

**AMENDMENT No. 1 TO AGREEMENT FOR MANAGEMENT 360 REVIEW SERVICES
(Yamhill County and Jensen Hughes)**

THIS AMENDMENT NO. 1 ("Amendment #1") shall be made effective as of the last date set forth adjacent to the signatures of the parties below, between the **YAMHILL COUNTY**, a political subdivision of the State of Oregon, acting by and through the Sheriff's Office ("County"), and **JENSEN HUGHES, INC.**, a Maryland corporation, headquartered at 3610 Commerce Drive, Suite 817, Baltimore, MD 21227 ("Contractor").

WITNESSETH:

WHEREAS, the County and Contractor did on December 30, 2021, enter into an Agreement for management structure review services, adopted as BO 21-504, (as amended, the "Agreement");

WHEREAS, the parties acknowledge the need to address technical language modification; and

WHEREAS, the parties desire to amend the Agreement as hereinafter set forth, effective as of the last date set forth adjacent to the signatures of the parties below.

NOW, THEREFORE, in consideration of the foregoing and of the mutual promises in the Agreement and for other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the parties agree as set forth below. Capitalized terms used but not defined in this Amendment have the meanings ascribed to such terms in the Agreement.

- 1. Services:** Contractor agrees to perform the following services (the "Services"), in accordance with and as detailed in Contractor's revised Statement of Work, as contained in Exhibit A, which is attached hereto and incorporated herein by this reference. Any additional work beyond the Services may be negotiated individually at Contractor's hourly rate or at a negotiated project rate.
- 2. Price:** In accordance with Paragraph 4 of the Agreement, the parties mutually agree that the not-to-exceed amount will be increased to \$52,273 for the 224 hours estimated for the project. The parties agree that hours dedicated to the project in excess of 224 hours will be pre-approved by County and then billed at the hourly rate of \$233.36.
- 3. Term:** The parties mutually agree to extend the term of the agreement through May 31, 2022.
- 4. Effect of Amendment:** Except as hereinabove provided, said Agreement is hereby in all other respects ratified and confirmed.

IN WITNESS WHEREOF, the parties hereto have caused this Amendment No.1 to be signed by their duly authorized representatives the day and year first written above.

JENSEN HUGHES, INC.

By: Robert L. Davis
Robert L. Davis
Senior Vice President and Practice Lead,
Law Enforcement Consulting

Approved as to Form:
By: Christian Boenisch
Christian Boenisch
Yamhill County Counsel

YAMHILL COUNTY, STATE OF OREGON

By: Lindsay Berschauer
Lindsay Berschauer
Chair, Board of Commissioners

By: Tim Svenson
Tim Svenson
Sheriff

Accepted by Yamhill County
Board of Commissioners on
2-10-2022 by Board Order
B.O. 22- 38

Exhibit A

(see attached)

EXHIBIT A



January 26, 2022

Tim Svenson, Sheriff
Yamhill County Sheriff's Office
535 NE 5th Street, Rm 143
McMinnville, OR 97128

RE: Revised Scope of Work for Management 360 Review of the YCSO

Dear Sheriff Svenson,

Thank you for the opportunity to demonstrate how we can support the Yamhill County Sheriff's Office by providing a Management 360 review of the YCSO. As part of this review, we are prepared to provide (1) an overall review of the YCSO management structure, including determinations/recommendations on organizational structure to ensure the YCSO has the right composition for its size and functions; (2) a review of the supervision model, with a focus on communication pathways to identify levels of effectiveness in the communication styles from the top down; and (3) a review of the leadership style of managers, with a focus on success of leadership in all divisions.

We believe we bring the experience and expertise you seek to conduct the management review. We know that an independent and strategic perspective is essential to ensure the YCSO's approach to management and leadership not only comports with national best practices, but also keeps it on sound footing for many years to come.

Overall, your requirements are similar to those of many other police and sheriffs' departments we have served throughout the U.S., including those of Salem, Oregon; Cedar Park, Texas; Denver, Colorado; Corona, California; Grand Rapids, Michigan; Tustin, California; and Riverside, California, among numerous others.

Thank you for your consideration of our firm for this critical initiative. If you have any questions, please contact me at 408-386-4875 or robert.davis@jensenhughes.com. As your trusted independent advisor in this matter, we will serve your community with integrity and distinction.

Sincerely,

Jensen Hughes

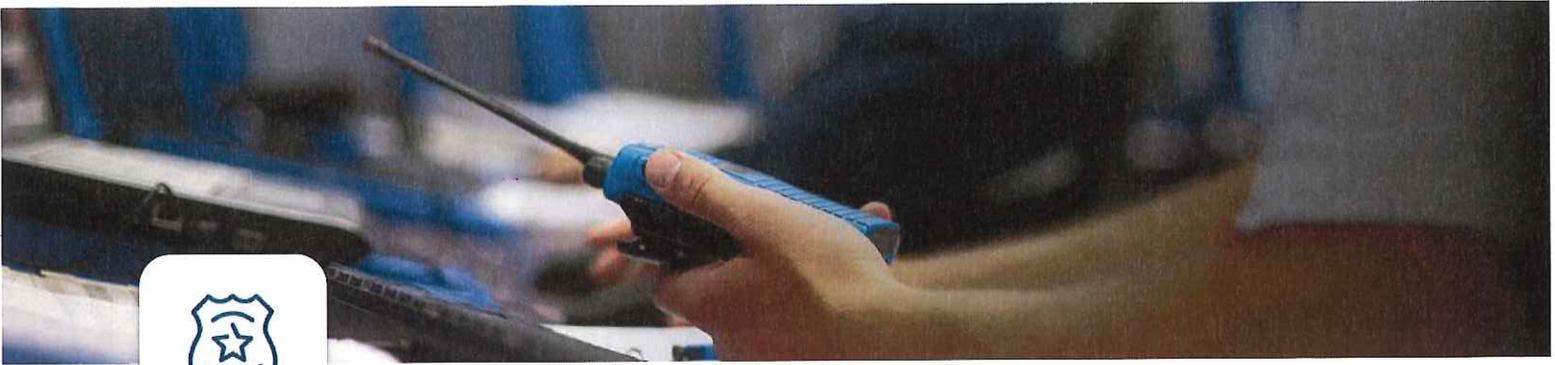
Robert L. Davis
Senior Vice President and Global Service Line Leader, Law Enforcement Consulting

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About Jensen Hughes

Jensen Hughes is one of the leading public safety consulting firms in the United States and across the world. We have helped dozens of organizations – at all levels of government, from local to national, as well as academic institutions – provide assurance and develop trust with the communities they serve.

We have a first-hand and highly detailed knowledge of precisely how law enforcement agencies operate and where the greatest vulnerabilities to organizational effectiveness and efficiency lie. We have been able to ensure that these agencies are able to drive reform – and sustain these changes over time.

Jensen Hughes and our subject matter experts who would serve on this engagement:

- + Served as the lead contractor with the U.S. Department of Justice (DOJ) Office of Community Oriented Policing Services (COPS Office) Collaborative Reform Initiative for Technical Assistance (CRI-TA) to work with law enforcement agencies to institute collaborative reform through focus on constitutional policing in both large and small cities, with a focus on the key areas of use of force, bias, community policing, personnel and hiring practices and officer and department accountability. Many of these assessments were in response to high-profile incidents involving officer uses of force.
- + Served as the authors and subject matter experts in creating the [COPS Office guide titled, “Law Enforcement Best Practices – Lessons Learned from the Field,”](#) serving as a guide for modern police reforms throughout the United States.
- + Were selected to conduct a top-to-bottom review of the Louisville Metro Police Department in the wake of the death of Breonna Taylor, as well as an assessment of the City of Minneapolis’ response to civil unrest following the death of George Floyd.
- + Are currently providing assessments for numerous municipalities, institutions and their police departments throughout the country, both proactively and in response to specific, recent officer-involved shooting or use of force incidents.
- + Planned, directed and delivered dozens of assessments and analyses of police and sheriffs’ departments – ranging in size and complexity from Denver and Boulder, Colorado and Miami, Florida to Riverside, Corona and Tustin, California – with a focus on leadership, management, accountability, policy, procedures and actual practices as related to national best practices in policing and investigations.

SCOPE OF WORK

Our specific focus in assisting the Yamhill County Sheriff's Office is to deliver a comprehensive, independent 360-degree management and supervisor review of the YCSO that will help YCSO leaders determine potential changes to the management structure, supervisors' roles and responsibilities and/or the way the agency's personnel are trained and required to communicate with the YCSO workforce.

The 360-degree Management and Supervisor Review will include the following actions items/approaches:

- + An office-wide survey of current supervisory and management skills, including but not limited to supervision, communication, and planning.
- + One-on-one interviews with line staff about supervisor and management individuals' effectiveness.
- + Outcomes from the review will include:
 - Candid assessment of current supervisors and managers related to their strengths and weaknesses to determine if the right individuals are in the right roles.
 - Proposal for training and skills improvement plans.
 - Overall summary of status of management and proposals for improvements that will be incorporated into YCSO Strategic Plan (including office goals).

We will adhere to a proven approach, grounded in best practices, to review the **YCSO Management Structure**, its **Supervision Model**, and the **Leadership Style of Managers**.

There are four primary ways we will gather the requisite assessment data during our project for these three areas of focus, including:

- + Gathering and then assessing the quality of appropriate YCSO documentation associated with our three areas of focus, including items such as YCSO's 1) organizational charts, 2) written policies and procedures associated with management and supervision, 3) written promotional protocols associated with testing and then selecting supervisors and managers, and 4) management and supervisory training materials.
- + Interviewing YCSO staff and appropriate county staff stakeholders to gain their insights, perspectives and opinions on each of the three focus areas of our assessment work. We will seek to conduct the interviews in accordance with the policies and procedures of the YCSO. YCSO staff members to be interviewed will be selected randomly, but our project team will also interview any staff members who volunteer to be interviewed. All interviews will be voluntary and non-attributional.
- + Creating, conducting and then analyzing the results of a non-attributional online survey of all YCSO managers, supervisors and staff members, with a focus on using what is learned to help guide our assessment and to identify appropriate recommendations. The survey would focus on soliciting ideas and comments about the participants' views of 1) the YCSO management structure, 2) ways to improve the effectiveness of communications throughout the organization and 3) the management styles of YCSO's supervisors and managers. We would use a SurveyMonkey tool to conduct the survey. Again, no participants' names or identifying factors would be included in our written findings and recommendations.
- + Conducting research to compare and contrast the information we receive from our interviews and survey data with similarly sized law enforcement agencies' management structures and their operational policies and procedures associated with management and supervision, and/or with best practices employed in other similarly sized agencies.

Completion of the Management Review and Report to YCSO Officials

We will provide a draft of our written report of our management 360 review to the appropriate members of the YCSO for an initial review. We share the draft to help ensure factual accuracy of any data we have included within our report while maintaining the validity of our assessment itself. Once reviewed and returned, we will make any appropriate edits to the report and provide a final version of the report to YCSO. This report will include findings and recommendations, which can serve as an actionable roadmap for the YCSO as positive operational changes are considered and implemented.

FEE STRUCTURE

For this effort, we are willing to discount our GSA rates from the approved hourly rate of \$378.09 for subject matter experts to a blended rate of \$233.36 per hour, a discount of over 38 percent.

We estimate this project will require 224 hours of our team's services, resulting in a total project cost of \$52,273. This estimate is based upon having two of our team members on the ground in Yamhill County conducting assessment work for up to three days, as well as conducting remote interviewing; having other team members conducting some of the interviews via an online communications tool, such as Microsoft Teams; having our survey data specialist create and then administer an online survey tool using SurveyMonkey, then conduct the follow-up analysis of the data results; conducting follow-up research work; and completing the writing for the final report. This assumes that the team will interview up to 60 YCSO employees.

However, should you desire work beyond the hours we have allocated, which could occur due to any changes in work scope based upon the determination of the amount of time it will take to conduct the assessment, that work would be pre-approved and then billed at our discounted \$233.36 hourly rate.

Expenses will be billed as incurred and are anticipated to be primarily related to any lodging and transportation required, in addition to a 13.8% general and administrative (G&A) fee.

We recognize that COVID-19 restrictions and/or health protocols may well impact our ability to conduct some of our activities on site, which would reduce travel expenses to the extent our assessment efforts are conducted virtually through internet-based communications software platforms.

PROJECT TEAM



ROBERT L. DAVIS, GLOBAL SERVICE LINE LEADER, LAW ENFORCEMENT CONSULTING

Project Oversight

Rob is a highly regarded and innovative national leader in policing and public safety with extensive experience assessing federal, state and local law enforcement agencies across the U.S. Rob served in a variety of capacities during his 30 years' career with the San Jose Police Department, including as the Chief of Police for seven years. During his tenure at San Jose, the nation's 10th-largest city, he designed, implemented and reported on one of the nation's first voluntary traffic stop studies, in which demographic data on all individual drivers for all vehicles stopped was collected and analyzed to examine potential racial disparities. During his time as chief, Rob also served as the President of the Major Cities Chiefs Association. He provided consulting services for the U.S. State Department, traveling on numerous occasions to Central and South America to provide training in community policing methods addressing gang prevention, intervention and suppression. Since retiring from San Jose, Rob has led our law enforcement consulting team and has been involved in numerous assessments of police departments across the nation, including serving as the Project Director for our Department of Justice Collaborative Reform Initiative for Technical Assistance contract.

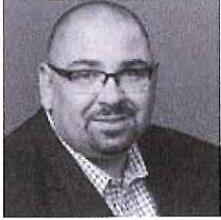


ROBERT BOEHMER, J.D., VICE PRESIDENT

Project Manager

Bob manages complex law enforcement assessments and helps police agencies transform their organizations and adopt national best practices and industry standards central to improving accountability, transparency and community trust. He was a long-standing member of the Board of Directors of the National Criminal Justice Association and a member of the Illinois Law Enforcement Agency Accreditation Council. He previously served as General Counsel and Secretary for the Illinois Criminal Justice Information Authority.

Bob also served as both a subject matter expert and as a project manager on two recent engagements we completed in Salem, Oregon; first, an assessment of the Department's ability to engage in community policing and to implement new multidisciplinary approaches to handling calls for service, and second, a staffing analysis for the department.



JON MASKALY, SUBCONTRACTOR

Subject Matter Expert

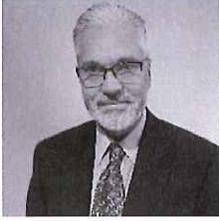
Jon is an advanced expert in data collection, analysis and management. He has served at U.S. academic institutions including the University of Texas at Dallas, the University of Illinois at Chicago and East Carolina University. Jon has worked on several police reform projects through the U.S. Department of Justice's Office of Community Oriented Policing Services (COPS Office) Collaborative Reform Initiative for Technical Assistance (CRI-TA). He was responsible for analyzing data related to fair-and-impartial policing; vulnerable victims; recruitment, hiring and retention; use of force cases; and traffic and pedestrian stops. In addition, Jon worked with agencies to develop the mentality and capacity to become an organization that is data-driven in its decision-making. He assisted in the development of strategic plans for transparent data and data management plans. He also offered training and assistance in accessing, auditing and querying data. Jon helped agencies develop a system, policy and audit plan for the effective maintenance of training records.



EDWARD MEDRANO, SUBCONTRACTOR

Subject Matter Expert

Ed was appointed Chief of the Gardena Police Department in 2007 and has served as the Director of the Police, Streets, and Development Services Department. In this capacity, Chief Medrano has led 150 dedicated law enforcement personnel and an additional 100 city employees in the areas of public works, community and economic development (planning, engineering, building services, code enforcement, and permitting and licensing). He also maintained budget oversight of the aforementioned operations totaling approximately \$28 million. Medrano concluded his service in Gardena as the City Manager. He most recently served as the Chief of the Division of Law Enforcement (DLE) for the California Department of Justice. Ed has 32 years of experience with work relevant to the scope of this RFP, 32 years of law-enforcement-related experience and five years of experience contracting with our firm.



BRIAN KAUFFMAN, PH.D., SUBCONTRACTOR

Subject Matter Expert

Dr. Kauffman is currently serving as the Executive Director of the Western Community Policing Institute (WCPI), a nationally recognized community policing and tribal public safety training institute. Brian has over twenty-nine years of experience in law enforcement and public safety-related positions including patrol deputy and patrol supervisor, tactical entry team member, police and corrections training and curriculum development expert, and Lieutenant and Captain with the Oregon Department of Public Safety Standards and Training (DPSST). During his career, he has trained thousands of public safety and community representatives across the nation in a variety of topics including executive leadership, community policing, tribal relations, problem solving and homeland security. Brian received his Bachelor of Science degree in Management and Communication from Western Baptist College, and his master's and Ph.D. degrees in Adult Learning and Educational Leadership from Oregon State University.

Brian also served on our team as a subject matter expert for the community policing assessment we recently completed in Salem, Oregon.