



CITY OF BANNING STAFF REPORT

TO: CITY COUNCIL

FROM: Arturo Vela, Interim City Manager

PREPARED BY: Lisa Rossi, Human Resources Director
Art Vela, Interim City Manager

MEETING DATE: January 13, 2026

SUBJECT: Consideration of Resolution 2026-12, Award of a Professional Services Contract to Jacob Green and Associates to conduct an Organizational Assessment for the Banning Police Department in the amount of \$48,000.00

RECOMMENDATION:

Adopt Resolution 2026-12.

BACKGROUND:

On November 25, 2025, the City Council conducted a 7.5-hour Strategic Planning Workshop to evaluate the organization's primary challenges and prioritize long-term goals. Through this collaborative process with staff, four departments were identified as being in a state of severe distress, requiring immediate intervention. While Finance, Information Technology, and Human Resources remain areas of concern, the Police Department was identified as the highest priority for immediate action.

The department is currently facing a period of significant instability, characterized by:

- **Critical Staffing Shortages:** The department is currently operating with a vacancy rate of approximately 30%, placing unsustainable stress on the remaining workforce and contributing to low morale.
- **Liability and Claims:** A substantial volume of employment-related claims and a high number of employees on leave have created significant organizational risk.
- **Cultural Challenges:** By the Chief's own assessment, the department's internal culture requires a formal reset to address internal discontent and operational inconsistencies.

To address these systemic issues, the City Council has prioritized the allocation of one-time resources for an independent Departmental Assessment. This initiative is designed to provide an objective evaluation of the department's culture and provide the Chief with actionable strategies to establish consistent performance expectations across all ranks. Furthermore, the assessment will involve a collaborative review with the Chief, Human Resources, and the City Attorney's Office to mitigate future liability and improve the department's professional environment.

Jacob Green and Associates (JGA) is a California-based consulting firm specializing in organizational assessment, executive recruitment, strategic planning, leadership development, facilitated team development, and executive coaching for public sector agencies. JGA was recommended by PERMA the City's Risk Management Authority for General Liability and Workers' Compensation claims as a leader in public safety organizational assessment, strategic planning and leadership development. JGA's work is grounded in a deep understanding of local government and public safety environments, and their approach is guided by a simple principle: Listen First, Design Second. They believe the most effective solutions are built by honoring an organization's culture and history while applying proven tools, data-driven analysis, and practical best practices Through the services outlined in the attached proposal, JGA will work collaboratively with BPD to provide objective insight, strengthen organizational alignment, and support informed decision-making. The approach integrates qualitative and quantitative analysis, including interviews, surveys, facilitated engagement, and structured assessment tools, to develop a clear understanding of current conditions and future needs.

JUSTIFICATION:

Engaging a professional firm ensures the City will have access to a vital tool for the Banning Police Department to evaluate its current state, identify areas of strength, and pinpoint opportunities for improvement. Approval of this action will achieve one of the City Council's priority one strategic goals.

FISCAL IMPACT:

The proposed all-inclusive fee by Jacob Green and Associate is \$48,000. An appropriation to Account 001-1300-412.33-11 (Human Resources - Professional Services) in the amount of \$52,800 (includes 10% contingency for additional services) is required.

ALTERNATIVES:

Do not approve Resolution 2026-12 and provide alternative direction to staff.

BUDGETED?:

Yes

CONTRACT/AGREEMENT:

Yes

ATTACHMENTS:

1. [Resolution 2026-12.docx](#)
2. [JGA Proposal for Banning Police Department - Organizational Assessment Services v.2.pdf](#)
3. [Professional Services Agreement_JGA.doc](#)