



**City of Santa Ana**  
**20 Civic Center Plaza, Santa Ana, CA 92701**  
**Staff Report**  
**May 20, 2025**

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**TOPIC:** Recruitment, Training, and Staffing Consultant Services

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**AGENDA TITLE**

Agreement with Kim Turner, LLC for Recruitment, Training, and Staffing Consulting Services (Specification No 25-009) (Non-General Fund)

**RECOMMENDED ACTION**

Authorize the City Manager to execute a one-year agreement with Kim Turner, LLC, to provide recruitment, training, and staffing consulting services for the period of May 20, 2025 through May 19, 2026, with provisions for two, one-year extensions, in an amount not to exceed \$197,500 (Agreement A-2025-XXX).

**GOVERNMENT CODE §84308 APPLIES:** Yes

**DISCUSSION**

The Santa Ana Police Communications Division has historically been critically understaffed, causing employees to be overworked and experience burnout. Trainee retention is the root cause. Since April 2022, 15 dispatchers have been hired to fill vacancies; to date, only **two** have successfully passed training and probation. Currently, the Communications Division is understaffed by six dispatcher positions.

Over the years, several attempts have been made to improve and restructure our training program and improve recruitment efforts, including creating a Training Committee to mentor, coach, and develop Communications Training Officers (CTO). In addition, we have worked closely with our City's Human Resources team to screen applicants and have implemented an orientation and sit-along phase to the application process. However, we continue to fall short with our training program.

The objective of the consulting services offered by Kim Turner, LLC is to address systemic root causes and create long-term, sustainable solutions for our staffing challenges. This project will create a tailored training program specific to our policies, procedures, culture, and the community's needs and expectations. This program will reduce the time it takes to train a new dispatcher, thus allowing them to be added to minimum staffing levels as

soon as possible. In addition, the consultants will conduct an in-depth staffing and schedule analysis for optimization.

On January 9, 2025, the Santa Ana Police Department issued Request for Proposals (RFP #25-009) and it was posted on the City's online bid management and publication system. The RFP aimed to identify qualified Peace Officer Standards Training (POST) certified instructors and subject matter experts capable of addressing systemic root causes and creating long-term, sustainable solutions for the recruitment, training, and staffing challenges within the Communications Division.

A summary of the proposals and offers received is as follows:

- 977 Vendors notified
  - 1 Santa Ana vendor notified
- 62 Vendors downloaded the RFP packet
  - 3 Proposals received
  - 0 Proposals received from a Santa Ana vendor

Proposals were opened on January 30, 2025 and evaluated. An evaluation team reviewed and rated all proposals received to determine if necessary qualifications were met. The proposals were evaluated and scored according to criteria identified within the RFP, including Responsiveness to RFP (15%), Experience of Firm and Personnel (50%), Reasonableness of Cost (25%), and References (10%).

Of the three (3) proposals received, two (2) were determined to be responsive and qualified based on their response to the city's specifications and requirements. After the evaluation process, the Santa Ana Police Department Communications Division selected Kim Turner, LLC to provide recruitment, training, and staffing consultant services. Kim Turner, LLC best met the City's specifications, demonstrated vast experience working with similar-sized California public agencies, and offered the most comprehensive level of experience among the firms capable of delivering the required level of service.

**ENVIRONMENTAL IMPACT**

There is no environmental impact associated with this action.

**FISCAL IMPACT**

Funding is available and will be budgeted for future fiscal year as follows:

<b>Fiscal Year</b>	<b>Accounting Unit-Account #</b>	<b>Fund Description</b>	<b>Accounting Unit, Account Description</b>	<b>Amount</b>
FY 25-26	16614450-62300	US DOJ Asset Forfeiture	US Dept of Justice AFF, Contract Services Professional	\$197,500

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**EXHIBIT(S)**

1. Agreement with Kim Turner, LLC

Submitted By: Robert Rodriguez, Police Chief

Approved By: Alvaro Nuñez, City Manager