



CITY OF SAN DIEGO CHIEF OF POLICE RECRUITMENT 2023/2024 REPORT OF COMMUNITY FORUMS

INTRODUCTION

With the upcoming June 2024 retirement of current Chief of Police David Nisleit, and under the authority of the City of San Diego, on November 14, 2024, Bob Murray and Associates (BMA), an executive recruiting firm, began a nationwide recruitment process for the recruitment of the City’s next Chief. Moving beyond the minimum job qualifications described in the employment brochure, the recruitment process, as designed, focuses on inclusion and transparency with the goal of recruiting and selecting a well-rounded candidate with demonstrated knowledge, skills, abilities, and characteristics needed to head the police department serving San Diego’s diverse communities.

During the month of January 2024, BMA co-hosted with Council Offices a community forum in each of the City’s nine City Council Districts. All of San Diego was invited to learn about the recruitment process, and to provide insight into the characteristics of a successful Chief, and the issues facing communities and the Police Department. Attendees were given four questions to consider in small groups with report outs by group after each question.

Attendees were also invited to complete a written survey, with the same questions, to ensure their individual responses were considered. Attendees were informed that the same survey was available on the City’s website and could be completed at a later time.

The forums were held as follows:

DATE	DISTRICT	LOCATION
January 8	7	Mission Trails Regional Park
January 11	1	Mary Star of the Sea
January 12	2	Point Loma Library
January 13	8	San Ysidro Library
January 16	9	Park de la Cruz
January 17	5	Scripps Miramar Branch Library
January 18	6	Alexandria Tech Center
January 24	3	Balboa Park Club
January 30*	4	Fourth District Seniors Resource Center

*Postponed from January 23 due to weather.

Following is a summary of the data collected at the community forums. Said data, along with data collected from other stakeholder groups, will assist BMA and the City in

evaluating candidate readiness to become the Chief of Police in the nation's eighth largest City.

SUMMARY

Nine community forums were held between January 8 and January 30, with one forum in each of the nine City Council districts. The forums were not district specific. All forums were given the same information and asked the same questions. Participation was likewise not district specific. Some individuals attended forums outside of their residential district; and some individuals and/or representatives of community or advocacy groups attended multiple forums. Attendees were encouraged to sign in but were not required to do so. In total, 171 persons signed in as present at the forums.

Attendance By District:

District 1	District 2	District 3	District 4	District 5	District 6	District 7	District 8	District 9
27	16	19	20	11	23	13	17	25

Forum participants were asked four questions:

1. What are the most important characteristics/qualities our next Chief of Police should possess?
2. How would you like the new Chief of Police to interact with and engage with the community?
3. What are the most important priorities the next Chief of Police should focus on within the San Diego Police Department?
4. Is there anything else you would like the City to consider when selecting a new Chief of Police?

Responses across the forums were generally consistent in theme.

- What are the most important characteristics/qualities our next Chief of Police should possess?
 - Accountable
 - Transparent (in background/work history and as difficult situations arise)
 - Commitment to inclusion (all communities, social services and justice partners, diversity)
 - Communicative (ability to communicate effectively with all stakeholder groups, including community members and elected officials)
 - Compassionate
 - Experience working with diverse communities (e.g. south of Interstate 8)
 - Fiscally minded
 - Leader (servant leader, strong leader)

- How would you like the new Chief of Police to interact with and engage with the community?
 - Attend community events
 - Community policing
 - Engage with youth
 - Form community advisory groups that are inclusive (not invitation only)
 - Keep officers in the same community for longer intervals
 - Mental health and homelessness
 - De-criminalize
 - Create funding for partners that specialize in these spaces
 - Share statistical data
 - Treat all communities with the same respect

- What are the most important priorities the next Chief of Police should focus on within the San Diego Police Department?
 - 21st Century Policing
 - De-militarization of the department
 - Diversity equity and inclusion
 - Recruit from local, underrepresented communities
 - More and continuous training on cultural competency
 - Officer wellness
 - Recruitment and retention
 - Thoughtful use of technology

- Is there anything else you would like the City to consider when selecting a new Chief of Police?
 - Responses generally continued the themes noted above, expressing a desire for:
 - Creative staffing strategies
 - Community involvement
 - Innovation
 - Partnerships
 - Training and wellness support for officers

RESPONSES BY DISTRICT

In the forums, responses were given verbally, in group summary form through a table spokesperson. Attendees were encouraged to complete the paper version of the questionnaire to ensure that their thoughts were fully captured. City staff and BMA received and recorded the community forum attendees comments. The responses herein are a summary of the comments, by district, in Council district order.

DISTRICT 1

District 1

Attendees - 27

Responses

Question 1: *What are the most important characteristics/qualities our next Chief of Police should possess?*

- Transparency
- Engaged and Active
- Non-militant approach: open to criticism and willing to be trained especially on de-escalation tactics
- Strong communicator which is integral to be a good leader
- Important that the interviews are extensive and holistic with good examples to back up what they say in their interview
- Culturally aware especially of the different communities in San Diego
- Integrity, which is also evident in their track record and their cooperation to have their records open and available
- Integrity also important to set the tone for the rest of the force, so they can act on the job with compassion and an open mind
- Chief should come out and show he's a friend of the community and is there for them
- Community policing to establish trust and relationships with the community
- Community forward, uses staffing efficiently and strategically to create positive presence of police
- Strong leader with the ability to build and maintain credibility within the SDPD and community
- Culturally aware
- Someone that can bridge the I-8 gap
- A chief that will ensure staff enforces with compassion, integrity in how communities are addressed
- They need to be out in the communities and working with community groups
- Proven, established, credible and competent track record and experience in law enforcement

Question 2: *How would you like the new Chief of Police to interact and engage with the community?*

- Better communication between officers and prosecutors and judges
- Fosters good relationships with police departments in other cities e.g. El Cajon, La Mesa, etc.
- Officers that are somewhat permanent in a community to be able to better understand and navigate the community

- Getting councilmembers working with councilmembers and having efficient communication between them
- A chief that values accountability
- Prioritizing of de-escalation and recognition of systemic racism
- Instead of restorative justice, engage in transformative justice which also helps to rehabilitate the offender as well
- Instead of just doing active policing, do proactive policing
- Constant compassionate when dealing with people going through rough times
- De-escalation of force training and accountability is extremely important to create trust within the community
- Officers should be trained on how to better approach the problem, possibly a list to assess their risk, and should better understand resources to be able to recommend them to people.
- Somebody who thinks outside of the box and creates new solutions to help solve underlying conditions
- As police are short-staffed, there needs to be alternative solutions within the community
- The community also needs to reach out to create safe spaces so both parties can talk with each other and foster those connections
- “Anybody Can” Youth foundation in South San Diego as an example
- Commitment to mental health awareness and psychological emergency response techniques
- Understanding and leading efforts to support migrant communities and support immigrant concerns with compassion reinforced

Question 3: *What are the most important priorities the next Chief of Police should focus on within the San Diego Police Department?* ¹

Question 4: *Is there anything else you would like the City to consider when selecting a new Chief of Police?*

- Recruit a different temperament of a person, persons who are focused on setting a more open mood for the department, demilitarization
- Be open to accountability, criticism, and audits
- Diversity and inclusion within the department
- Recruit diverse individuals that reflect the communities they serve
- Improving retention and salary
- Know the communities and understand the community to better be able to recruit people in an appealing way

¹ Due to time constraints with the venue, the facilitator combined Questions 3 and 4.

- On holidays, police are directed to the beach communities and asked to work overly long shifts which can burn them out
- Education on a career in law enforcement within schools, better education on law enforcement to better build a pool of candidates early on – work with guidance counselors
- Continuously train officers to make sure they start well and continue to make a positive legacy and set a good tone
- What is a model police department in California, and what do they do different than us to improve their retention that we could learn from
- Better incentive programs that better serve officer needs – improve retention
- Recognition of systemic problems within the police department especially with leadership that may be adding to poor retention and turnover.
- A focus on sustainability which is reached through innovation
- Use crime statistics to protect the community
- De-militarize the department
- Officers should live in the community they serve
- Continuous training

DISTRICT 2

District 2

Attendees - 16

Responses

Question 1: *What are the most important characteristics/qualities our next Chief of Police should possess?*

- Strength of character and leadership
- Compassionate and personable
- Non militaristic
- Visionary, molder of consensus
- Thinks outside the box
- Open to being challenged
- Humility, willing to listen to others and admit when wrong
- Someone who is not a current police chief, but has worked in several departments and/or divisions
- Culturally aware, and has experience south of Highway 8
- Ability to build credibility, especially within the department
- Should be familiar with the department to be able to hit the ground running
- Confident
- Integrity, trustworthiness, ethical decision making, and fairness are the most important
- Transparency
- Servant leader
- Accountability
- A good communicator
- Humble
- A proven track record of success
- Someone who will provide funding for partnerships
- Trustworthy

Question 2: *How would you like the new Chief of Police to interact and engage with the community?*

- Focused on community policing, having officers involved in the community
- Chief advisories that are open to the public
- Engage and listen to communities
- Listen to the boards and commissions that advise
- Goes out into the community and puts in the face time
- 21st century policing that is up to the Dept. of Justice guidance that was put out
- Use technology to reach a wider range of the community

- Act based on data
- Transfer homelessness to other experts
- Committed to addressing systemic racism and continues to be dedicated to equality consistently
- Having proper funding, investing more in preventative measures
- Prevention over punishment
- Housing instability prevention program (HIP) fund
- Customer service that is consistent and respectful across communities
- Every interaction should be meaningful, respectful, and open-minded
- Acknowledgement of different communities
- Prioritize de-escalation

Question 3: *What are the most important priorities the next Chief of Police should focus on within the San Diego Police Department?*

- Recruiting diverse individuals
- Salary and retention is very important
- Improve psychological response team, shouldn't be police officers but rather trained professionals
- Important to retain Neighborhood Coordination Officers (NCOs)
- Higher ups within the department are important to create a consistent tone for the department
- Community policing and community policing training for officers
- Being able to recognize when the issue is mental health or needs police
- More training on sexual assault and mental health, knowing how to approach them in a way that is kind and is not characterized by force
- Uses resources wisely, 21st policing
- Need to think of the department as being economically grounded
- Get a better temperament of a person and recruit people that are diverse and know the community well
- Recruit more female officers, make the department welcoming and comfortable for people of color and women
- Community based policing that is focused on what the community needs
- Chief that is a stickler on training, making sure people are well trained and ready to overall set a bar for the department
- Change the officer psychological evaluation
- Recruit from underrepresented communities
- Focus on officer wellness
- Non-military response
- Hold community meetings and get feedback on how officers are doing

Question 4: *Is there anything else you would like the City to consider when selecting a new Chief of Police?*

- Taking some of the budget and putting into other resources like mental health which are overwhelmed and struggling
- Fiscal responsibility, not overspending so it's important to recruit someone who knows how to budget responsibly
- There should be talks of how candidates could handle present and important issues
- Changing the inbred way of policing
- Embracing civic commentary criticism
- Transparency especially through technology that allows better oversight from community members
- Ability to work for the City Attorney, District Attorney and Mayor
- Experience in a big city and experience with working with issues relevant to San Diego that is evident in their track records
- Empathy
- Important they have drive and ambition from the start
- Someone that is willing to make their records available
- Presentation skills
- They need to be on the same page as the Mayor
- A strong, compassionate leader
- Open to civilian oversight

DISTRICT 3

District 3

Attendees - 19

Responses

Question 1: *What are the most important characteristics/qualities our next Chief of Police should possess?*

- Transparency and honest are very important.
- Good track record from previous employment
- Integrity, credibility
- Accountability to the people
- Hire from within the City of San Diego Police Department, however someone from the outside could be fine
- Charismatic leader
- Focus on Restorative Justice
- An agent of change to promote equity.
- Focuses on the root of the problem, with long term solutions.
- Empathy and compassionate
- Someone who truly understands bias and is will engage in solutions for these issues. Particularly gender or race biases.
- Aware of the homelessness, drug and mental illness issues
- Understands the issues with a border town. Can work with the border towns for solutions.
- Keeps convicted people in jail as not to get out and then commit the same crime.
- Develops relationships with the community.
- Bilingual
- Some that is aware that you need to see the whole person to understand and serve. For example, it is not ok for officers to say they do not consider gender. You have to consider everything about a person
- Recognizes the racism embedded in laws
- A fresh person

Question 2: *How would you like the new Chief of Police to interact and engage with the community?*

- Navigate tensions that arise with such a large community
- Accessibility to the department
- Willing to acknowledge that they are not the experts in immigration, homelessness, or drug addiction and willing to bring in experts to facilitate change.
- Delegate things to the appropriate departments

- Focusing on rehabilitation rather than punishment to help heal and build communities.
- Foster care and other vulnerable communities
- Want a demonstrated record of what they have done in areas such as de-escalation not just someone who says they are committed to it.
- Someone with a very resilient personality
- Someone who can pivot quickly
- Uses technology such as cameras to help solve crimes and other technologies to solve other issues, but in transparent manner
- Develop proactive community partnerships, make sure it is a two-way relationship
- Community meetings
- Community policing by proactively developing solutions to underlying conditions contributing to public safety problems
- Use of alternatives to tickets for minor violations
- Commitment to preventing over-policing of people of color, racial profiling, racial bias in stops and searches
- Commitment to de-escalation of force training and accountability of officers
- Commitment to mental health awareness and psychological emergency response techniques

Question 3: *What are the most important priorities the next Chief of Police should focus on within the San Diego Police Department?*

- Prioritizing what is an emergency and what is not. Feels like it is currently the wild west.
- New policies and focus on how polices impact the work.
- Recruiting diverse individuals who represent the communities served and prioritizing community policing within our neighbors go hand in hand – Community Policing
- Training the people you have, for things like cultural competency, systemic racism and de-escalation
- Making sure that they get a full background for all new officers – proper vetting
- Making sure all standards of conduct are continuing to be upheld
- Creating a work life balance for officers
- Give more mental health resources to officers, they have a hard job.
- Get technology into the department, drones, online filing of police reports.
- Have more meetings where the information is given from both sides, the community, and the department
- Keeping the budget as efficient as possible
- Officers should serve where they live
- Make sure they follow the law and are transparent

- Follow the laws of the Freedom of Information Act
- Motivation

Question 4: *Is there anything else you would like the City to consider when selecting a new Chief of Police?*

- Should ask the candidate where we should pull staff from, such as non-crime-oriented events

DISTRICT 4

District 4

Attendees - 20

Responses

Question 1: *What are the most important characteristics/qualities our next Chief of Police should possess?*

- People who maintain proactive communication with the community and adjust their priorities accordingly
- A bold, inspirational leader that will have a directed plan for the next 14 months
- Is willing to restructure and think innovatively about the department – willing to change the paradigm
- Intentional about cutting positions, specifically on the seventh floor (of police headquarters). The department is top heavy
- Moving around work to increase efficiency and quality
- Person should be very culturally aware and come from a diverse background through life experiences
- Being transparent, open and clear when policies are incorrect
- Inspirational leadership which leads and directs the community
- Being seen within the community and consistently reaching out, not just for media attention but to actually get to know the community
- Leader with credibility that puts the community first
- A multifaceted thinker that can restructure
- Prevention should be equal to enforcement

Question 2: *How would you like the new Chief of Police to interact and engage with the community?*

- Encourage monthly statistics from the commanding officers
- A chief who promotes the cadets program
- Focuses on recruiting from Southeast and Logan Heights
- Chief who supports school resource officers to create strong connections with those children and get to know the needs of the community
- Present and transparent about bias
- Interacts with the community with cultural competence, understands the different needs of San Diego communities
- More engagement with issues like mental health and homelessness; long-term, preventative solutions
- Holding their department to the same standard as the community
- Be present after incidents, without bias
- Cultural competence

Question 3: *What are the most important priorities the next Chief of Police should focus on within the San Diego Police Department?*

- Recruiting diverse individuals to reflect communities
- Prioritizing community policing
- More commitment to frequent training and application particularly on de-escalation to create a cultural competence
- Accountability and checks and balances for the chief after hire
- Integrate officers into communities with discount programs for things like restaurants and housing
- Higher salaries and retention
- Commit to a wellness program for the department
- Better screen officers coming in to the department
- Rethink budgets and expenses to help support preventative resources
- Hold police accountable to their training and having frequent checks that they are adhering to it
- Training to address prejudices and biases
- Improve morale and set a positive tone that will trickle down to the community
- A chiefs advisory group made up of different community members
- Person who has experience working in diverse communities
- Bold leadership
- Improve the numbers of applicants and where they are from
- Require officers to “walk in their shoes”, for example, spend time in jail like a prisoner to understand the experience and to be able to articulate it to youth as a deterrent
- Reflect the demographics of the community
- Change the department’s morale
- Value citizen oversight
- Create a Chief’s advisory group south of Highway 8

Question 4: *Is there anything else you would like the City to consider when selecting a new Chief of Police?*

- Transparency
- Listens to the community and looks forward to making change – change the paradigm
- Possible future forums where the community can talk about what they think of what the Chief is doing
- Possibly publishing the survey results
- Transparent communication of decisions on policing such as decisions not to issue tickets for certain infractions

- Evaluating how identifying technology, like smart cameras are being used against the community
- More transparency on the use of technology before it is deployed
- Better communication with the community
- Supports neighborhood watch and leans in to train the neighbors and help guide them
- Chief that helps share with the Community Resources Officers (CROs) and is communicative with community boards and groups
- Better transitioning in of the new chief than last time
- Police department should be an example of harmony, unity, and diversity to inspire neighborhoods and set a kind, respectful tone and example
- Police Chief that responds to data and is responsive to criticism
- Community access to the shooting range and other City-owned facilities
- Concerned that the decision as to who will be the next Chief has already been made

DISTRICT 5

District 5

Attendees - 11

Responses

Question 1: *What are the most important characteristics/qualities our next Chief of Police should possess?*

- Someone that is resourceful with manpower, finances and community engagement
- Leads by example, educates self and others (staff and the public)
- Someone that is engaged
- It should be someone from the community
- Follow through on commitments
- Attention to detail
- Accountability of staff to detail
- Integrity
- Some that uses technology to communicate frequently
- Next level community engagement: better noticing of community meetings; monthly chat and chews
- Talent for reading people, including police officers

Question 2: *How would you like the new Chief of Police to interact and engage with the community?*

- Find and use alternatives to punitive measures: crime prevention; what does a community need in order to thrive
- Willingness to evolve as a leader
- Support internal (departmental) communication, including training, so they are valued and, in turn, give good customer service
- Do your due diligence before making decisions
- Continue to support Gun Violence Protection Orders and other polices. Don't be a maverick
- Technology advocacy that includes communication/articulation of why and how the technology will be used

Question 3: *What are the most important priorities the next Chief of Police should focus on within the San Diego Police Department?*

- Move the department out of homeless and mental health issues
- Eliminate pre-text pull overs
- Provide support for crisis intervention
- Support the Retired Senior Volunteer Policing program

- Add more Psychological Emergency Response Team (PERT) clinicians
- Review officer associations for appropriateness
- Retention
- Accept and cooperate with the Commission on Police Practices
- Follow up with Racial and Identity Profiling Advisory (RIPA) Board findings and data
- Improve the department's wellness program
- Provide on-going and constant reminders on topics such as unconscious bias and critical thinking. Model the expected behaviors

Question 4: *Is there anything else you would like the City to consider when selecting a new Chief of Police?*

- Engage in meaningful conversations with the community. Don't just check the box
- Mandate de-escalation training
- Transition Plan 2.0: create an intentional transition from the current Chief to the next Chief

DISTRICT 6

District 6

Attendees - 23

Responses

Question 1: *What are the most important characteristics/qualities our next Chief of Police should possess?*

- Being transparent and sharing data with the community in real time
- Ethical decision maker
- Leadership within the community before the department
- An effective CEO will have the ability to recruit
- Recruitment of individuals who share the same values and can help to achieve their goals
- Servant leader
- Someone well rounded
- Culturally aware especially of the demographics within San Diego
- Respectful of diverse cultures
- Focuses on de-escalation
- Works to help holistically build communities
- Someone courageous enough to step over the blue wall
- An innate respect for civil liberties
- Someone with the ability to tap into various groups such as those that work in mental health
- Someone with community roots
- A connection to the public
- Have an open door policy

Question 2: *How would you like the new Chief of Police to interact and engage with the community?*

- Staffing
- Focusing on retention and salary to make sure communities can be staffed by routine officers so officers can be familiar with neighborhoods and communities
- Create officer beats
- Help build trust and relationships with community members especially starting with youth
- Create a culture of respect and not profiling
- Addresses implicit bias head on
- Shows commitment to change this culture
- Open door policy as seen in the 90s under Sanders, community policing

- Community relations officers to combat a possible negative view of police presence
- Understanding and leading efforts to support migrant communities and support immigrant concerns
- Understanding and leading efforts to support individuals experiencing homelessness and the communities in which they are residing
- Commitment to mental health awareness and psychological emergency response techniques
- Have mental health officers who can better approach related problems rather than officers who may immediately opt for a more violent approach
- Expanding and utilizing PERT and team approaches
- Public service announcements
- Create pro-active partnerships with the community
- Create an anti-profiling culture from the top down
- Create ties to the community, community advisors

Question 3: *What are the most important priorities the next Chief of Police should focus on within the San Diego Police Department?*

- Recruiting diverse individuals who represent the communities that they're from
- Ongoing and consistent training
- Police chief that is not easily swayed by stakeholders or other political biases
- Change should come culturally first to change the temperament of the department
- Allocate budgets well to best develop communities, for example, tapping into nonprofits and collaborating with resources already in the community
- Help educate the community on rules of engagement with police, so teaching the public what their rights are
- Respect for civil liberties
- The blue line is too militant
- Create a culture, start with a new vision

Question 4: *Is there anything else you would like the City to consider when selecting a new Chief of Police?*

- When officers are dealing with the community, follow up is very important and educating the force on how to treat other cultures such as the unhoused
- Make sure officers are knowledgeable of resources so they can be helpful
- Incentives for waivers of qualified immunity, not best for community
- Police chief must be focused on the wellbeing of the force, helping with officer's childcare, mental health, etc.
- Special enforcement type things especially for speed of racing, modified cars
- For future recruitments, the selection of interview panelists should be broadened

DISTRICT 7

District 7

Attendees - 13

Responses

Question 1: *What are the most important characteristics/qualities our next Chief of Police should possess?*

- A chief should hold all characteristics, awareness and cultural respect especially with disproportionate use of force on people of color
- Integrity, trustworthiness, compassion and awareness are not held by current chief
- Values transparency in reporting; open and clear policies is the most important, reference to discrepancies not shared
- Transparency under SB 16
- Current chief is retaliatory
- Engaging community, developing partnerships and sharing funding with partner organizations
- Overall competency and understanding of San Diego as a region and city especially regarding topics that have to do with the border – cultural competency
- Equal compassion throughout all zip codes and areas: more engaging and kind presence with the community, building trust
- Relationship building, more presence to help mend divides between communities and communities and law enforcement – a mediator

Question 2: *How would you like the new Chief of Police to interact and engage with the community?*

- Hold community forums in central, accessible locations
- Building relationships and getting to actually know the community, showing your face and making connections
- Chiefs that are genuine, and authentic
- Take actions that address community issues
- A Chief that is willing to take criticism and recognize what he needs to work on rather than just reading off a flashcard or give planned statements
- Engagement through action, make people feel heard and be willing to take action
- Chief who creates alternative response especially when it comes to mental health and psychological emergencies, engaging nonprofit organizations
- Proactive partnerships: important to have open lines of communication, councilmembers are able to hear the people, and have efficient modes of communication to speak with them
- Better communication with leaders that is not bureaucratic
- Communicate, make a plan, assess the plan, regroup

- Chief who also sets the tone and is consistent in his values so they can filter down
- Understand the pillars of 21st Century Policing
- Well-rounded and inclusive rather than combatant or violent

Question 3: *What are the most important priorities the next Chief of Police should focus on within the San Diego Police Department?*

- True recruiting, \$2.1 million spent on PR and marketing
- What does recruitment look like for unrepresented zip codes?
- Getting folks that look like our community especially in areas where we see disparities.
- More and better training should be prioritized in areas such as sensitivity, compassion, recognizing implicit bias
- Training should come with a measurement and accountability
- Holding officers accountable for the training, and make sure they are using their training
- How do they plan to hold officers accountable for things like using racial slurs, force, or sexual assault? Their actions lead to civil law suits. Consideration of SB 16
- Can get away with harming community members
- New, updated psych exams for officers
- Innovative new Chief that is willing to revamp the tools they use currently and actively looks to improve them

Question 4: *Is there anything else you would like the City to consider when selecting a new Chief of Police?*

- Honest and not disingenuous that is willing to really do what the people wants that is not looking to pander to politics
- Independent, innovative, and civil Chief that is a bridge builder
- Gets input from others, accepts criticism, and is willing to change things especially by investing into underrepresented communities
- Compassionate police officers
- Chief that commits to a community advisory committee in the first 30 days
- Captain advisory committees are exclusive and invite only, wants advisory committees that are open and accessible
- 21st Century Policing

DISTRICT 8

District 8

Attendees - 17

Responses

Question 1: *What are the most important characteristics/qualities our next Chief of Police should possess?*

- Transparency
- Know the community and the layout of the city
- Community experience, being well-known with San Diego communities so there's a smaller learning curve
- Experience in a big city at least
- Someone available and committed to communities
- A strong communicator with the community and city employees
- Possibly promoting from within the department to be able to have established credibility with the community and the department
- Bilingual, someone that is able to communicate in Spanish
- Multilinguistic
- Collaborative and engaged
- Self-awareness
- Accountable and responsible
- Willing to learn and acknowledge committees, boards, and commissions
- Humility
- Innovative and creative thinker
- Think holistically
- Non militaristic
- Personnel records should be transparent, positive, and show enough experience
- Personifies integrity, honesty, trust worthiness, ethical decision making, and fairness
- Open meetings
- Someone with a previous record of creating change and disciplining officers
- A Chief that will hold officers accountable

Question 2: *How would you like the new Chief of Police to interact and engage with the community?*

- Community policing by proactively developing solution to underlying conditions contributing to public safety problems
- Using alternatives to tickets for minor violations
- Demonstrated commitment to diversity
- Commitment to de-escalation of force training and accountability of officers

- Restorative Justice
- Being knowledgeable of what works and doesn't
- Being knowledgeable of the history of racial inequality in San Diego
- Community servant
- Familiarizing themselves and their officers with the communities needs
- Being out in the community and showing face to create trust and relationships
- Use technology to better communicate with the community, communicating with community centers like churches, etc.
- Preventing over policing
- Prioritizing de-escalation
- More personable, open, and kind
- Embracing conversations with the community
- Being nice and collaborative with the community not only when times are good, but when times are tough too
- Being able to recognize when aggression is needed
- Expanding the role of community service officers and allowing them to have better communication within precincts and communities
- Youth participation by creating interactions with youth that are positive
- Create engagement with unsheltered and youth
- Create proactive partnerships
- Let the community go back to being able to enter the precinct
- Increase the Retired Senior Volunteer Patrol program and give them adequate equipment
- Being fair and having consistent policing across San Diego regardless of community or district
- Setting a tone for the department to be able to follow and embrace
- Volunteer in the community
- Reduce the wall between the police department and the community
- Earn community trust by apologizing when people are harmed
- Use technology to advertise events
- Commitment to addressing systemic racism, safety and equity in communities
- Know of evidence data that works and doesn't
- Learn about redlining south of 8
- Commitment to preventing over policing of people of color, racial profiling, racial bias in stops and searches
- Non-militaristic
- A deep understanding of the unique needs of diverse communities, neighborhoods, and individuals

Question 3: *What are the most important priorities the next Chief of Police should focus on within the San Diego Police Department?*

- Trust, building relationships within the community
- Community involvement
- Youth involvement
- Investing in more training, martial arts may be an alternative
- Officer retention
- Creating a recruitment plan
- Increasing the salary for officers
- Create a housing program for officers
- No cronyism
- Officers living in the areas that they serve to build credibility and create an added incentive for them
- Major response or disaster plan so they know how to communicate with each other and move efficiently
- Better officer deployment plan
- Do officers need to be deployed to every event including those which are not aggressive?
- Better allocations of funding and resources
- Additional officer training on social justice
- De-escalation training
- Accountability for removing officers who have a history of complaints, racism, or injustice
- Community policing
- Dealing with sexual harassment especially within the department
- Creating a culture that is welcoming and positive, so it trickles down
- Being more knowledgeable of resources for homeless populations
- Getting out there and doing a deeper dive into the needs of the community
- Having social workers that may lead instead of officers
- Recruiting from a diverse area and background of individuals
- Recruiting people of a new temperament, do not limit recruiting to the military
- Regularly updating training to keep up with changes
- Put more resources towards officer wellness and mental health, destigmatize officer mental health
- Allowing officers to become open to getting help, creating a welcoming environment within the department
- Prioritizing working with other agencies when it comes to non-violent issues
- Outsource to other agencies that are better able to handle mental health
- Being thoughtful when it comes to use of AI
- Not over surveilling, having guardrails and regulations on the use of technology

- Work with the Community Services Department on things like coaching and mentoring
- Proactive prevention work
- Community policing
- 21st Century Policing
- Consider the special needs of each community
- Culture training

Question 4: *Is there anything else you would like the City to consider when selecting a new Chief of Police?*

- Community should get input on the actual issues
- The community should know the priorities of the selected candidate before they are hired
- Community should be able to provide input, their input, on the Chief's performance periodically
- Compassionate and empathetic. See people as people
- Commitment to serve for a long period of time so they can have a good knowledge of the city and its issues
- Implement partnerships with the community to create activities that bring out kids and parents and create a sense of pride for people within their community
- Attentive to current guidelines for policing
- Recognize teachable moments in engagements
- Collaborative
- Accountability
- A commitment to serve for a longer period of time

DISTRICT 9

District 9

Attendees - 25

Responses

Question 1: *What are the most important characteristics/qualities our next Chief of Police should possess?*

- Empathy for different perspectives
- Resourceful
- Innovative
- Nonpartisan
- Has lots of diverse experience especially lived experience
- Builds trust with community members
- Thinks holistically
- Focuses on enforcement
- Understands the position of the city as a border town and as multicultural
- Cares about children
- Aware
- Humble and willing to listen
- Holds officers accountable
- More available to the public
- Fiscally responsible
- Highly collaborative especially with boards and commissions
- Has a clean background and record
- Proactive and hands on, leads by example
- A strong leader
- Broad experience, including patrol
- Listen to immigrant communities
- Law enforcement background may not be necessary
- A communicator
- Know City management

Question 2: *How would you like the new Chief of Police to interact and engage with the community?*

- Demonstrate commitment and proactiveness
- Making themselves available and out for the community
- Being more open rather than militaristic
- Reduce presence of command/military vehicles and gear
- Working collaboratively with boards and commissions, they are not obstacles
- Chief who is not afraid to take on tough questions and tough issues

- Work on retention and hiring
- Need better training all around and also do it more frequently
- Look at other cities to see what's working for them e.g. Stockton, Richmond California and the way they handle mental health issues
- Be open and kind with the community
- No racial profiling, sexual harassment, and corruption
- Being transparent, keeping their dashcams on
- Giving the public more insight as to what they're doing, specifically budget
- Too much technology and use of social media may cause budgetary issues and issues with confidentiality
- Streamline processes
- Training in cultural competency, mental health and laws
- Better training
- Talk about issues like staffing and retention
- Don't judge based on appearance or language

Question 3: *What are the most important priorities the next Chief of Police should focus on within the San Diego Police Department?*

- Streamline working with other social services
- Prioritize officer mental health and destigmatize getting help
- Recruiting from diverse sources, not just the military
- Recruiting and retaining
- Advocate for the citizens and issues affecting the community
- A demonstrated progressive Police Chief, someone that practices what they preach
- Someone who is unbiased and not just pandering or answering to someone else
- Someone who understand the cross sections of San Diego and is willing to learn and innovate
- Garner support of elected officials

Question 4: *Is there anything else you would like the City to consider when selecting a new Chief of Police?*

- Hiring people that reflect the community
- Hiring people outside of military to gain a unique range of skills
- Person who holds accountability for their actions and is open to criticism
- Transparency, the public needs more information on what the police want in a Chief
- Person needs to be willing to try new things and be open to regular community feedback
- It would be nice if the Chief was bilingual

- Maybe releasing candidate demographics so public can get some insight on who the candidates are, no names needed
- A person who understands the culture
- Open to community feedback, use of customer surveys after interactions
- Bold and resourceful