



CITY OF OAKLAND CHIEF OF POLICE

Photo: Greg Linhares, City of Oakland



Recruitment Services Provided by Ralph Andersen & Associates



AN AMAZING OPPORTUNITY

The City of Oakland, California is conducting a national search for the position of Chief of Police. A proven reform-minded leader, with top-notch communication skills and integrity will thrive in this large, dynamic organization. This department head will have experience successfully managing a large and diverse police department, effectively preventing crime and violence, and promoting a culture of fair and principled policing that meets the service needs of a diverse community. This inspiring leader will be able to make tough decisions and hold officers accountable to the highest standards of professionalism and integrity. This Chief will join a newly energized executive leadership team committed to providing excellent service to the entire Oakland community and a department that is achieving tremendous momentum in reducing crime and implementing progressive reforms.

The successful candidate will be excited to engage with all of Oakland's diverse communities and committed to building trust in every neighborhood – particularly with youth and communities of color.

CITY GOVERNANCE STRUCTURE

Oakland Mayor Libby Schaaf took office in January 2015 for a four-year term and is head of the executive branch. Mayors may serve for a maximum of two four-year terms. Oakland's legislative body is the City Council and is comprised of eight Council members. One Council member is elected "at-large" while the other seven Council members represent specific geographic districts. All Council members are elected to serve four-year terms without term limits.

The Mayor appoints the City Administrator who is responsible for all City operations and is supported by two Assistant City Administrators and one Deputy City Administrator. The City Administrator has overall responsibility for day-to-day administrative and fiscal operations of the City including the hiring of department directors.

Oakland voters will vote on Measure LL in the upcoming November election. If passed, it would establish a Citizens Police Commission, which would have additional oversight and authority over the Chief of Police.

OAKLAND POLICE DEPARTMENT

The mission of the Oakland Police Department (OPD) is to reduce crime and serve the community through fair, quality policing. The OPD vision is to be a leader in law enforcement through strong community partnerships, professionally developed employees, enhanced technology, and strategic and succession planning. The Department's goals are to 1) reduce crime; 2) strengthen community trust and relationships; and to 3) achieve organizational excellence. The Department is currently supported by approximately 1,221 full-time equivalent employees (777 budgeted sworn) and an FY 2016-2017 budget of just under \$261 million. The Department receives and processes approximately 600,000 calls for service per year. The command staff includes an Assistant Chief, four Deputy Chiefs, and nine Captains.

The Department consists of Fiscal Services, Research and Planning, the Internal Affairs Division, the Office of Inspector General, and four bureaus (the Bureaus of Field Operations 1 and 2, the Bureau of Investigations, and the Bureau of Services). The Bureaus of Field Operations are organized into five Citywide Police Areas, each led by a Captain. The Bureaus of Field Operations also contain the Neighborhood Services Section. This structure focuses on the implementation of community policing through geographic accountability in order to maintain strong community collaboration in the areas of problem solving, communication, community partnership, and transparency. OPD takes a holistic approach to community safety and has many special initiatives. Its primary violence prevention strategy is the Ceasefire Partnership, which includes community and faith leaders, intervention CBO partners, outside law enforcement partners, and the Human Services Department.

The Oakland Police Department operates under a Negotiated Settlement Agreement (NSA), which has required the Department to make significant reforms to its operations and improve its relationship with the public. The City has been assigned an Independent Monitoring Team and Compliance Director for the NSA. As agents of the Federal Court, they are charged with auditing NSA compliance, providing technical assistance and issuing regular reports. Nearly all of the 51 reform tasks set by the NSA have been completed, although three remain in only partial compliance. NSA parties are now focused on

reaching full compliance with the remaining three tasks, as well as institutionalizing the sustainability of the reforms already in place and fostering a culture of self-examination and constant improvement.

The Oakland Police Department participates in several innovative partnerships, including the White House's Open Police Data Initiative and a research partnership with Stanford University's Dr. Jennifer Eberhardt on addressing Implicit Bias in Policing. The Oakland Police Department has been recognized for its leadership in Procedural Justice Training, the Body-worn Camera program, Implicit Bias Research and Training, and violent crime reduction.

CHIEF OF POLICE

The Chief of Police is an at-will management-level position reporting to the City Administrator. The Chief serves as the Chief Executive Officer of the Police Department and is directly responsible for the administration, efficiency, and general conduct of all OPD community policing, law enforcement, and holistic crime prevention activities. Additional responsibilities include policy development, program planning, fiscal management, and administration/operation of the four OPD Bureaus. The Chief is expected to have exceptional communication skills to respond to concerns raised by the Mayor, City Administrator, and City Council as well as to serve as the primary spokesperson to the public and the media.

KEY RESPONSIBILITIES

The Chief is responsible for law enforcement and public safety initiatives in the City of Oakland in collaboration with other City departments and outside agencies, as appropriate. The Chief is committed to delivering quality policing services to all residents in a fair and equitable way that enriches the quality of life for Oakland residents.

Specific responsibilities include:

- Cultivating positive community relations by interacting with Oakland's diverse civic and community groups;
- Holding all members of the Oakland Police Department accountable to perform policing responsibilities in a fair, equitable, and procedurally just manner;

- Performing police department director duties including preparing and administering the budget; planning, directing, supervising, and coordinating the activities of Police Department personnel in serving the public, preserving order, protecting life and property, and enforcing laws;
- Taking an active role as a community member when hired;
- Stressing integrity as a core value; reviewing employee performance evaluations and taking appropriate disciplinary action where necessary;
- Forging effective professional relationships with all City of Oakland departments as well as with other Local, State, and Federal public safety officials and organizations;
- Conferring with residents, stakeholders, and City officials on law enforcement problems and assisting in the development of innovative municipal law enforcement policies;
- Researching modern, progressive police management methods; formulating and enforcing rules, procedures, and policies for efficient Department training and operation; and
- Directing and participating in the development of goals, policies, and priorities and implementing the OPD Strategic Plan 2016, the Stanford implicit bias recommendations, and other major initiatives related to moving the Department forward.

TOP PRIORITIES

- Delivering safety and crime prevention in Oakland and accelerating the decline in Oakland's violence;
- Implementing policies and practices that promote fair and principled policing;
- Ensuring a strong culture of the highest standards of transparency, integrity, and professionalism;
- Fostering a collaborative and innovative department that effectively engages other City departments and stakeholders;
- Cultivating community-oriented policing, with a continued focus on ensuring public confidence and trust in the integrity of the Police Department; and
- Ensuring the sustainability and continual improvement of reforms, including those required by the NSA.





IDEAL CANDIDATE

The ideal candidate will be a reform-minded leader who conveys an effective command presence, and has outstanding people and management skills. The ideal candidate will be capable of inspiring trust and confidence in all facets of Oakland's diverse communities, as well as earning the respect and confidence of both sworn and civilian employees. The next Chief of Police will be well-versed in community-oriented policing and problem solving; have a proven reputation for being accessible and transparent; and for building partnerships between the Department and the community to address crime and quality of life challenges. She or he will be a communicative, confident, collaborative, and decisive leader with sensitivity, political acumen, good judgment, astute environmental awareness, strong professional presence, and an inspiring demeanor to move OPD forward.

The ideal candidate will:

- Possess a passion for public service and public safety as well as positive futures for all Oaklanders;
- Exhibit exceptional leadership and people skills; the ability to work with and establish relationships with a wide-range of stakeholder groups, strategic partners, elected officials, colleagues, and the media;
- Have demonstrated the ability to hold others to values characterized by a commitment to integrity, honesty, transparency, humility, proactivity, innovation, equity, compassion, service excellence, and responsive leadership;
- Have extensive knowledge of large, complex urban environments and a successful track record of equitably serving and working with all spectrums of multi-racial, multi-cultural, and socioeconomically diverse communities;
- Exhibit outstanding communication skills; being hands-on, open, and receptive to working with people to create and sustain an environment of trust and respect;
- Possess political savvy, technological savvy, and the ability to receive constructive criticism;
- Demonstrate the ability to make decisions based on facts and merit, while maintaining flexibility; and
- Display a demonstrated commitment to community-oriented policing and problem solving, staff development, and morale building to set a positive tone within the Department.

EDUCATION AND EXPERIENCE

Education – This position requires a Bachelor's degree from an accredited college or university with major coursework in police science, criminal justice, law enforcement, business, public administration, or a closely related field. It is desirable that candidates possess a Master's degree in a related field.

Experience – This position requires a minimum of ten continuous years of experience in municipal law enforcement, of which, five years are equivalent to Police Captain/Commander or above, and a minimum of two years of experience as Deputy Chief in a medium-to-large law enforcement agency. It is desirable that candidates have previous experience as a Police Chief in an organization of comparable size and complexity to Oakland.

POST Background Required – The selected candidate will also be required to successfully pass a qualifying medical, psychological, and extensive background screening procedure to be coordinated by the City of Oakland and consistent with California POST regulations.

Final Selection and Appointment – The Mayor and City Administrator will select the final candidate based on a combination of education, experience, and credentials that best fit the needs of the City of Oakland.

COMPENSATION AND BENEFITS

A competitive compensation package will be offered for this at-will executive position, with excellent benefits including medical insurance, life insurance, automobile allowance, paid holidays, vacation, sick leave, management leave, a great public sector retirement, and voluntary deferred compensation.

THE SELECTION PROCESS

Interested candidates may apply by sending their resume, cover letter, salary history, and six professional references to Ralph Andersen & Associates via apply@ralphandersen.com.

Candidates are requested to submit materials prior to **November 11, 2016**. Candidates may be asked to complete a series of written responses for further evaluation and possible presentation, and submit a summary of career accomplishments as part of the final steps of the selection process. Ideally, the selected candidate will join the City of Oakland at a mutually agreed upon date.

Interested individuals should be aware that Ralph Andersen & Associates will work closely with the City throughout this process to ensure confidentiality to the fullest extent possible. References will not be contacted until mutual interest has been established. If you have questions or would like to discuss this opportunity further, please call Mr. Robert Burg at (916) 630-4900. Confidential inquiries are welcomed.

The City of Oakland is an equal employment opportunity employer and encourages all qualified individuals to submit an application for this exceptional career opportunity.

For information about the Oakland Police Department visit the website www.oaklandpolice.com.



The City of Oakland is an
Equal Opportunity Employer



THE COMMUNITY OF OAKLAND

The City of Oakland is a dynamic city with 50 distinct and eclectic neighborhoods, 17 commercial districts, an increasingly vibrant downtown, a strong economic base, world-class arts and entertainment venues, superior cultural and recreational amenities, and a rich multicultural heritage. Oakland is the eighth-largest city in California with an estimated population of 413,775 (2014 U.S. Census Bureau). The City serves as the administrative seat of Alameda County and the center of commerce and international trade for Northern California. Oakland is one of the most diverse and ethnically integrated urban cities in the nation, with major representation from Hispanic and Latino, Asian, African-American, and Caucasian residents speaking over 125 languages and dialects. The City is also home to the third-largest LGBT community among the 50 largest U.S. cities. Oaklanders love their city and are passionate about their communities, neighborhoods, and traditions. The City of Oakland enjoys a tradition of working closely with the entire community. Oakland is an ideal place to live, work and play.

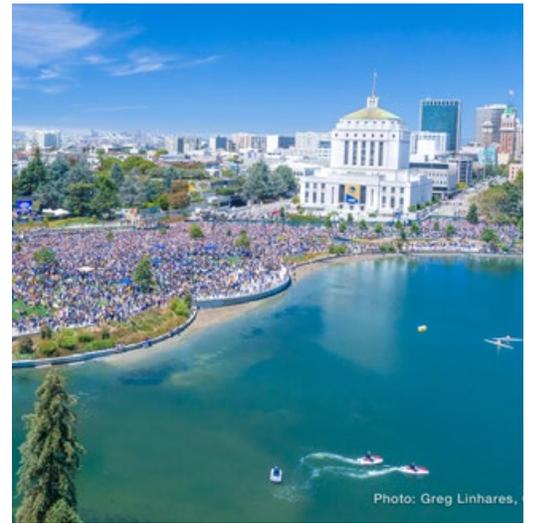
Oakland's landscape is a picturesque mix of coastline to the west and rolling hills to the east, which provide unparalleled views of the San Francisco Bay. Oakland has more parks and open space per capita than any other city in the Bay Area. Oakland is at the heart of the East Bay Regional Park District, a splendid system of 65 parks covering more than 120,000 acres and 29

regional hiking trails stretching 1,250 miles in Alameda and Contra Costa Counties. Jack London Square, the waterfront area, and beautiful Lake Merritt are destinations enjoyed by both residents and visitors. Oakland is the proud host of three professional sports teams: the Oakland Raiders, Golden State Warriors, and the Oakland Athletics.

Oakland has emerged as a major economic force in the region. As a center for international trade, the Port of Oakland is the nation's fifth busiest container port. The Oakland International Airport is served by 12 major domestic and international airlines. Oakland is home to several corporate headquarters including Kaiser Permanente, Clorox, Pandora, Sungevity, Dryer's Grand Ice Cream, Ask.com, and Revolution Foods. Uber recently announced its purchase of an office building and will locate 2,000-3,000 employees in Oakland. High-quality educational opportunities abound as six major universities, including U.C. Berkeley, are within a 40-mile radius.



CITY OF OAKLAND FACT SHEET



AVERAGE MEDIAN HOME PRICE
\$520K

ANNUAL HIGH: 67°F
ANNUAL LOW: 51°F



POPULATION OF 413,775
PEOPLE, SPEAKING 125
LANGUAGES & DIALECTS

OAKLAND IS HOME TO 8
COLLEGES AND UNIVERSITIES



ATTRACTIONS



3 PRO
SPORTS
TEAMS



THE
CHABOT
OBSERVATORY



THE
OAKLAND
ZOO



BEAUTIFUL
LAKE
MERRITT



OVER
140
PARKS

AWARDS & ACCOLADES

#1 MOST
DIVERSE
LARGE CITY
IN AMERICA
(WALLETHUB)

5TH TOP
DESTINATION
TO VISIT IN
THE WORLD #5
(NEW YORK
TIMES)

#8 EIGHTH
BEST CITY
IN AMERICA
(LONELY
PLANET)

3RD BEST
CITY FOR
STARTUPS #3
(POPULAR
MECHANIC)