



Chief of Police

City of Sacramento, California

California's Capital City





An Outstanding Career Opportunity

A national search is underway to attract highly qualified candidates to lead the Sacramento Police Department. Recent events around the country have underscored the need for, and importance of, lasting collaborative relationships between police and the community. City of Sacramento Leadership is eager to make comprehensive and positive changes that build both community trust and ensure public safety; with strong civic and community support, meaningful changes are underway. Sacramento seeks a proven reform-minded leader, with top-notch communication skills and a commitment to transparency who will thrive in this dynamic organization. Top candidates will have a stellar career history with experience successfully managing organizational changes and advancing collaboratively-crafted, comprehensive reforms as typified by those recommended by the President's 21st Century Policing Task Force. The City of Sacramento is considered one of the most ethnically and culturally diverse urban cities in the nation and the successful candidate will have the opportunity to engage with Sacramento's varied neighborhoods, from its youth to its senior population, and will be committed to building trust. This inspiring leader will understand the various community policing models and will implement strategies that help reduce crime and violence while ensuring a culture of fair and principled policing that meets the service needs of the community.

The Community

The City of Sacramento is the sixth largest city in California with more than 490,000 residents. The Sacramento Region, including surrounding cities and counties, has a population of 1.9 million, making it the 27th largest metropolitan area in the nation. The community is one of the most culturally diverse of all American cities with a blend of residents, businesses, and students from many ethnic cultures and backgrounds. Sacramento's culturally rich residents include Hispanic (26.9%), Asian (18.3%), African-American (14.6%), Pacific Islander (1.4%), Native American (1.1%) and Caucasian (34.5%). The City also has the seventh-largest LGBTQ population among major American cities.

City Government

Sacramento is a charter city operating under the City Manager/Council form of government with eight council districts and a directly-elected Mayor. The City Manager was newly appointed in 2017 and oversees the day-to-day operation of the City. Sacramento provides a full array of municipal services with a total budget for FY2016/17 of \$978 million and more than 4,484 full time employees.

The Police Department

The mission of the Sacramento Police Department (SPD) is to work in partnership with the community to protect life and property, solve neighborhood problems, and enhance the quality of life in the City of Sacramento.

With a FY2016-2017 budget of \$132 million, the SPD has 751 sworn officers and 301 civilian employees working in one of four offices (Office of the Chief; Operations; Investigations; Specialized Services).

The Sacramento Community Police Review Commission (SCPRC) holds public meetings and provides a venue for community participation in reviewing and discussing Police Department policies, practices, and procedures. In addition to monitoring the implementation, evaluation, and sustainability of City policing initiatives and programs, the SCPRC advises and makes recommendations to the public, the City Council, and the City Manager when necessary. Additionally, the City has an Office of Public Safety Accountability (OPSA) that, under the direction, control, and supervision of the City Council, investigates misconduct complaints.

Community Engagement in the Search Process

The City of Sacramento and the City Council have recognized that inclusion, engagement, and transparency are required to build community trust. City leaders recently (November 2016) organized and hosted four "**Community Public Safety Best Practices Forums**" in different areas of the City. Sacramento's elected officials, members of law enforcement, community leaders, and residents were invited to join together to begin the conversation about the proactive measures that should be taken to strengthen transparency and accountability, as well as improve the Police Department's Use of Force Policy. The meetings provided important information to the City Council, including community members' strong desire for community policing and stronger police-community relationships. The community also provided feedback on the attributes desired in their next Chief of Police. Information gathered during the Forums has been incorporated into the qualifications and experience-level required for this Chief of Police recruitment effort. In addition to the input from the Forums, the City is also seeking additional input from the community at-large on the attributes and characteristics of candidates for the Chief of Police position.

This additional information is being gathered through:

- **Internet surveys** which seek to obtain input from both Community members and Police Department members (sworn and civilian). Both surveys will be open through May 15, 2017 and are available at www.ralphandersen.com/sacramentosurvey.
- **Email** (Input-SacPC@ralphandersen.com). **General Comments** beyond the Internet surveys **will be accepted**.

A summary of all survey data will be provided to the City and posted on-line in advance of the candidate interviews. Additionally, the City Manager's Office, supported by the recruitment firm, will conduct stakeholder meetings to solicit additional input.

The Ideal Candidate

Feedback from the **"Community Public Safety Best Practices Forums"** has given the City Leadership insight into the qualifications and attributes necessary for the next Chief of Police. The Chief of Police will be a visionary leader who conveys strong leadership with an effective command presence, as well as outstanding people and management skills. The ideal candidate will be an inspirational leader, excellent public speaker, responsive to the community, and quick to think on his/her feet in public meetings. The Chief will also quickly earn the trust of the community and the respect of both sworn and civilian employees.

The top candidate will also be an individual who is compassionate, respectful, honest, and ethical and will possess the highest levels of integrity. The Chief will welcome and embrace the rich diversity that is the fabric of Sacramento and its unique neighborhoods, and build strong and genuine connections throughout the community.

The Chief will set clear goals for the Department and develop a comprehensive plan that emphasizes trust-building, accountability, and transparency. The ideal candidate will also have a proven track record of implementing accountability and transparency

policies. The Chief will be forward thinking, focused on 21st Century Policing, and driven to implement best policing practices that are appropriate in today's world. The Chief will be committed to a Crisis Intervention Team (CIT) model of managing individuals in behavioral crisis with a focus on de-escalation. The Chief will also address issues related to youth, homelessness, mental health, and other underserved segments of the community. A collaborative style and an eagerness to partner with community-based organizations and regional agencies is essential.

Top contenders for this position will be non-political and have the conviction and courage to proactively address challenges and make the tough decisions, while also standing up for what is in the best interest of the City and the community.

The selected candidate will be expected to quickly identify, address, and implement changes while working in conjunction with City Leadership, community and regional stakeholders, Police Union, and other employee organizations.

The candidate selected for Chief of Police will be transparent in communications (both internal and external) and value full transparency. The Chief will embody the philosophy of openness and will expect the same of his/her command staff.

Opportunities and Challenges

Segments of the population are calling for police reforms that will significantly and positively change the Police Department's relationship with those it is charged to serve. The successful candidate will provide strong leadership and demonstrate the ability to manage and lessen the tensions that sometime accompany a call for change. The new Chief of Police will need to quickly address public safety concerns by addressing issues in a thoughtful and transparent manner with a focus on collaboration between the Police Department and the community.



Other opportunities for success include:

- Enhancing and promoting the Department's image to reflect a highly responsive, community focused, and customer service oriented police force committed to serving the diverse neighborhoods of Sacramento;
- Develop innovative outreach and employment activities to increase gender and ethnic diversity within all ranks of the Department;
- Address organizational issues including succession planning, retention, and overall staffing needs of the Department;
- Fully implement the newly adopted (November 2016) Use of Force Policy; and
- Further expand various grant funding for an array of programs including hiring additional officers, enhanced equipment, youth and intervention programs, and 311 Call Center improvements.

Qualifying Education and Experience

The education and experience guidelines for consideration in this Chief of Police selection process include:

- **Education** – Graduation from an accredited college or university with a Bachelor's degree. A Master's degree is preferred.
- **Experience** – Eight years of broad and extensive supervisory experience in municipal police work, including at least two years at the Command Level. Ideally, experience will have been gained in a metropolitan jurisdiction (population 250,000 or greater). While California experience is a plus, highly qualified applicants with Executive/Command Level experience in a culturally diverse urban environment are strongly encouraged to submit credentials for consideration. Experience working with labor unions is vital.
- **Executive Level Training** – Completion of FBI National Academy, California Command College or other recognized Executive Leadership training.

Compensation and Benefits

This at-will position has a competitive salary dependent on qualifications and is augmented by an excellent benefits package including CalPERS Retirement. Interested candidates are strongly encouraged to discuss specific compensation expectations with Ralph Andersen & Associates.

Application and Selection Process

This is a **confidential process** and will be handled accordingly throughout the various stages of the process. **References will not be contacted until mutual interest has been established.**

Candidates are strongly encouraged to apply no later than **May 8, 2017** to Ralph Andersen & Associates by sending a compelling cover letter, comprehensive resume, and current salary to apply@ralphandersen.com.

Only the most highly qualified candidates will be invited to participate in the **confidential selection process** anticipated in late May. The City Manager will formulate a Professional Panel (i.e. other law enforcement officials and other municipal professionals) to further evaluate candidates and provide independent feedback in the areas of career experience, education, and overall fit with the community's values. The summary of information obtained from the extensive public input process (Community Public Safety Best Practices Forums, Stakeholder Meetings, and Internet Survey Results) will be used in this evaluation criteria in this stage of the process. The City Manager will introduce the top candidate to the Mayor and City Council.

Timing for a final decision and selection is anticipated during early-to-mid June. An offer, contingent on successfully completing processes required by California POST, will follow. A public announcement and media release of the final selection will be made when appropriate. The new Chief of Police will join the City of Sacramento upon a mutually agreed upon date.

Confidential inquiries and questions regarding this career opportunity should be directed to: Ms. Heather Renschler (heather@ralphandersen.com) or Chief Gary Peterson (Retired) (gary@ralphandersen.com), or call 916.630.4900.

The City of Sacramento encourages women, minorities, and persons with disabilities to apply. Applicants will be considered regardless of race, color, creed, national origin, ancestry, sex, marital status, disability, religious or political affiliation, age, sexual orientation, medical condition, or pregnancy.

www.cityofsacramento.org

