



Memorandum

TO: HONORABLE MAYOR AND
CITY COUNCIL

FROM: Debra Figone

**SUBJECT: ADOPTION OF STATEMENT
OF POLICY AND QUESTIONS
FOR CHIEF OF POLICE**

DATE: December 17, 2010

RECOMMENDATION

Adopt a Statement of Policy and City Council Questions related to the selection of a new Chief of Police as described in this memo, in compliance with City Charter Section 411.1.

BACKGROUND

In December 2001, the City Council adopted a process for Council confirmation of department head appointments, in compliance with City Charter Section 411.1. The process requires that the Council, prior to meeting with the City Manager's recommended candidate for department head positions that are subject to the Charter's requirements, adopt a statement of policy for the department involved, along with proposed questions for the Council to present to the prospective appointee.

ANALYSIS

The proposed Statement of Policy reflects the department's mission and core services as proposed for approval by Council as part of this year's budget process. The proposed broad goals, objectives, and aspirations for the department were developed based on previous Council direction and key issues facing the department.

The proposed Council Questions reflect those adopted for recent department head hiring processes. Further questions specific to this recruitment have been added, and of course, Council members will be able to ask further questions of the proposed appointee in the Closed Session. The interview process preceding the Council's confirmation process will be extensive. Some of what has been used in that process may be included when the recommended candidate is presented to the City Council.

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PUBLIC OUTREACH

- Criteria 1:** Requires Council action on the use of public funds equal to \$1 million or greater. **(Required: Website Posting)**
- Criteria 2:** Adoption of a new or revised policy that may have implications for public health, safety, quality of life, or financial/economic vitality of the City. **(Required: E-mail and Website Posting)**
- Criteria 3:** Consideration of proposed changes to service delivery, programs, staffing that may have impacts to community services and have been identified by staff, Council or a Community group that requires special outreach. **(Required: E-mail, Website Posting, Community Meetings, Notice in appropriate newspapers)**

This item does not meet any of the criteria above. This memorandum will be posted to the City's website for the January 11, 2011, City Council Agenda.

COORDINATION

This memo has been coordinated with Department of Human Resources.

COST IMPLICATIONS

None.

CEQA

Not a Project, File No. PP10-070(b), Personnel Related Decisions.


DEBRA FIGONE
City Manager

For questions please contact Mark Danaj, Director of Human Resources, at (408) 975-1475

Attachments



STATEMENT OF POLICY

Police Department

Department Mission

Create safe places to live, work and learn through community partnerships.

Core Services

- **Crime Prevention & Community Education** – Provide programs and services through community education and partnerships to reduce criminal activity and enhance public safety.
- **Investigative Services** – Provide for the objective examination of events through the collection of evidence, interviewing of witnesses, the interrogation of suspects, and other activities, to arrive at a resolution or successful prosecution.
- **Regulatory Services** – Provide for the mandated regulation of businesses and activities and the issuance of those attendant mandated permits that are in the public interest.
- **Respond to Calls for Service** – Provide for 24-hour emergency and non-emergency police calls, which include but are not limited to crimes against persons and property, disturbances, traffic accidents, disasters, and medical emergencies.
- **Special Events Services** – Provide for safe and orderly special events including festivals and parades, free-speech demonstrations, political rallies, labor disputes, and dignitary visits, as well as other incidents requiring extra-ordinary planning and/or resources.
- **Traffic Safety Services** – Provide for the safe and free flow of traffic through enforcement, education, investigation, and traffic control.

Council Policy

Council policy as to performance measures, resource allocation, and project delivery is contained in the 2010-11 Adopted Operating Budget, and the 2010-11 Adopted Capital Budget/2010-14 Capital Improvement Plan.

**CITY COUNCIL QUESTIONS
CHIEF OF POLICE HIRING PROCESS**

The following is a core set of suggested questions that the City Council may use in the confirmation process for the new Police Chief. The Council may add or subtract from this list of questions.

1. Please describe your education, experience, and accomplishments, and explain how they prepare you for this position.
2. The Statement of Policy for the Department lists the Council's approved goals, objectives, and aspirations. Please explain, in general terms, your planned approach to these issues.
3. As you know, the City Manager embarked on an outreach campaign to obtain a broad and deep range of internal and external stakeholder input. Please summarize your understanding of the outcome of these efforts in terms of the key attributes the new Police Chief should possess. How do you fit this profile?
4. What is your plan for ensuring that you maintain good communication with the Mayor and City Council members? How will you communicate with the general public?
5. Please describe your experience working in a unionized environment. How have you established positive working relationships in such an environment?
6. Community Policing is a term used liberally in many law enforcement agencies today. What are the key elements of a sound contemporary community policing philosophy? What are primary police practices associated with community policing? How would you go about instituting these policies in a climate of significant budget cuts?
7. What standards will you put in place to measure performance of the department in providing timely, efficient, and informative service to its customers?
8. Specifically, what will you do to create or attract a more diverse pool of talent from which to make recruit and command staff appointments?
9. How will you ensure a safe and productive work environment for police personnel?
10. In a diversity rich community like San José, language skills and cultural competency are very important. What experience do you have in this area?

11. San José has a significant structural budget deficit that has been exacerbated by the recession. Please share your experience with dealing with budget reductions while ensuring the safety of the community.
12. How would you approach workforce planning and leadership development in the department?
13. What is your view of racial profiling of community members by police? What are the various dimensions of this issue, including reasons why some people believe is a significant problem in law enforcement, while others believe it is not? What are some "best practices" that you believe are most effective in countering racial profiling, whether it is "real" or "perceived"? What practices would you pursue, given what you know about the San Jose community, its workforce and the relationship between community members and police?
14. To what extent do you think it is the responsibility of police officers to show courtesy and respect to community members with whom they have contact? How would you expect that officers you command to demonstrate courtesy and respect to community members? Conversely, what is the responsibility of community members to show courtesy and respect for police officers with whom they have contact?
15. How would you ensure that bridges and relationships are built and maintained between the San Jose Police Department and the community?
16. During the City Manager's outreach, a key theme heard from community and workforce was for the next Police Chief needed to be a courageous leader. From your perspective, what is courageous leadership and how do you demonstrate this quality?
17. Feedback from department employees indicate that the morale is very low for many reasons. How would you assess the issue of low morale address it?
18. What would be your strategy and approaches for delivering effective public safety services to our community during these persistent times of limited and shrinking resources?
19. What else should the City Council know about you?