

RESOLUTION NO. 2016-66

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF GONZALES APPROVING AN AGREEMENT WITH THE COUNTY OF MONTEREY HEALTH DEPARTMENT ("CONTRACTOR") FOR EVALUATION SERVICES, RELATED TO THE STRENGTHENING LAW ENFORCEMENT AND COMMUNITY RELATIONS GRANT, AND AUTHORIZING THE CITY MANAGER TO EXECUTE THE AGREEMENT ON BEHALF OF THE CITY OF GONZALES

WHEREAS, on August 15, 2016, the City Council of the City of Gonzales adopted Resolution No. 2016-55 approving the 2016 Board of State and Community Corrections Strengthening Law Enforcement and Community Relations Grant in the amount of \$850,000; and

WHEREAS, the City Council of the City of Gonzales recognizes the grant was pursued in order for the Four Cities United Initiative (comprised of the cities of Gonzales, Soledad, Greenfield, and King) to gain the funds to develop program elements that will support a regional approach that will mold a culture of trust and inclusion between law enforcement agents and community members, reduce crime, increase law enforcement's understanding of the cultural values of the communities they serve, train law enforcement officers in the areas of mental health and implementation of cultural competency, and Spanish language education for law enforcement officers; and

WHEREAS, pursuant to the requirements of the Strengthening Law Enforcement and Community Relations Grant, as administered by the Board of State and Community Corrections, the City of Gonzales shall take the necessary steps to evaluate the Impact of the Five Strategies and related components associated with the Four Cities United Initiative and Strengthening Law Enforcement and Community Relations Grant; and

WHEREAS, by way of the agreement, the County of Monterey Health Department will evaluate the Impact of the Five Strategies and related components associated with the Four Cities United Initiative; and

WHEREAS, services to be provided include the design of the initiative's overall evaluation plan and the design of strategy-specific data collection and evaluation tools; and

WHEREAS, The County of Monterey Health Department will work at the direction of the City of Gonzales, or its designated representative to ensure appropriate implementation of evaluation activities for each strategy noted in the Evaluation Plan; and

WHEREAS, based on the Program Proposal submitted by the County of Monterey Health Department, which has been reviewed and authorized by the Board of State and Community Corrections, and interest in moving forward with the selection of a Contractor to provide services, the Four Cities United Initiative respectfully supports entering into a Standard Services Agreement with the County of Monterey Health Department for Evaluation Services

related to the Strengthening Law Enforcement and Community Relations Grant in order to meet the Board of State and Community Corrections requirement; and

WHEREAS, the Standard Services Agreement with the County of Monterey Health Department (Contractor) will set the mechanism for the Four Cities United Initiative to eventually draw grant funds from the City of Gonzales that is derived from the funds made available through the Strengthening Law Enforcement and Community Relations Grant; and

WHEREAS, the end result of the County of Monterey Health Department's design of the initiative's overall evaluation plan and design of strategy-specific data collection and evaluation tools is the planned expenditure of approximately \$65,562 in Grant Funds from the Board of State and Community Corrections; and

WHEREAS, No General Fund monies are anticipated to spent for this program; and

WHEREAS, City Staff respectfully recommends entering into a Standard Services Agreement with the County of Monterey Health Department for Evaluation Services related to the Strengthening Law Enforcement and Community Relations Grant in order to meet the Board of State and Community Corrections requirement referenced above.

NOW, THEREFORE BE IT RESOLVED by the City Council of the City of Gonzales that the Agreement between the City and the County of Monterey Health Department, a copy of which is attached hereto as Exhibit "A" and by this reference incorporated herein, is hereby approved and the City Manager is authorized and directed to execute the same on Behalf of the City of Gonzales.

PASSED AND ADOPTED, at a regular meeting of the City Council of the City of Gonzales duly held on the 3rd day of October 2016, by the following vote:

AYES: **COUNCIL MEMBERS:** Mayor Pro Tem Liz Silva, Scott Funk, Jose G. Lopez, Robert Bonincontri, and Mayor Maria Orozco

NOES: **COUNCIL MEMBERS:** None

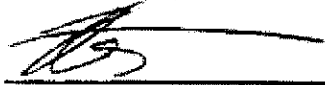
ABSTAIN: **COUNCIL MEMBERS:** None

ABSENT: **COUNCIL MEMBERS:** None



Maria Orozco, The Honorable Mayor

ATTEST:



René L. Mendez, City Clerk

**City of Gonzales, CA
Standard Agreement for Professional Services**

CONTRACT NUMBER: 2016-02

CONTRACT DATE: JULY 1, 2016

CONTRACTOR:

Name: County of Monterey (hereinafter "Contractor")
Address: Monterey County Health Department - 1270 Natividad Road, Salinas,
CA. 93906
Telephone: (831) 755-4586
FAX: (831) 755-4565
E-mail: hannikd@co.monterey.ca.us; zerounianp@co.monterey.ca.us
Tax I.D. Number: on file

DESIGNATED REPRESENTATIVE FOR THE CITY OF GONZALES:

Rene Mendez, City Manager
Telephone: (831) 675-5000
E-mail: rmendez@ci.gonzales.ca.us

FUNDING SOURCE: State of California Board of State & Community Corrections (BSCC)

PROJECT TITLE: Four Cities United Initiative

DESCRIPTION OF CONTRACTOR'S SERVICES: The Contractor will evaluate the impact of the five strategies and related or associated components associated with the Four Cities United Initiative.

See Attachment A which includes list of Tasks and Work Schedules.

CONTRACT TERM: Commencing July1, 2016 and expiring June 30, 2018.

CONTRACT AMOUNT:

Total amount payable by the City of Gonzales, lead agent for the Four Cities United Initiative, under this agreement shall not exceed the sum of \$65,562.00 (sixty five thousands, five hundred sixty two dollars and zero cents).

WORK SCHEDULE:

Contractor shall perform the Services in accordance with the Scope of Work and tasks/deliverables specified in Attachment A.

FEES:

Contractor shall be paid for performing the Services in accordance with the Fees for each task/deliverable listed in the Work and Payment Schedule in Attachment A.

REIMBURSABLE EXPENSES:

Contractor is expected to cover regular costs in excess of the funds allocated in this agreement for local travel and materials incurred in the course of consulting services. Any extraordinary expenses will be reimbursed only with prior approval.

PAYMENT TERMS:

Contractor shall be paid within thirty (30) days following receipt of Contractor's invoice per the Scope of Work in Attachment A.

ATTACHMENTS INCLUDED IN THIS CONTRACT:

- Attachment A: Scope of Work for Four Cities United Initiative
- Attachment B: Compensation Schedule
- Attachment C: Invoice Template
- Attachment D: Subcontractor Regulations per BSCC
- Attachment E: Four Cities United Evaluation Plan

Terms and Conditions:

1. **Agreement.** This Standard Services Contract (this "Contract") is entered into, by, and between the City of Gonzales, and the County of Monterey (the "Contractor") as of the Contract Date indicated above and consists of this document and the Attachments and Contract Documents identified above. Contractor hereby agrees to perform the Services for the Four Cities United Initiative, subject to the terms and conditions of this Contract.
2. **Term.** The Contract Term is set forth above.
3. **Compensation.** The City of Gonzales shall pay Contractor the Fees set forth above in full compensation for the performance of the Services, as describes in Attachment A.
4. **Expenses.** The City of Gonzales will reimburse Contractor for those costs and expenses actually incurred in performing the Services which are specifically itemized above and reflected in Attachment A. Except as so itemized, Contractor shall be responsible for all other costs and expenses in performing the Services, including, but not limited to, costs of transportation, office, telephone, materials and supplies, equipment and entertainment, and all other costs of doing business. Reimbursements shall be billed on Contractor's invoices for Fees and paid within theory (30) days following receipt of invoice.
5. **Independent Contractor.** The relationship between the Contractor and the City of Gonzales established by this Contract is that of an independent contractor, not one of employment, agency, partnership or joint venture, and nothing in this Contract shall be construed otherwise. Contractor shall supply all tools and instrumentalities required to perform the Services. Contractor shall be solely responsible for health and medical coverage, Social Security, worker's compensation and other taxes and withholdings for himself, herself, and/or any employees. The City of Gonzales shall make no withholdings from payments due Contractor or contributions on behalf of Contractor or Contractor's employees pursuant to

this Contract. Upon execution of this Contract, Contractor shall provide a Form W-9, Request for Taxpayer Identification Number and Certification, to the City of Gonzales.

6. **Authority.** Neither Contractor nor any of his/her agents shall act on behalf of or in the name of the City of Gonzales except as provided in this Contract.
7. **Ownership Rights.** All programs, documents, reports, and other materials developed by Contractor pursuant to this Contract shall belong to the City of Gonzales and may be used by the City of Gonzales for any purpose without further compensation to Contractor. Contractor hereby assigns the copyright to these materials to the City of Gonzales. The City of Gonzales's programs, copyright works, and other materials shall remain the property of the City of Gonzales and shall be used by Contractor only for the specific purpose of performing the Services. Contractor shall not use or copy the City of Gonzales's materials for any other project or purpose, except with the prior written consent of the City of Gonzales. Materials previously copyrighted by the Contractor may be used in the activities of this Contract, with credits noted as appropriate.
8. **Confidentiality.** Contractor shall treat as confidential and not disclose to third persons, except his/her subcontractors and suppliers as is necessary to perform the Services, or use for his/her own or another's benefit, any information, discoveries, production methods, and the like which may be disclosed to Contractor in connection with the Services and which are identified by the City of Gonzales or known by Contractor to be confidential or proprietary to the City of Gonzales. This contract is a public record subject to disclosure pursuant to the California Public Records Act.
9. **Termination.**
Termination Based on Notice. During the term of this Agreement, either party may terminate the Agreement for any reason by giving written notice of termination to the other party at least thirty (30) days prior to the effective date of termination. Such notice shall set forth the effective date of termination. In the event of termination, the amount payable under this Agreement shall be reduced in proportion to the services provided prior to the date of termination. Contractor shall deliver to the City of Gonzales any materials developed pursuant to this Contract and return any property loaned by the City of Gonzales. All rights to these materials shall belong to the City of Gonzales pursuant to paragraph 7 above. The provisions of paragraphs 7 and 12 shall survive termination of this Contract.
10. **Liability-Mutual Indemnification.** Contractor shall indemnify, defend, and hold harmless the City of Gonzales, its officers, agents, and employees from any claim, liability, loss, injury or damage arising out of, or in connection with, performance of this Agreement by Contractor and/or its agents, employees, or sub-contractors, excepting only loss, injury or damage caused by the negligence or willful misconduct of personnel employed by the City of Gonzales. It is the intent of the parties to this Agreement to provide the broadest possible coverage for the City of Gonzales. The Contractor shall reimburse the City of Gonzales for all costs, attorney's fees, expenses and liabilities incurred with respect to any litigation in which the Contractor is obligated to indemnify, defend and hold harmless the City of Gonzales under this Agreement.

The City of Gonzales shall indemnify, defend, and hold harmless the Contractor, its officers, agents, and employees from any claim, liability, loss, injury or damage arising out of, or in connection with, performance of this Agreement by the City of Gonzales and/or its agents, employees, or sub-contractors, excepting only loss, injury or damage caused by the negligence or willful misconduct of personnel employed by the Contractor. It is the intent of the parties to this Agreement to provide the broadest possible coverage for the Contractor. The City of Gonzales shall reimburse the Contractor for all costs, attorney's fees, expenses and liabilities incurred with respect to any litigation in which the City of Gonzales is obligated to indemnify, defend and hold harmless the Contractor under this Agreement.

11. **Insurance Requirements.** Contractor and the City of Gonzales will provide an S.I.R or Certificate of Insurance showing proof of: General Liability, Automobile Liability, Professional Liability and Workers' Compensation insurance coverage.

12. **Dispute Resolution.**

The parties agree to attempt in good faith to resolve any dispute relating to this Contract. If they are unable to do so, they agree to endeavor first to settle the dispute by mediation administered by the American Arbitration Association ("AAA") under its Commercial Mediation Rules before resorting to arbitration. Any unresolved controversy or claim relating to this Contract or its breach or any question of arbitrability shall be settled by binding arbitration administered by the AAA under its Commercial Arbitration Rules, and judgment on the award rendered by the arbitrator(s) may be entered in any court jurisdiction. Any such mediation or arbitration shall be held in Monterey, California, unless another location is mutually agreed upon.

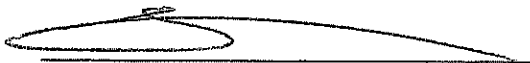
13. **Miscellaneous.**

This is the entire agreement between the parties on the subject matter and may not be modified except in a writing signed by both parties. This Contract shall apply to and be binding upon heirs, personal representatives, successors, and assigns of the parties. The rights and obligations of the parties shall be governed by and construed in accordance with the laws of the State of California. Neither party shall assign this Contract or its obligations thereunder without the express written consent of the other.

IN WITNESS WHEREOF, THE PARTIES HERETO HAVE EXECUTED THIS AGREEMENT BY THE AUTHORITY AS FOLLOWS.

CITY OF GONZALES

REPRESENTATIVE:


RENE MENDEZ, CITY MANAGER

11/3/16
DATE

CONTRACTOR: COUNTY OF MONTEREY

Director of Health:

Elsa Jimenez, Director of Health. Date

County Counsel:

Stacy Saetta 11/28/2016
Stacy Saetta, Deputy County Counsel. Date

Risk Management:

Steve Mauck, Risk Manager. Date

Auditor-Controller:

Gary Giboney 11/28/16
Gary Giboney, Auditor-Controller. Date

Scope of Evaluation Work for Four Cities United Youth Diversion Program

The Four Cities United lead agency (City of Gonzales) will contract with Monterey County Health Department for evaluation services through the Planning, Evaluation, and Policy (PEP) Unit. PEP has conducted internal and numerous multi-year grant-based program evaluations for federal and state agencies. PEP has also provided program evaluation services to local non-profit organizations.

An outline of the proposed evaluation plan that is attached to this proposal that associates *distinct evaluation activities* with the proposed strategies for Pillars 1, 4, and 5.

Additionally, the following *overall evaluation activities* will be conducted to measure overall effectiveness of the proposed strategies:

Process Evaluation:

- Measures of implementation fidelity with the final Four Cities United final work plan, to include but not be limited to implementation timelines, partner participants, and governance functioning.
- Measures of fidelity for two evidence-based strategies (*Botvin Life Skills Training and Guiding Good Choices*) and a report of any modifications made to their original designs to accommodate cultural differences.
 - BSCC will be provided with descriptions of lessons learned from the evidence-based strategy modifications that were made, using qualitative data collected from Four Cities United leadership and partners.
- Measures of overall community involvement and outreach in planning and implementing the selected strategies, and in publicizing the interventions to gain participant referrals and enrollment . These measures will be quantitatively and qualitatively through observations of the Community Partners Roundtable and discussions with the Project Director.
- Measures of partner satisfaction with the effectiveness of the implemented strategies including but not limited to the expected levels of participant engagement, the effectiveness of fulfilling anticipated short-term goals, and the quality of the strategies as delivered. These measures will be qualitatively collected from members of the Community Partners Roundtable.
- Measures of contemplated or instituted changes in public policy or justice procedures resulting from the implementation and early results of the Four Cities United grant-funded initiative. These measures will be qualitatively collected from members of the Executive Leadership Team.
- The Evaluator will be available to BSCC staff as required to file evaluation reports. PEP will provide evaluation data to the Program Director for incorporation in the quarterly progress reports to BSCC. At the conclusion of the grant period, the Evaluator will provide all project evaluation data and analysis to Four Cities United for inclusion in the final project report. Powerpoint presentations will be made available to Four Cities United program leaders, partners, and governing bodies. With approval from BSCC, the Evaluator will present evaluation findings at state and national convening of communities of practice.

Scope of Evaluation Work for Four Cities United Youth Diversion Program

| <p>Pillar 1: Building Trust and Legitimacy. Goal: Mold a culture of trust and inclusion between law enforcement agents and community members.</p> | | | |
|--|--|---|---|
| <p>Strategy: Develop and implement a Citizen Policing Academy.</p> | | | |
| Process Indicator | Data Collection Methods/Sources | Outcome Indicator | Data Collection Methods/Sources |
| <p>Various curricula is reviewed and an appropriate curriculum is adopted for use.</p> | <p>Measures: program documentation of review and adoption process. Document public input, if applicable. Sources: Program Director (meeting minutes), Program Evaluator (track process and report results)</p> | <p>Community residents participate in Community Policing Academy.</p> | <p>Measures: # of community residents, by gender and age group, who completed the Academy per completion records. Document number of wait list, if appropriate. Sources: Program Instructor (class records), Program Evaluator (analyze program records and report results)</p> |
| <p>The Academy is launched and available in a both English and Spanish.</p> | <p>Measures: Documentation of Academy schedule of classes. Provide BSCC with outline of curriculum and class schedule. Sources: Program Director (program records), Program Evaluator (format and report results)</p> | <p>Participants find the Academy provides relevant information to understanding policing strategies to reduce address gang violence.</p> | <p>Measures: Anonymous 5-7 question Pre- and Post- participant paper surveys administered at first and last Academy classes. Provide BSCC with survey instrument and survey results. Sources: Program Instructor (class records), Program Evaluator (analyze survey results and report)</p> |
| <p>The Academy is adequately publicized for participant enrollment.</p> | <p>Measures: documentation of publicity vehicles used and number of participants enrolled. Provide BSCC with publicity distribution plan. Sources: Program Director (publicity log), Program Evaluator (format and report results)</p> | <p>Participants state they have greater knowledge of negative effects of gang involvement and of alcohol and other drug abuse. Participants state they have greater knowledge of resources to pro-social opportunities.</p> | <p>Measures: Qualitative data collection from focus group (English and Spanish) at the last Academy class. Provide BSCC with focus group questions. Sources: Program Evaluator (analyze focus group results and report)</p> |

Tools: Meeting minutes, wait list, curriculum outline, class schedule, publicity/scorecard distribution plan and log, focus group questions.

Scope of Evaluation Work for Four Cities United Youth Diversion Program

| Strategy 2: Develop city-specific public safety score cards | | | |
|--|--|---|---|
| Process Indicator | Data Collection Methods/Sources | Outcome Indicator | Data Collection Methods/Sources |
| With public input, select score card indicators that are common to all four cities | <p>Measures: Documentation of inclusive process to select common indicators that have reliable data sources.</p> <p>Sources: Program Director (meeting minutes), Program Evaluator (track progress and report results)</p> | A bilingual public input portal is publicized and posted on each City and Police Department website; public is encouraged to submit indicator preferences | <p>Measures: # of comments received on the public input portals regarding the public safety score card project. Provide portal screenshot and PSAs, if any.</p> <p>Sources: Program Director (access to portal activity), Program Evaluator (code and report portal activity)</p> |
| Determine the timing of data collection and reporting | <p>Measures: Group decision on the frequency of data collection and reporting.</p> <p>Sources: Program Director (meeting minutes), Program Evaluator (report results)</p> | Bilingual score card results are directly shared with the public | <p>Measures: Score cards are posted on city websites and social media sites. Provide BSCC with resulting newspaper articles.</p> <p>Sources: Program Director and Evaluator (screenshots, news clippings, aggregate and report results)</p> |
| Establish a confidential, single point of scorecard collection | <p>Measures: Program leadership decision on a confidential, single point of scorecard collection</p> <p>Sources: Program Director (meeting minutes), Program Evaluator (report results)</p> | Bilingual score card results are shared with the public | <p>Measures: # of newsprint articles, # of TV and radio news spots. Calculate number of exposures if possible.</p> <p>Sources: Program Director and Evaluator (publicity/scorecard distribution plan and log, aggregate and report results)</p> |
| Publicize and distribute score card; include public in discussions of results and next steps | <p>Measures: documentation of publicity vehicles used, scorecard distribution, and discussion topics</p> <p>Sources: Program Director (meeting minutes, publicity/scorecard distribution plan and log), Program Evaluator (analyze & report results)</p> | | |

Tools: Meeting minutes, scorecard, publicity/scorecard distribution plan and log

Scope of Evaluation Work for Four Cities United Youth Diversion Program

Pillar 4: Policing and Crime Reduction. Goal: Divert youth from involvement in the juvenile justice system.

Strategy: Establish a Regional Juvenile Crime Diversion Program of Case Management and Referral

| Process Indicator | Data Collection Methods/Sources | Outcome Indicator | Data Collection Methods/Sources |
|---|--|--|---|
| <p>Various program designs & curricula are reviewed and an appropriate training program is adopted for use.</p> | <p>Measures: Documentation of the inclusive curricula review and adoption process Sources: Program Director (meeting minutes), Program Evaluator (report curriculum considered, selection criteria, selected curriculum and why selected)</p> | <p>Program is established and functioning efficiently.</p> | <p>Measures: Program documentation at completion of the third month of Program operation. Data collection sheets will capture: # of youth referred to the diversion program # of youth successfully completing program # of youth participating in pro-social activities # parents/families receiving case management services Sources: Program Director (program records), Program Evaluator (analyze data collection sheets and report; report media messages)</p> |
| <p>Trainers are trained in curriculum delivery; training materials are obtained.</p> | <p>Measures: # of trainers completing attending instructional trainings. Adequate amount of instructional materials are obtained Sources: Program Director (program records), Program Evaluator (track progress and report results)</p> | | |
| <p>Case management portion of the program is in place.</p> | <p>Measures: Adequate number of case workers are hired/assigned, trained, and managing cases Sources: Program Director (program records), Program Evaluator (track and report progress and # caseload)</p> | | |
| <p>Referral to case management and pro-social activity portion of the program is in place.</p> | <p>Measures: # of families in case management and # of youth referred to pro-social activities within first three months Sources: Program Director (program records), Program Evaluator (track progress, report description of referral system)</p> | | |
| <p>Develop means for public understanding of community crime impacts and restorative justice.</p> | <p>Community Accountability Board is established and functioning efficiently Sources: Program Director (program records), Program Evaluator (track progress; report governance structure and action plans)</p> | | |

Tools: program records, data collection sheets, meeting minutes, action plan

Scope of Evaluation Work for Four Cities United Youth Diversion Program

| <p>Pillar 5: Training and Education. Goal: Increase law enforcement agents' understanding, tolerance, and sensitivity to Spanish-speaking community members and recognition of individuals who may require mental health services</p> | | | |
|--|--|--|--|
| <p>Strategy 1: City police officers participate in Monterey County Health Department's Behavioral Health Crisis Intervention Training; police officers coordinate with MCHD Crisis Intervention Teams when appropriate</p> | | | |
| Process Indicator | Data Collection Methods/Sources | Outcome Indicator | Data Collection Methods/Sources |
| Program design is reviewed and adopted with appropriate modification as needed | <p>Measure: Four Cities United and MCHD establish a cooperative agreement</p> <p>Sources: Program Director (contract agreement), Program Evaluator (report)</p> | Crisis Intervention Trainings are launched | <p>Measure: % of police officers of each city who are trained in behavioral health crisis intervention</p> <p>Sources: Program Director (program records), Program Evaluator (track progress and report)</p> |
| Four Cities United and MCHD Behavioral Health professionals begin to coordinate efforts | <p>Measure: A single point of contact with MCHD Behavioral Health professionals has been established.</p> <p>Sources: Program Director (contract agreement), Program Evaluator (report)</p> | Increased city PD knowledge of culturally appropriate behavioral health crisis intervention practices and available services | <p>Measure: results of post-program focus group, based on curriculum</p> <p>Sources: Program Evaluator (conduct focus groups, analyze results, report)</p> |
| Program sustainability is established | <p>A shared funding mechanism is agreed upon; Four Cities United is poised to pursue external funding based on program results</p> <p>Sources: Program Director (meeting minutes, program records), Program Evaluator (track process progress and report)</p> | | |

Tools: Police officers' focus group questions

Scope of Evaluation Work for Four Cities United Youth Diversion Program

Strategy 2: Implement a “Spanish for Cops” program

| Process Indicator | Data Collection Methods/Sources | Outcome Indicator | Data Collection Methods/Sources |
|---|---|--|---|
| Training source and program is identified | <p>Measure: Hartnell College non-credited curriculum is reviewed for usability Sources: Program Director (meeting minutes and program records), Program Evaluator (track review process and report)</p> | Police officers have a greater understanding of terminology most commonly used by Spanish speakers | <p>Measure: % of non-Spanish speaking police officers in each city who state they use the Spanish Field Guide on a regular basis, as measured via anonymous survey conducted 2 months after training completion Source: Program Evaluator (obtain PD survey data, analyze results, and report)</p> |
| Training materials are identified | <p>Measure: A Spanish Field Guide is developed for use by non-Spanish speaking police officers Source: Program Director (meeting minutes and program records), Program Evaluator (track progress and report)</p> | Language barrier is lessened as a result of training and use of the Spanish Field Guide | <p>Measure: % of non-Spanish speaking police officers in each city who state that use of the Spanish Field Guide has had a positive effect on their interactions with non-English speaking persons, as measured via anonymous survey conducted 2 months after training completion Source: Program Evaluator (obtain PD survey data, analyze results, and report)</p> |

Tools: Police officers’ survey instrument