



Distributed on:  
NOV 19 2012  
City Manager's Office

# Memorandum

**TO:** HONORABLE MAYOR AND  
CITY COUNCIL

**FROM:** Debra Figone

**SUBJECT:** POLICE CHIEF  
RECRUITMENT

**DATE:** November 19, 2012

## INFORMATION

Given the high profile of the position of Police Chief, I am sharing the recruitment framework and schedule that we are using to ensure a thorough, efficient, and successful process. According to the City Charter, it is the City Manager's responsibility to recommend to the City Council a candidate for Chief of Police. In order to fulfill this responsibility effectively and on schedule, we are undertaking a national recruitment that ensures that we find the most suitable candidates, respects the needs of both our community and our Police Department, and also is objective and fair. As a part of this effort, we will engage residents, community stakeholders, and City and Police Department staff to provide guidance and feedback along the way.

This Information Memo provides information on:

- Recruitment leadership;
- Community input;
- San Jose Police Department input;
- Interview panels; and
- Recruitment and selection schedule.

### *Recruitment leadership*

I have selected Ms. Teri Black-Brann of the Teri Black & Company to lead the Police Chief recruitment, who also led our search for Police Chief in 2010. Based in Los Angeles, Teri Black & Company has offered comprehensive executive search services to cities, counties, and special districts throughout the nation since 1999. She has recruited for every discipline in the public sector in addition to public safety positions, and her firm serves clients in California, Oregon, Arizona, Colorado and Texas. She is very familiar with the City of San Jose and our past community engagement efforts.

Our lead City staff members overseeing this search are Assistant City Manager Ed Shikada and Assistant to the City Manager Lee Wilcox. They will coordinate the recruitment, community input, and SJPD engagement process. Other City staff will assist in this process as necessary.

### ***Community Input Process***

The recruitment for Police Chief in 2010 included more than 75 community outreach meetings and over 30 interview panelists. As an outgrowth of the 2010 recruitment, Chief Chris Moore established a Community Advisory Board for the Department that includes many of the community members involved in that search. The 2010 process identified community priorities and themes that provide a solid foundation for our current search. Building on this effort, our community engagement process will be focused to gain an understanding of what has changed over the past two years, either in terms of new concerns or revised priorities.

We received thousands of individual comments from surveys, correspondence, and meetings, which were grouped into five major themes.

#### **Theme 1: Culturally Competent**

The next Police Chief should have the knowledge, skills and motivation to work with and respect the diverse groups and communities in San Jose, including the most vulnerable members of the public (mental illness, victims of domestic violence, etc.).

#### **Theme 2: Community Engagement and Community Policing**

The next Police Chief should be committed to ensuring that members of the Police Department engage with the community regularly and in meaningful ways, including having a record of promoting community policing policies and practices.

#### **Theme 3: Effective Manager, Communicator and Collaborator**

The next Police Chief should have strong management skills and be able to communicate effectively with the workforce, community, City leaders, and the media while working collaboratively with different agencies, organizations and groups. Included under this theme is the ability to be innovative and creative in managing limited resources and budgets.

#### **Theme 4: Courageous Leader who is Honest and Transparent**

The next Police Chief should adhere to the highest ethical standards, which includes being able to make difficult decisions that he or she believes are in the best interest of community safety, even if it might prove to be unpopular with the some segments of the community or workforce.

#### **Theme 5: Record of Crime Prevention and Suppression**

The new Police Chief should have a strong record of crime prevention and suppression at all levels, as demonstrated throughout the person's career and in response to different types of crime and in community environments similar to San Jose.

The current recruitment will use these themes to begin our renewed dialogue with our community and stakeholders. I will be hosting four community input meetings to enable San Jose residents, organizations, partners, and other stakeholders to give us feedback about gaps or changes that have occurred since 2010. We are encouraging people to review the 2010 search

themes, engage in discussions with their organizations, and share their thoughts at one of four meetings:

Monday, November 26  
**6:30 p.m. – 8:00 p.m.**  
**Berryessa Community Center**  
**3050 Berryessa Rd.**  
**San José, CA 95132**

Wednesday, November 28  
**6:30 p.m. – 8:00 p.m.**  
**Camden Community Center**  
**3369 Union Avenue**  
**San Jose, CA 95125**

Monday, December 3  
**6:30 p.m. – 8:00 p.m.**  
**Mayfair Community Center**  
**2039 Kammerer Avenue**  
**San Jose, CA 95118**

Monday, December 10  
**6:30 p.m. – 8:00 p.m.**  
**Southside Community Center**  
**5585 Cottle Rd.**  
**San José, CA 95123**

The Neighborhood Commission also will be discussing the Police Chief recruitment at its meeting on December 12. In addition, we are conducting a short online survey in English, Spanish and Vietnamese to provide another avenue of community input. The links for these surveys will be advertised in a number of places including [www.sanjoseca.gov](http://www.sanjoseca.gov).

### ***SJPD Input Process***

As we did in 2010, we are seeking input from the SJPD workforce using an online survey and face-to-face meetings with staff. During the previous recruitment, we identified principal themes from Department employees. These themes included:

#### **Theme 1: Address Low Morale**

Workforce members consistently commented on the low morale in the Department and its negative impact on productivity, motivation and commitment.

#### **Theme 2: Address Staffing and Budget Reductions/Use Technology**

Workforce members consistently commented that the Department is understaffed due to budget reductions, and that the next Chief will need to find new and creative ways to deliver police services, especially in the use of technology.

#### **Theme 3: Strong, Visionary, Engaged and Honest Leadership**

The next Police Chief should show strong leadership by standing up for the Department when members are unfairly criticized; the Chief should be able to set a compelling vision and motivate the workforce to achieve it; be a visible presence within the organization by meeting and communicating with all levels on a regular basis; and have the highest ethical standards.

**Theme 4: Effective Communicator**

The next Police Chief needs to be a good communicator, both internally within the Department and externally with the community and City Officials. This includes communicating messages in a clear and straightforward manner; supporting messages with actions (do what they say they will do); listening to understand different viewpoints and perspectives; and articulating the mission and actions of the Department in ways that non-Department members can understand.

**Theme 5: Work Experience at all Levels of Policing**

The next Police Chief should have a diverse law enforcement background with a broad range of assignments at different levels (patrol, special operations, investigations, administrations etc.) while working in community environments similar to San Jose.

For this recruitment, my recruitment team and I will dedicate significant time with the SJPD workforce to listen to their priorities and concerns related to the search. In addition to an online survey, we will hold five meetings to reach all Department bureaus, including both sworn and non-sworn personnel.

***Interview Panels***

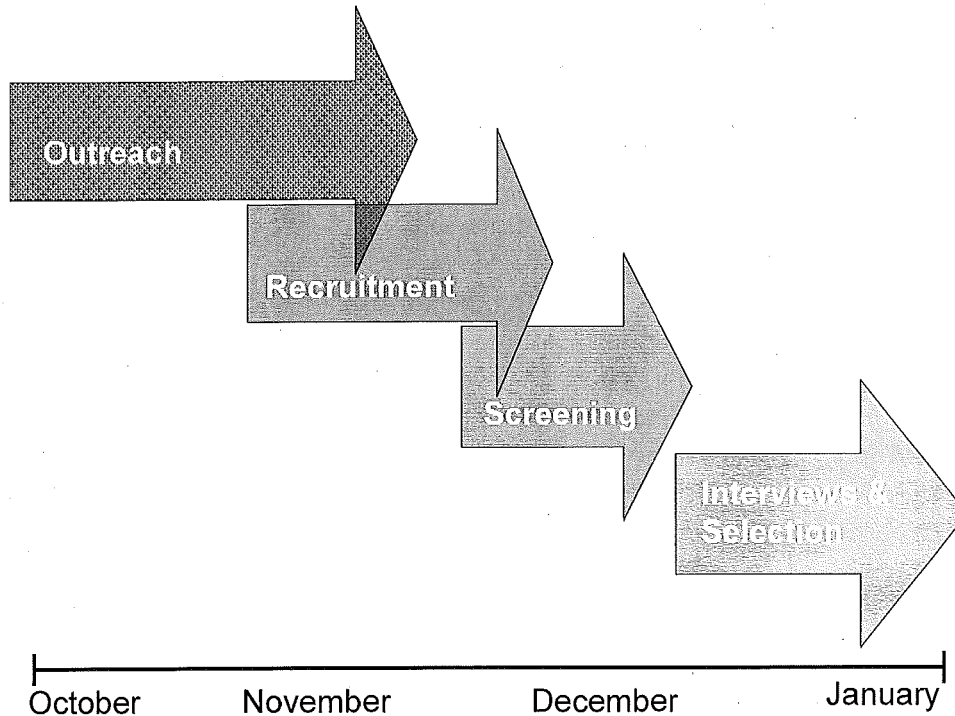
We are currently planning to hold community interview panels in January that will include representatives from a broad cross section of community organizations, residents, partner agencies, professional staff, and SJPD personnel. We have already started to extend invitations to potential panelists for their participation.

***Schedule***

My goal is to have a Police Chief identified and selected by the end of January, when Chief Moore retires. This is an aggressive timeline, but one I feel is in the best interests of our community and SJPD. As important as it is to move with urgency, however, it is more important that we find the right candidate for San Jose. For this reason we will not take shortcuts that could have an adverse impact on that primary goal just to meet the timeline. If an interim Chief has to be appointed, I will do so.

Due to the confidential nature of these recruitments finalists will not be publically revealed during this recruitment.

The process and schedule is outlined here:



	Activity	Schedule
	<b><u>OUTREACH</u></b>	
1.	Community Outreach <ul style="list-style-type: none"> <li>• SJPD Chief's Community Advisory Board</li> <li>• Other Special Interest Groups</li> <li>• City Council District/Area Meetings</li> </ul>	October –November 2012
2.	San Jose Police Department Outreach	October – November 2012
	<b><u>RECRUITMENT</u></b>	
3.	Develop Candidate Profile	November 2012
4.	Launch Advertising Campaign <ul style="list-style-type: none"> <li>• Identify and Contact Potential Candidates</li> <li>• Final Application Date</li> </ul>	November 2012
	<b><u>SCREENING</u></b>	
5.	Resume Review <ul style="list-style-type: none"> <li>• Select Candidates for Screening Interviews</li> </ul>	December 2012
6.	Screening Interviews	December 2012
	<b><u>INTERVIEWS &amp; SELECTION</u></b>	

Honorable Mayor and City Council  
November 19, 2012  
**Subject: Police Chief Recruitment**  
Page 6 of 6

7.	Interview Panels	January 2013
8.	Complete Background, reference, etc.	January 2013
9.	Final Offer Issued/City Council Appointment	January 2013



---

DEBRA FIGONE  
City Manager

For question please contact Lee Wilcox, Assistant to the City Manager, at 408-535-8172.