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by City Manager's Office



Memorandum

TO: HONORABLE MAYOR
AND CITY COUNCIL

FROM: Debra Figone

SUBJECT: POLICE CHIEF RECRUITMENT

DATE: August 6, 2010

INFORMATION MEMO

Given the high profile nature of a Police Chief position, I thought that it would be important to share the preliminary recruitment framework and schedule to ensure a thorough and efficient recruitment process. It is my City Charter responsibility to recommend to the City Council a candidate for the Police Chief position. In order to uphold this responsibility effectively and within the required timeline, a clear and confidential process that is void of inappropriate influence needs to be preserved to ensure that the best and brightest candidates (be they internal or external) emerge from a nationwide recruitment process. As a part of this effort, I intend to engage the community and stakeholders in multiple ways at the front-end of the recruitment process.

This Information Memo provides information on the: (1) professional recruitment consultant, (2) community input process/framework, (3) schedule.

Professional Consultant and Staff Support

I have selected Ms. Teri Black-Brann of Teri Black & Company to lead the Police Chief recruitment. Based in Los Angeles, Teri Black & Company, LLC offers premier comprehensive executive search services to cities, counties and special districts throughout the nation. Teri has provided service to the executive search industry since 1999. Serving clients in California, Oregon, Arizona, Colorado and Texas, she has recruited for every discipline in the public sector. She has served communities with large and small populations over the last 11 years and has built a substantial base of clients across the Western United States that continually rely on her personalized service, national network and dependable recruitment expertise and outcomes. In addition to cities and counties, Teri's clients also include special districts, utility agencies and non-profit organizations. She has managed a multitude of high profile and sensitive recruitments over the years. Teri most recently conducted the recruitment process for the City's Fire Chief

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position and has completed 20 public safety searches, 10 of which were Police Chief searches, including Denver and Anaheim.

The consultant was selected from a list of qualified executive search consultants that the Department of Human Resources developed through a previously-conducted competitive market solicitation of executive recruiters. Of critical importance to me in selecting Teri is her approach and recruitment style, which is a good fit with my management style and crucial for the success of this recruitment effort. Additionally, Teri recently completed the Fire Chief search for San Jose, which gives her unique insight and knowledge of the City's current environment and, particularly, public safety services.

Teri has a unique and comprehensive employment background in the area of public safety, further qualifying her for this assignment. Before entering the executive search profession, Teri served for four years as a Chief of Staff in the Office of Community Oriented Policing Services within the U.S. Department of Justice during the Clinton Administration. Her local government experience includes management positions in the Cities of Santa Ana, Lakewood and Oakland, California with a special concentration on public safety.

Over the next weeks, Teri will be following up with key stakeholders to obtain input on this position and will allow for individual opportunities to interact with her directly. While Ms. Teri Black-Brann serves as the City's professional recruiter, the lead City staff coordinating this effort will be Human Resources Director Mark Danaj and Deputy City Manager Deanna Santana. Together, they will coordinate the recruitment and public outreach process, and other City staff will be strategically engaged based on areas of expertise or targeted stakeholders.

Stakeholder Input Process/Framework

In order to complete the recruitment process in a timely manner, the community engagement process must be both extensive and quick. I intend to employ various methods to engage the community and individuals to provide input. The engagement process will include targeted outreach to our diverse communities. Translation/interpretation services will be included where appropriate to ensure engagement with some monolingual communities (e.g., Vietnamese, Spanish, and Chinese). In general, the input process will include a series of five city-wide community meetings, targeted audience meetings and/or forums, and a website/email where input can be provided outside of a meeting setting. The community meetings will be geographically spread throughout the city and offered in each of the City's Police Division Unit, plus a citywide meeting at City Hall. These meetings will be widely advertised and coordinated with Council Offices to ensure maximum constituent awareness and participation. The meetings will be designed to ensure that participants are able express what is important to them in San Jose's next Police Chief. In order to achieve this goal, the meetings will be facilitated discussions focused on four questions:

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- Question 1: What are the most important issues that you would like the new Police Chief to address?
- Question 2: What experience and track record should the new Police Chief have?
- Question 3: What are the most important skills and characteristics the new Police Chief should have?
- Question 4: Is there anything else you would like the City to consider when selecting the new Police Chief?

The questions will help to keep the meetings on point; however, the meetings will provide a comfortable environment meant for full participation.

In addition to community meetings and targeted stakeholder outreach, I will also hold one-on-one meetings for direct input from Councilmembers. To ensure that the Police Department workforce input is integrated into this process, I will also be meeting with President George Beattie, Police Officer's Association, to discuss this process and receive input regarding the position. Police Department employees will be provided information regarding the recruitment and will be given convenient and confidential ways to provide input and to have their questions answered regarding the Police Chief recruitment process.

Other options to obtain input may be developed over the next weeks. A final meeting schedule with dates and locations will be distributed very soon. Input provided from these meetings will be used to develop a position profile for the professional recruiter to identify qualified candidates. Additionally, input provided will be used during the candidate evaluation phase of the recruitment process.

Recruitment Schedule

Last week, in my Information Memo transmitting Police Chief Rob Davis' retirement announcement, I noted that my goal was to announce a new Police Chief before Rob's retirement takes effect. I have extended the recruitment schedule given the desired extensive engagement with members of the community, stakeholder groups, labor and staff. I want to ensure that these steps are not shortened.

The recruitment activity and schedule will begin in August and it is anticipated that an appointment will be made by December. Listed below is additional information on the key milestones leading to the appointment of a Police Chief. To the degree these milestones can be accelerated without short changing the process, they will be.

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Activity	Tentative Schedule
Community and stakeholder Outreach Meetings <i>(Final meeting schedule pending)</i>	Week of August 16 – Week of September 6
City Council Consideration of Policy Statement & Questions	Week of September 13
Launch Position Profile Brochure	Week of September 13
Launch Recruitment Process	Week of September 13
Final Applicant Filing Date for Position	Mid October
Candidate Interviews	Mid November
Complete background, reference checks, outline terms of employment, and prepare for City Council Confirmation. Appoint new Police Chief.	December

Candidate Interviews

There will be labor/workforce, community, and stakeholder representation on the candidate interview panels. The panel members will provide input to me on the top candidates for consideration in making my final selection. This process will be confidential.

Conclusion

This recruitment process, and ultimately the appointment of a new Police Chief, is a high priority for me personally, as well as for my staff. This process will focus on maximizing stakeholder input so that the position profile fully embraces the community input while sustaining my ability to have a confidential, thorough, and efficient recruitment process that leads to the successful appointment of a new Police Chief by December 2010.



DEBRA FIGONE
City Manager

For questions please contact Deanna J. Santana, Deputy City Manager at (408) 535-8280 or Mark Danaj, Human Resources Director, at (408) 975-1475.