more effective and efficient operations with stable long-term financial futures.

In addition to assisting police agencies with operational audits and shared services analyses, we have also conducted position utilization analyses; prepared operational master plans, strategic plans, and business plans; and developed performance measures to assess efficiency and effectiveness.

Some of the police departments we have assisted include:

- | | |
|-----------------------------|-------------------------------------|
| » Albuquerque, New Mexico | » Manchester, Connecticut |
| » Baldwin County, Alabama | » Melbourne, Florida |
| » Baltimore, Maryland | » Miami, Florida |
| » Beverly Hills, California | » Muhlenberg Township, Pennsylvania |
| » Blue Ash, Ohio | » Newport Beach, California |
| » Boston, Massachusetts | » Oakland, California |
| » Brockton, Massachusetts | » Pacifica, California |
| » Chatham County, Georgia | » Placentia, California |
| » Cleveland, Ohio | » Pleasanton, California |

- » Columbus, Georgia
- » Covington, Kentucky
- » Cypress, California
- » Dayton, Ohio
- » Fairview Heights, Illinois
- » Fresno, California
- » Gulf Shores, Alabama
- » Hyattsville, Maryland
- » Kenton County, Kentucky
- » King County, Washington
- » Lancaster, Pennsylvania
- » Lee's Summit, Missouri
- » Long Beach, California
- » Loudoun County, Virginia
- » Louisville, Kentucky
- » Polk County, Florida
- » Pomona, California
- » Reading, Pennsylvania
- » Salinas, California
- » Salt Lake County, Utah
- » San Jose, California
- » San Mateo County, California
- » Santa Clara, California
- » Spartanburg, South Carolina
- » St. Louis Park, Minnesota
- » Toledo, Ohio
- » Tulsa, Oklahoma
- » Tuscan, Arizona
- » Washington, D.C.
- » West Cities, California

Management Partners has extensive experience helping improve both the efficiency and effectiveness of all local government services. We have undertaken organizational staffing and improvement projects in virtually every type of local government service, including reviews of entire governments as well as selected studies of individual departments and functional activities.

Why Management Partners?

We offer a balance of perspectives with a practitioner's bias and a proven track record of successful consulting engagements. This experience gives us a sensitivity that produces positive outcomes. We are proud to say that as a result of our quality work, many of our clients ask us to complete subsequent assignments. Ask our clients and they'll tell you:

We Know Local Government	Our associates have served in local governments, so we have a deep understanding of the operating and political environments in which you work.
We Take a Collaborative Approach	We consider ourselves part of your team and strive to ensure our work supports your overall corporate strategy and goals.
We Have Extensive Experience	Each of our more than 80 associates is an expert in one or more service areas, and our firm has assisted hundreds of jurisdictions in 42 states.
We Have Developed Proven Methodologies	We understand the importance of a holistic approach to improving organizations, using field-tested techniques for each aspect of the work.
Our Work Plan Is Tailored to Your Needs	Each of our projects is individually tailored to our client's unique needs, starting with a careful learning process.

We Take Pride in the Quality of Our Work	Our internal processes ensure first-rate, complete staff work and adherence to the highest ethical standards in public service.
We Are Focused on Implementation	As practitioners, our recommendations make practical sense and are designed for implementation.

Taking a Collaborative Approach

Success in the public sector requires an approach that is inclusive, collaborative, respectful of differing viewpoints, and appreciative of democratic self-government, with its focus on extensive input and diverse opinions. This philosophy governs our work, and it will be a key element in how we approach this work for Commerce.

We view each project as an opportunity to design the best possible approach to achieve the desired results. At the beginning of our partnership we work with you to design a work plan and schedule that takes into account the needs of your organization. We are sensitive to the impact a project can have on busy staff and plan our work accordingly to minimize disruption.

We often involve employees throughout the enterprise in the project because they are in the best position to know what works. When they have a chance to express their concerns and share their ideas they are more likely to support the changes that need to be made to improve.

Recognizing that Every Organization Is Unique

Because we have partnered with hundreds of local governments across the country, we understand that every place has unique circumstances, challenges and opportunities. As a result, we do not use a cookie-cutter approach to our projects. Instead, we start by talking with you to understand what makes your organization different. Then we develop recommendations that make sense given your resources, history, goals and circumstances.

From Recommendations to Implementation

Management Partners has a strong bias for action. Our reports and resulting recommendations become tools for setting priorities and for developing work plans. After completing the project report, we prepare a draft Implementation Action Plan, incorporating each recommendation in the project report. The draft action plan lays out the steps required for implementation, assigns responsibility for action, and identifies a priority level (immediate, near or long term) for initiating each recommendation.

The action plan is prepared as a draft and becomes final once directors and managers integrate the action steps into their plans of work and identify actual dates for planned completion. The action plan offers an important management tool for implementation of the work reflected in the project report.

Services to Support Local Government Leaders

Management Partners' services include everything required to support local government leaders. The range of our services includes:

- » *Organization Assessments* – Analyzing the organization (including structure, staffing, business processes, policies and resources) to identify improvements to an operation's efficiency and effectiveness.
- » *Organization Development* – Developing organizational capacity, a key to high-performance organizations, through executive coaching, customer service training, employee and customer surveys, and conflict management workshops.
- » *Performance Management* – Systematically tracking the performance of the enterprise, including performance measurement, process management, performance budgeting, employee performance evaluation, and strategic and process benchmarking.
- » *Process Improvement* – Critically examining specific business processes through which internal or external customers are served to identify opportunities for improvement using process mapping, performance improvement workshops, and other quality tools.
- » *Financial Planning, Budgeting and Analysis* – Managing the financial affairs of the enterprise, performing multi-year financial planning, and developing a well-structured, transparent budgeting process supported by thorough analysis.
- » *Strategic and Business Planning* – Setting the direction for the enterprise and preparing business plans required to achieve desired outcomes.
- » *Sharing and Consolidation of Services* – Improving the cost-effectiveness and quality of service delivery by partnering with other units of government through sharing or consolidation.
- » *Interim Management Services* – Assisting government leaders by providing executive staff during transitional periods. Our approach combines continuing services along with analyzing organizational effectiveness to provide a solid foundation for a new permanent employee.
- » *Executive Recruitment* – Identifying top quality leaders who are a good fit for your organization and your community.

Your Partner

Management Partners has helped hundreds of local government leaders in 42 states improve their service to the public. The work we do is not an academic exercise; it is grounded in the real world of customer service and accomplishment in the public sector. We will work closely with you to produce the desired results, focused on achieving your goals and mission.

Our Project Team

Management Partners has a strong project team that is well qualified to complete this work for Commerce. This project will be a top priority for Management Partners and our team members will be available in whatever capacity and with whatever availability will contribute to the success of the project. Amy Paul will serve as project manager and will be responsible for the execution of the project. She will be supported by Joe Polisar.

The qualifications for both are briefly summarized below. Complete resumes are included in Attachment A of this response.



Amy Cohen Paul, Corporate Vice President

Amy has more than 30 years of experience in local government management, performance measurement and strategic planning. She assists public agencies in conducting organizational reviews, implementing organizational improvements, identifying

alternative service delivery methods, designing and implementing performance management systems, and developing strategic and business plans. She was project manager for the Salinas Police Department review and has managed other public safety projects for Management Partners. Amy also is a skilled facilitator and trainer. She was part of the original management team of the International City/County Management Association's Center for Performance Measurement and she helped produce ICMA's training materials on outcome measurement.

Joseph Polisar, Special Advisor

Joe served 34 years in the law enforcement profession and is recognized as a leader in law enforcement at the local, state, national and international levels. He joined the Albuquerque, New Mexico Police Department in 1977, the largest law enforcement agency in the state. He rose through the ranks to serve as the chief of police before retiring at the end of 1997. He then was appointed chief of police for the Garden Grove, California Police



Department, where he served for 13 years, concluding his service in 2011. He was elected as president of the International Association of Chiefs of Police (IACP) in 2003. He served as a commissioner for the Commission on Accreditation for Law Enforcement Agencies (CALEA) from 2005 to 2011. Both the Albuquerque and Garden Grove Police Departments maintained their accredited status with CALEA under Joe's leadership.

Experience and References

Management Partners specializes in providing quality management consulting to local government clients. In addition to the references below, our website, managementpartners.com, has information about our past clients, which includes hundreds of jurisdictions in 42 states. You are welcome to contact any of them about our performance. We believe our track record completing similar projects on time and on budget, with quality deliverables specifically

designed to be implemented, makes Management Partners well qualified to successfully complete this work for Commerce.

References

We would be pleased to provide contact information for any client but have selected several similar projects to highlight.

San Diego County Cities, California	
<p>Mr. Bob McSeveney Senior Management Analyst City of Encinitas 505 S. Vulcan Avenue Encinitas, CA 92024 (760) 633-2613 bmcseveney@ci.encinitas.ca.us</p>	<p>Law Enforcement Contract Analysis Management Partners was retained by nine cities in San Diego County that contract for law enforcement services with the San Diego Sheriff's Department. The populations range from 4,600 to 96,000. The purpose of the project was to complete an analysis of the contract and the cost allocation model, and to identify alternative cost allocation models for the cities' consideration as they prepare for future contract negotiations with the County.</p>
Salinas, California	
<p>Mr. Jim Pia Assistant City Manager 200 Lincoln Avenue Salinas, CA 93901 (831) 758-7201 jimp@ci.salinas.ca.us</p>	<p>Staffing and Organization Review Management Partners was retained by the City of Salinas to conduct a high-level review of the organization and staffing of the Police Department with the goal of identifying ways to maximize delivery of police service to the community within available resources and meet future police service management and staffing challenges. Through benchmarking, we demonstrated that the Police Department was lacking in resources when compared with peers, which meant difficult decisions about prioritizing core services would have to be made. Therefore, recommendations included using staff with police powers for jobs requiring those powers and letting appropriate city departments provide support services (i.e., technology and fleet) instead of sworn officers.</p>
San Bernardino, California	
<p>Mr. Jarrod Burguan Chief of Police 710 North D Street San Bernardino, CA 92402 (909) 384-5607</p>	<p>Police Master Plan Management Partners managed the bankruptcy restructuring process for the City of San Bernardino. As part of this process we worked with the City police department to develop a "master plan" for law enforcement services. This included looking at crime levels and the need for sworn and non-sworn staff. Management Partners developed budget estimates for necessary increases in law enforcement staffing and services. This information was used along with peer analysis and other documentation to defend the City against having to make payouts to creditors in the bankruptcy case. Ultimately the City Council adopted the master plan as a guide to rebuilding service capacity and combating the significant crime and violence problems the City faces.</p>

Beverly Hills, California	
<p>Mr. Mahdi Aluzri City Manager 455 North Rexford Drive Beverly Hills, CA 90210 (310) 285-1014 maluzri@beverlyhills.org</p>	<p>Police Department Hiring and Disciplinary Practices Assessment Management Partners was engaged by the City of Beverly Hills to conduct a review of the hiring practices and procedures related to filling sworn officer vacancies, and to review disciplinary processes in place. The project was prompted by concerns about the length of time to fill police officer positions and by the City's interest in disciplinary processes that were timely, effective and transparent. Our study identified recommendations related to hiring processes, training and promotions, disciplinary processes, and organizational development that would help the Police Department improve its hiring without compromising its high standards. Recommendations also included improvements to disciplinary practices that would strengthen the organization's effectiveness.</p>
Cypress, California	
<p>Mr. Peter Grant City Manager 5275 Orange Avenue Cypress, CA 90630 (714) 229-6700 pgrant@ci.cypress.ca.us</p>	<p>Police Issues Assessment and Strategic Planning Management Partners conducted an assessment of issues and opportunities for the Cypress Police Department to support its organizational development and continuous improvement goals. The project included interviews with the city manager, command staff, and labor association representatives; focus groups with employees; and an electronic survey of sworn and civilian employees. The assessment identified department strengths, limitations and opportunities for improvement, several of which were implemented immediately. Following the issues assessment, a change in leadership provided an opportune time to review and refine the Cypress Police Department's strategic vision, mission, goals and priorities. Management Partners facilitated the strategic planning process, which included interviews with the city manager, command staff and members of the Police Officers Association Board of Directors; employee focus groups; a confidential online survey for current and recently retired or separated employees; and the preparation of an environmental scan. Management Partners facilitated a two-day strategic planning workshop with the interim chief and 25 employees representing all levels of the department. Following the workshop, we prepared the strategic plan document, drafted an implementation action plan, and provided coaching to the command staff about how to use the action plan to achieve the goals and strategies identified in the strategic plan.</p>

West Cities Police Communications Center, California

Mr. Peter Grant
City Manager
City of Cypress
5275 Orange Avenue
Cypress, CA 90630
(714) 229-6688
pgrant@ci.cypress.ca.us

Organizational Review

Management Partners conducted an organizational review of the joint powers authority (JPA) governing a three-city police communications center. The three cities are Cypress, Seal Beach and Los Alamitos. The review included interviews with all employees and key stakeholders as well as benchmarking with similar JPAs to compare governance structures. Management Partners found a highly-functioning organization, but one that could improve further by making some modifications to its governing structure, changing its recruitment and retention policies, improving management reporting and making facility and equipment upgrades.

Santa Ana, California

Mr. Carlos Rojas
(former Santa Ana Chief of Police)
Currently Chief of Police, Bay Area Rapid Transit (BART)
(510) 464-7022
crojas@bart.gov

Police Organization Review

Management Partners conducted a review of the operations and budget for the Police Department in the City of Santa Ana. Because of the City's financial outlook when the review was conducted, the objective was to identify opportunities to improve efficiency and reduce costs without compromising the department's ability to fulfill its core public safety mission. The project included interviewing command and administrative staff, analyzing the budget and finances, and applying best practice standards for the department. Our analysis resulted in a series of recommendations, including modifying deployment, changes to the way investigations are organized, scheduling to increase patrol resources, and reducing costs associated with the provision of jail services.

Hours and Cost

Management Partners anticipates devoting 182 hours of our staff time to complete the plan of work described above. The total cost of this project is \$35,400, which includes all fees and expenses. The ultimate test of a quality project is that the client is pleased with the results, and we are committed to achieving that goal.

Activity	Hours	Cost
1 – Start Project	16	\$ 3,900
2 – Analyze Current Contract	54	\$10,300
3 – Identify Best Practices	36	\$ 6,900
4 – Develop Alternative Police Services Options	40	\$ 7,700
5 – Report Results	28	\$ 5,100
6 – Support Implementation	8	\$ 1,500
TOTALS	182	\$35,400

Rate chart for assigned personnel is as follows:

Title	Rate
Corporate Vice President	\$220/hour
Special Advisor	\$190/hour

Timeline

Our estimated timeline, based on starting the week of August 6, 2018, is:

Activity	Schedule
1 – Start Project	Week 1
2 – Analyze Current Contract	Weeks 2-6
3 – Identify Best Practices	Weeks 2-6
4 – Develop Alternative Police Services Options	Weeks 7-9
5 – Report Results	Weeks 10-14
6 – Support Implementation	Week 15-ongoing

Based on this timeline, we will submit a draft report before the end of October 2018.

Conclusion

Management Partners has the experience, the professional talent, and the commitment to quality necessary to successfully complete this project for the City of Commerce. We welcome the opportunity to provide additional information that may be helpful, and we look forward to the chance to discuss the ideas contained in this proposal.

Cover photo: Courtesy of the City of Commerce Facebook page.

Attachment A – Project Team Resumes

AMY COHEN PAUL

Amy Cohen Paul, Corporate Vice President, has over 30 years of experience assisting local governments with a variety of engagements, including process improvement and performance management systems. Her expertise includes research and training in performance measurement and benchmarking, process improvement, total quality management, strategic and business planning, organizational development, and identifying service sharing opportunities among jurisdictions. She is also a skilled facilitator and trainer.

Amy has managed a variety of Management Partners' process improvement, strategic planning, organization review, and performance measurement and benchmarking projects. She has worked with small and large jurisdictions, as well as special districts. A sampling of clients she has helped with process improvement projects include: North Port and Largo, Florida; Lexington-Fayette Urban County Government and Louisville, Kentucky; Des Moines, Iowa; the City of Rockville, Howard County, and the Maryland-National Capital Park and Planning Commission, Maryland; Oklahoma City, Oklahoma; and Burlingame, Gilroy, Santa Cruz, San Leandro, and Stockton, California.

Her focus is on identifying meaningful, results-oriented measures and industry best practices. A sampling of clients she has assisted with organization reviews and performance management systems includes: Berkley, Burlingame, Salinas (police project), San Jose, San Leandro, Oakland, Woodland and Marin County, California; Mansfield (policy project) and Manchester, Connecticut; Louisville, Florence, and Kenton County, Kentucky; Des Moines, Iowa; Boston, Massachusetts (policy project); Rockville, Maryland; the Unified Government of Wyandotte County/Kansas City, Kansas; Kansas City, Missouri; Arlington Public Schools, Virginia; the District of Columbia; Rye, New York; Lexington, Massachusetts; and Montgomery and Westerville, Ohio.

A sampling of clients she has helped with strategic planning and goal setting include the cities of Huntington Beach, La Palma, and Pittsburg, the Orange County Cemetery District, and the Solano Irrigation District, California; the City of Louisville and the Louisville Department of Health, Kentucky; the Hamilton County Job and Family Services Agency and the Hamilton County Solid Waste District (Ohio); Montgomery, Ohio; the Town of Mansfield and the Mansfield Downtown Partnership, Connecticut.

Amy was part of the original management team of the International City/County Management Association's (ICMA) Comparative Performance Measurement Consortium. It originally was a group of about 40 large cities and counties and grew to more than 120 jurisdictions.

Amy designed and presented performance measurement and benchmarking training sessions for more than 75 jurisdictions, and for the ICMA University. She also helped design a training

program to develop outcome-based indicators. Amy has designed and lead community workshops on performance measurement with the National Civic League.

Amy directed a three-year Leadership Development Program for the ICMA, funded by the W.K. Kellogg Foundation. She developed a multi-media training program and implementation materials for public boards, commission and committees. She also directed a two-year FutureVisions Program for the ICMA, working with 67 communities.

She is the editor of the book, *Managing for Tomorrow: Global Change and Local Futures*, and is the author of many articles in professional publications, including *The Municipal Year Book*.

Amy earned a bachelor's degree in public communication and a master's degree in public administration from The American University.

JOSEPH M. POLISAR

Joseph Polisar, Special Advisor, is a results-driven leader with over 30 years of experience spanning the full range of law enforcement and security operations, instruction and consulting. Joe has served as chief of police for the Albuquerque, New Mexico Police Department and the Garden Grove, California Police Department. Experience in two states and in two different sized law enforcement agencies, coupled with his service as president of the International Association of Chiefs of Police (IACP), gives Joe unusual breadth of experience in public safety.

Joe began his career in January 1977 when he entered the Albuquerque Police Department Academy. He worked his way up through the ranks serving as a patrol officer, detective, sergeant, lieutenant, captain and chief of police, retiring in 1997. He went on to serve as chief of police for the Garden Grove, California Police Department from 1998 to 2011.

Joe has instructed classes in various law enforcement topics at the national and international level. The US Department of Justice (USDOJ) sent him to teach a two-week management and leadership class to senior Pakistani Police leaders in Islamabad, Pakistan, in 2003. He has served as an expert consultant for the USDOJ Civil Rights Division and has held top secret clearances from both the FBI and Department of Homeland Security.

He also has been active in professional organizations. Joe served two consecutive terms as president of the New Mexico Chiefs of Police Association and as president of the International Association of Chiefs of Police, the world's oldest and largest police executive association. He also has served as a commissioner for the Commission on Accreditation for Law Enforcement Agencies (CALEA) for six years.

Joe earned his bachelor's degree in management from the University of Phoenix. He is a graduate of the 175th Session of the FBI National Academy and the 18th Session of the FBI National Executive Institute. Joe also attended the Senior Executives in State and Local Government program at the John F. Kennedy School of Government at Harvard University.

