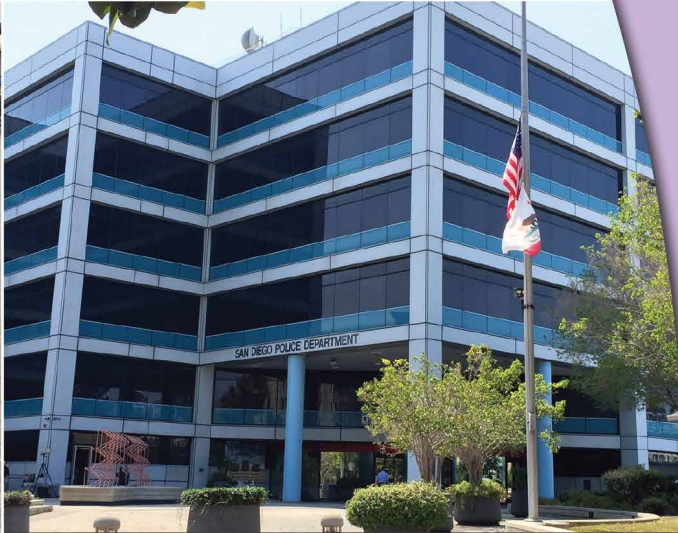




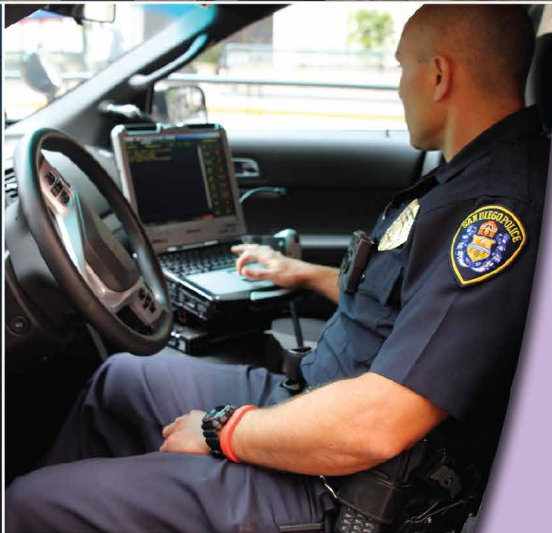
CITY OF SAN DIEGO, CA

INVITES YOUR
INTEREST IN
THE POSITION OF

CHIEF OF POLICE



Police
Department



**BOB MURRAY
& ASSOCIATES**
EXPERTS IN EXECUTIVE SEARCH

THE COMMUNITY

With a population of more than 1.37 million residents, the City of San Diego (City or San Diego) is California's second-largest city and the eighth-largest city in the United States. San Diego is a safe and beautiful city, rich in culture and entertainment. With its great weather, major attractions, and miles of sun-soaked coastline and sandy beaches, San Diego is known worldwide as one of the best tourist destinations and a great place to relax year-round. San Diego's proximity to Mexico provides a rich, multicultural environment. The City is one of the most ethnically and culturally diverse places in the nation, with more than 100 languages spoken by residents.

A warm, year-round climate makes the City an ideal place to enjoy many outdoor activities, including water sports, major tourist attractions, annual festivals, professional sports, community fairs and parades, and events at more than 240 city parks and recreation centers. There are also plenty of indoor attractions, with an abundance of museums, art galleries, concert halls, and state and movie theaters. San Diego is home to major attractions that include the San Diego Zoo, Old Town State Park, Birch Aquarium at Scripps, SeaWorld, and the Cabrillo National Monument. Balboa Park, renowned for its beautiful gardens, art galleries and international culture associations, is an urban expanse that also houses the largest concentration of museums on the West Coast. For sports enthusiasts, San Diego is home to teams in Major League Baseball (Padres), the American Hockey League (Gulls), and Major Arena Soccer League (Sockers). San Diego State University and the University of San Diego have several NCAA Division I Teams.

San Diego is also where education, research, and innovation come together. The City is home to cutting-edge businesses for telecommunications, biotechnology, software, electronics, and other major innovative industries. In 2014, Forbes called San Diego the "Best Place to Launch a Startup." The City was also named among the "World Smart Cities" by National Geographic in 2015. San Diego has the most-patented Sports and Active lifestyle sector companies in the region and the highest concentration of military/defense assets in the world. The City is rated among the top life science and biosciences locations and has 80-plus educational and research institutes in the region including the University of California at San Diego—one of the world's leading public health research universities, and San Diego State University—one of the nation's premier urban research universities. Technology companies, organizations dedicated to research and development, along with a highly educated and skilled workforce, has helped the San Diego region establish its reputation as a hub for innovation.

With all that the City has to offer, San Diego is a great place to raise a family. The median age of San Diego's population is 34.9, with 25 percent of its residents under the age of 20 and only 12 percent age 65 and over (SANDAG). From coastlines to inland valleys, the City offers a wide array of housing opportunities including apartments, first-time buyer condominiums, suburban single-family homes, and luxury oceanfront or rural estates. Several school districts serve the City's student population, with both public and private schools available throughout the City and County. The healthcare system in San Diego County is among the best in the nation for quality and costs of healthcare. There are 26 accredited hospitals with more than 6,600 beds available and AMA residency programs at six (6) hospitals. San Diego is also a shopper's paradise and has many regional and community shopping centers and shopping districts throughout the City, including more than 30 unique neighborhood business districts.

A world-class city, San Diego offers an unsurpassed quality of life. Its unique geography, strong economy, diverse population, great educational institutions, premier healthcare system, and safe neighborhoods, makes San Diego an ideal place to live, work, and play.

THE ORGANIZATION

Incorporated in 1850, San Diego is a charter city under a Strong Mayor form of government. The Mayor is the chief executive officer of the City, with the duty to oversee the administrative affairs of the City. The Mayor proposes the City budget, appoints City department heads, and has veto authority over most

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legislative and budgetary matters. The nine-member City Council has legislative authority in the City, including approving the City's annual budget, adopting local laws, and setting public policy.

The Mayor is elected by voters citywide, while Councilmembers are elected by those voters living in the district served by each Councilmember. The Mayor and Councilmembers serve four-year terms, and are limited to two consecutive terms.

The Chief of Police is a Charter-created position, and works under the Mayor. Other City officers include the City Attorney, who is elected by voters citywide, and the City Auditor, City Clerk, Chief Operating Officer, and Independent Budget Analyst, who are all appointed.

As one of the region's largest employers, the City has a Fiscal Year 2018 operating budget of approximately \$3.57 billion and employs approximately 11,000 highly dedicated employees.

The City's Mission is: *"To Effectively Serve and Support Our Communities."* The City's core values are Integrity, Service, People, and Excellence. The City's Vision is *"A World-Class City for All."*

THE DEPARTMENT

For 127 years, the San Diego Police Department (SDPD, Police Department, or Department) has served the residents of San Diego with professionalism, dependability, and integrity. In addition to the full-service headquarters building, the City is represented by nine (9) area commands divided into 19 service areas, policing 123 neighborhoods. The Department provides patrol, traffic, investigative, records, permits and licensing, laboratory, and support services. The Department has a combined 2,653 total budgeted positions including 2,040 sworn positions and 631 civilian positions, plus 630 volunteers. The Department has a FY 2018 General Fund budget of \$469 million.

The mission of the Department is accomplished through the practice of community-based policing and problem-solving known as Neighborhood Policing. This approach requires a shared responsibility between the Police Department and the residents of San Diego for addressing underlying problems contributing to crime and the fear of crime. The men and women of the SDPD work together in a problem-solving partnership with communities, government agencies, private groups, and individuals, to fight crime and improve the quality of life for the residents and visitors of San Diego.

The Department's mission is: *"To maintain peace and order by providing the highest quality police services."* The Department's vision is: *"A police department whose employees feel valued, works together in community partnerships to be a model of excellence in policing, and fosters the highest level of public trust and safety."*



GOALS AND OBJECTIVES

1. Improve the quality of life for all

- Reduce violent crime
- Improve priority call response times
- Ensure effective policing

2. Ensure accountability to high standards of performance, ethics, and professional conduct

- Require professional and ethical behavior by employees
- Achieve sound decision making
- Empower and develop the workforce to achieve excellence
- Support an informed and trained workforce

3. Strive for continuous improvement in efficiency and effectiveness

- Ensure continuous improvement of operations
- Effectively utilize and manage our resources
- Efficiently manage staffing levels

POINTS OF INTEREST

- SDPD received 1.4 million calls into its communications center in 2016.
- The City of San Diego has the lowest homicide rate of the largest U.S. cities.
- In 2016, the crime rate was the second lowest of the past 47 years.
- SDPD personnel participate in more than 4,800 community events each year.
- The Recruiting Unit attended 151 local and 58 nationwide events in 2016 and had approximately 47,000 total personal contacts. The Unit also offers applicants practice sessions for the Physical Abilities Test (a 475-yard obstacle course) every Tuesday and Thursday, as well as the first Saturday of every month.
- SDPD hosts a community event named Inside the San Diego PD where community members participate in scenarios similar to what an officer would handle. This would include use of force decisions, vehicle stops, taser, and K-9 deployments.

THE POSITION

Under the City Charter, the Chief of Police is appointed by the Mayor and confirmed by the City Council. According to the City Charter, the Chief of Police appoints, directs, and supervises Department personnel, subject to the approval of the Mayor and compliance with the City's Civil Service Rules. The Chief of Police is also responsible for providing leadership and direction for the overall operation and control of all property, equipment, and personnel in the Department.

Essential functions of the Chief of Police position include the duty to:

- Meet all standards imposed by law to be designated and serve as a chief of police for a city in California;
- Establish Departmental goals and objectives based upon the needs of the community and resources of the Department;
- Prepare and submit an annual budget, balancing of revenues and expenditures, and ensuring efficient operations of the Department;
- Provide for the development and implementation of effective in-service training programs for all Department personnel;
- Effectively interact with the Mayor, department heads and city staff, and various community groups in order to provide efficient, cost-effective levels of service;



- Provide education, direction, and leadership to the command staff and Department personnel, ensuring successful implantation of the Department's strategic goals;
- Promote high levels of customer service and quality of service delivery;
- Embrace the community's diversity and priorities to develop an ideal workforce to best meet the needs of the citizens;
- Keep the Mayor and City Council informed of relevant issues, and respond to inquiries in a timely and accurate manner;
- Provide a safe and livable working environment for all Department personnel;
- Develop and maintain programs and policies ensuring operational readiness and personal accountability;
- Maintain a highly visible presence throughout all areas and with all constituencies of the City;
- Attend and participate in various meetings related to public safety enforcement and issues; and
- Be responsible for disaster management, as well as responsibility for planning and preparing the community for acts of domestic terrorism.

THE IDEAL CANDIDATE

The City is seeking a creative, charismatic, and compassionate Chief of Police to represent the City and its Police Department in a positive way. The ideal candidate will be experienced, competent, and credible. He or she will be someone that encourages transparency, embraces diversity, and believes strongly in community-oriented policing. The City is looking for a leader who will serve not only as an administrator, but also as a mentor to staff and a champion for the community. The successful candidate will be a skilled professional with experience working in a large department and a history of successful interaction with diverse communities. He or she will be an excellent communicator with strong interpersonal and relationship-building skills and a commitment to continually working with residents and businesses to understand the needs of the community. A Chief of Police who is creative, open to new ideas, and capable of establishing and fulfilling the goals and objectives of the Department while implementing the overall vision of the City, is sought. San Diego's next Chief of Police will be someone who is accessible, approachable, and committed to creating a teamwork environment in which all ideas and feedback are valued and supported. The Chief should serve as an example to the staff,

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setting a high standard of performance, ethics, and integrity. He or she must be able to earn the trust of staff and hold staff accountable, while treating employees with dignity and respect. The incoming Chief will be an honest, consistent, firm but fair decision-maker with the willingness and courage to make tough decisions, when necessary, and stand up for the needs of the Department. The new Chief should be one who seeks out and provides opportunities for sworn and civilian staff to grow professionally. A candidate that has dealt successfully with recruitment and retention issues as well as police department budgeting will be valued.

Critical to the predictable success for the incoming Chief of Police is someone with the following attributes:

- Trustworthy, empathetic
- Outstanding public presentation, communication, and leadership skills
- Ability to utilize team approaches to problem solving
- Cultural awareness and competency
- Awareness of significantly diverse communities
- Demonstrate and encourage transparency in the workplace
- Team oriented with other law enforcement agencies
- Politically astute, yet apolitical
- Technologically savvy

The incoming Chief of Police will have challenges and opportunities that include:

- Keeping San Diego as one of the top safest cities in the nation
- Working in a bi-national environment with the busiest international border crossing in the world
- Maintaining a historical reputation of excellence in neighborhood policing
- Addressing questions of racial profiling
- Holding safe, large public events that include Comic-Con, marathons, parades, etc.
- Challenges related to staffing, recruitment, and retention
- Continued use of technology to drive safety efforts
- Engagement with communities throughout the City

The successful candidate will have extensive knowledge of the principles and practices of state-of-the-art methods of police administration, including utilizing state-of-the-art technology and current trends in policing methods; experience in the development and administration of an effective police-officer training program; solid budgetary and financial management expertise; a successful record in promoting equal opportunity programs; a strong background in employee and labor relations, as well as organizational management and development; skills in planning, organizing, and implementing long-range programs for police administration, training, and law enforcement; a solid understanding of the problems and issues unique to policing in a tourist, resort, and/or beach community; good community relations skills in order to inform the public about the positive accomplishments and image of the Department.

Any combination of experience and training that would likely provide the required knowledge, skills, and abilities necessary to successfully perform the essential duties of the position is considered qualifying. A typical way to meet this requirement would include: a Bachelor's degree from an accredited college or university in the areas of criminal justice, police science, public administration, or a closely related field, as well as possession of management or executive level Police Officer Standards and Training (P.O.S.T.) certification; a Master's degree is highly desirable; and significant experience as a Chief of Police or equivalent command level in a comparable metropolitan Police or Sheriff's Department of similar complexity, size, and budget. Candidates must demonstrate a stable employment history and possess a valid California Class C driver's license.

COMPENSATION

The monthly salary range for the incoming Chief of Police is established by the Fiscal Year 2018 Salary Ordinance. The annual salary range is \$195,000-\$210,000 plus incentive pay for California POST certification. Salary will be dependent upon qualifications and experience. The Chief of Police is eligible to participate in the San Diego City Employees' Retirement System, which provides a defined benefit pension plan. The City does not participate in Social Security.

For more information about the benefits package offered by the City, please contact Bob Murray & Associates at www.bobmurrayassoc.com.

TO APPLY

If you are interested in this opportunity, please visit our website at www.bobmurrayassoc.com to apply online.

**Filing Deadline:
December 8, 2017**

Following the closing date, resumes will be screened according to the qualifications outlined above. The most qualified candidates will be invited to personal interviews with Bob Murray and Associates. Candidates will be advised of the status of the recruitment following finalist selection. Finalist interviews will be held with the City of San Diego. A select group of candidates will be asked to provide references once it is anticipated that they may be recommended as finalists. References will be contacted only following candidate approval.

Pre-Employment Requirements – Any employment offer is conditioned upon successful completion of the City's pre-employment screening processes applicable to the position of Chief of Police. The applicant must have proof of citizenship or legal right to work in the United States. The City intends to verify all information provided by applicants to the City, including employment and education history and reference checks.

Upon a conditional job offer, a candidate must complete a pre-employment medical examination, which may include drug and alcohol testing, a criminal history review, and credit check. All pre-employment examinations of personal information will be conducted in accordance with the requirements of federal, state, and local law. Any misrepresentation, falsification, or omission of pertinent facts in any step of the screening and selection process may be cause for disqualification or termination of employment. Nothing in this job posting constitutes an express or implied contract for employment with the City of San Diego.

If you have any questions, please do not hesitate to call Mr. Regan Williams at:

(916) 784-9080.

The City of San Diego has an active Equal Opportunity/ADA Program for employment and vigorously supports diversity in the workplace.

