



City of Concord Chief of Police

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The Opportunity

Progressive and successful police executives are invited to consider the position of Chief of Police of the City of Concord as a career capstone opportunity. With a focus on customer service, the Concord Police Department provides innovative, responsive, and effective public safety and quality of life services to the community. The Department has built strong relationships within Concord's diverse community and, in-turn, is well respected and supported by the community. The next Chief will have the opportunity to continuously improve on an already high performing agency that is renowned in Northern California.

The Community

Nestled in the foothills of Mt. Diablo, Concord is located 29 miles east of San Francisco. As the largest city in Contra Costa County, with approximately 130,000 residents occupying 31 square miles, Concord has much to offer. The dynamic community reflects a careful blending of residential neighborhoods, high-rise Class A office space, regional shopping centers, light industrial complexes, parks, open space, a golf course, and a vibrant entertainment-driven downtown. Concord has a state-of-the-art hospital, a wide variety of restaurants, a 12,000-seat outdoor concert venue (the Concord Pavilion), a regional water park (Hurricane Harbor), and numerous opportunities for continued economic growth.

Its central location offers easy access to Oakland and San Francisco, the Silicon Valley, the redwoods of Northern California, the wineries of Napa Valley, the rugged Monterey coastline, and the astonishing beauty of the Sierra Nevada mountain range. Bay Area Rapid Transit (BART) high-speed trains, local bus services, and the San Francisco and Oakland international airports, along with the local Concord Airport-based JetSuite Airlines, provide transportation options for residents, commuters, and visitors alike. Concord takes pride in being a community "Where Families Come First," and for being named a Tree City USA for 28 years.

With over 160,000 visitors a year, Historic Todos Santos Plaza, "Concord's living room," is the community gathering place for special events such as the year-round Farmers' Market, the seasonal Blues, Brews, and Bar-B-Ques, Music & Market series, and holiday celebrations, as well as serves as a wonderful outdoor space to enjoy.

Diverse public and private educational opportunities await students of all ages in Concord. A full range of academic offerings are available, ranging from preschool to graduate study. The Mt. Diablo Unified School District, along with private and parochial schools, provide education for adults and grades K-12. California State University, East Bay, and other colleges offer graduate and certificate degree programs in Concord.

The Organization

Concord is a general law city that operates under a Council/Manager form of government. Five members of the City Council are elected from districts to overlapping terms of four years, and annually select one of their members to serve as Mayor. The City Council is the legislative body for the City, responsible for setting policy, goals, and priorities. The City Council appoints the City Manager and City Attorney. The City Treasurer is directly elected. The City Manager is responsible for day-to-day operations of the City, implementation of Council policy and achieving the Council's goals and priorities. She does this in partnership with an Assistant City Manager and seven Department Heads (including the Police Chief), while working closely with the City Attorney.

The City of Concord is a mission-centered organization with City Manager, Valerie J. Barone, overseeing a staff of 418 full-time employees committed to realizing the organization's long-standing Mission: to join with our community to make Concord a city of the highest quality by providing responsive, cost-effective, and innovative local government services. More detail on the City's Mission, Vision, and Values can be found at: www.cityofconcord.org/236/Mission-Vision-Values. The City of Concord provides a full range of services including police protection, code enforcement, recreational activities, development services, economic development, street improvements and maintenance services, parks and median maintenance, sewer, and general administrative and support services. Fire, water, and electrical services are provided by other agencies.

The City adopts two-year budgets and is currently in the first year of its adopted Fiscal Years 2019-20 and 2020-21 budget. The adopted General Fund budget for year one, FY 2019-20, is \$108 million and \$161 million all funds. The City is on the second year of its two-year Capital budget of \$41.5 million. Concord is proud of its municipal leadership in long range financial planning. Many California cities are facing constrained budgets due to infrastructure maintenance and employee costs, and the City of Concord is no exception.





Concord has a unique opportunity over the next 30 years to redevelop the former Concord Naval Weapons Station into a world-class addition to our community. At build out, these 5,000 acres will create 28,000 jobs, house 30,000 more residents, and provide 3,400 acres of parks, trails, and open space. The project plans for a higher education campus district near the North Concord BART station and a Tournament Sports Complex with both indoor and outdoor facilities. This is a unique and unparalleled opportunity for the region. The City anticipates completion of a specific plan and transfer of the first 1,200 acres from the Navy to the City in 2021.

Police Department

The mission of the Concord Police Department is to provide the highest quality police services in order to enhance community safety, protect life and property, and reduce crime and the fear of crime. The Department works together in partnership with the community and City employees to resolve problems and improve the safety and quality of life for all. Human life, employee value, community service, problem solving, professionalism, and integrity are the values that guide the Department every day in accomplishing its mission.

The Concord Police Department is staffed with 154 sworn and 57 professional staff. The Department is organized into three Divisions: Field Operations, Investigations, and Administration. Each Division is led by a Captain, each of which reports directly to the Chief of Police. Also reporting to the Chief of Police are an Administrative Manager and an Executive Secretary. The Concord Police Department also oversees dispatch (including for the neighboring community of Clayton), emergency preparedness for the City, a Volunteers in Police Service program with over 100 members, City code enforcement, and a jail. The Department's budget for Fiscal Year 2019-20 is \$61 million, which represents nearly 60% of the City's general fund budget. An organizational chart of the Concord Police Department, along with the FY 2019 budget, can be found at: www.ralphandersen.com/jobs/cop-concord.

Challenges and Opportunities

The next Chief of Police for the City of Concord should have a strong commitment to community partnerships in order to address various challenges and opportunities:

- While Concord is a safe community, it is not immune to contemporary policing issues, such as impacts from individuals experiencing homelessness, property crime, fear of violent crimes,

traffic congestion and complaints, and code enforcement/nuisance violations. The next Chief of Police will be called upon to ensure the Concord Police Department is well prepared for issues before they take hold and employs the best practices available to effectively address these challenges.

- Concord's ethnic diversity and growing immigrant community requires increasing investment by the Concord Police Department in building and maintaining strong, effective, and inclusive relationships across all segments of the community. Concord has made great progress in this area, using community-oriented policing, establishing partnerships with community groups, and employing social media. The next Chief will move the organization to the next level, including improving how we efficiently share useful information on crime and disorder issues with the community.
- The next Chief of Police has opportunities to enhance the Department's use of technology to improve customer service and enhance the efficient and effective delivery of police services. The Department went live with body-worn cameras and car dashboard cameras in 2018. The Department will soon begin implementation of new Records Management and Computer Aided Dispatch Systems. The next Chief will need to be knowledgeable of and comfortable with technologies and intelligence-led policing models to continue to move the Department forward in these areas in a cost-effective manner.
- In light of PG&E's Public Safety Power Shutoffs, risks of severe wildfires, and ever-present earthquake risks, the next Chief will place renewed focus on emergency preparedness and management.
- Considering the Police Department represents 60% of the City's overall budget, the next Chief will need to be able to find operational efficiencies while continuing to provide the high level of service expected by the community.
- The recruitment and retention challenges facing nearly all police departments in the United States are not as acute in Concord as in some communities but remains an ongoing challenge for the Concord Police Department. The next Chief will focus on strengthening the Department's recruitment efforts and ensuring we are recruiting a diverse pool of highly qualified candidates. He/she will also employ innovative ways to retain employees and develop existing staff for future promotional opportunities.

Ideal Candidate

In addition to being highly ethical and well qualified, certain traits will be essential for success in Concord:

- The City of Concord desires a Chief of Police who will deeply commit to the City, integrate into the fabric of the community, and be a recognized community leader. A leadership style characterized by inclusion, accessibility, approachability, empathy, communication, and respect for people in the broadest possible sense is essential.
- The beauty and idyllic climate of the Bay Area belies the ever-present risk of natural and manmade emergencies. The ideal candidate will have training and experience in this area and will also have the stature to be a calming figure in times of crisis.
- A leadership style that recognizes the value of people in the organization and empowers them to use their talents and creativity toward solving community problems and advancing the capabilities of the Department, and City overall, is essential.
- The Chief should expect to fully integrate within the City Manager's leadership team and assist in achieving Council goals and citywide initiatives, policies, and projects. The culture within the City of Concord is team oriented, collaborative, and cooperative.
- The Concord Police Department has been working diligently to promote a culture of customer service in the police department through formal training, mentoring, and coaching. Consequently, the Police Department is held in high regard by the community. The next Chief of Police must be fully committed to providing this level of service, day in and day out, and looking for ways to efficiently enhance these efforts.
- It is essential that the Chief have knowledge of and experience with: (a) best practices in effective policing, including intelligence-led policing, to effectively respond to crime, quality of life issues, and perceptions of crime; and (b) administrative functions of leading a police agency, including budget, information technology, collective bargaining, and human resources.
- The ability to communicate comfortably with all people in all situations is a desired attribute that is gained by appreciating diversity and valuing people. The ability to communicate in other languages, especially Spanish, would be beneficial.
- The City desires a Chief of Police who has demonstrated regional or statewide leadership in the public safety profession and will commit to serving in the role for five years or more.

Experience and Education

Education: A Bachelor's degree in Public Administration, Business Administration, Criminal Justice, or other appropriate field is required; a Master's degree is highly desirable.

Experience: Six years of increasingly responsible professional police management experience, including three years in directing work or supervising others, is required.

California Commission on Peace Officer Standards & Training (POST) Executive or Management certificate, or similar from another state is required. Completion of the FBI National Academy or a similar law enforcement executive leadership program is highly desirable.



Compensation

The City of Concord will offer its next Chief of Police an excellent and competitive salary and benefit package. The salary range for the Chief of Police is between \$187,595 and \$270,816, depending on the applicant's qualifications. City of Concord benefits include:

CalPERS Retirement System: All eligible employees become members of the California Public Employees Retirement System (CalPERS). This program provides 3.0% @ 50 years of age for CalPERS classic members with a 9% employee contribution, and 2.7% @ 57 for other CalPERS members with an employee contribution of 10.75%. The City of Concord participates in Social Security.

Deferred Compensation Plans: The City offers a 401(k) and 457 plan that allows both pre-tax and after-tax (Roth) contribution options, up to the IRS annual limit. The City contributes \$2,000 annually plus 3% of salary to a 401(k) account.

Annual Leave: Vacation accruals and starting balances will be negotiated with the selected candidate.

Insurance: The City offers excellent benefits for its employees including medical, dental, optional vision, and long-term disability coverage.

Recruitment Process

This is a confidential process and will be handled accordingly throughout the various stages of the process. Candidates should be aware that references will not be contacted until mutual interest has been established.

Interested candidates should apply by **December 9, 2019** to Ralph Andersen & Associates by sending a compelling cover letter and a comprehensive resume to apply@ralphandersen.com. Preliminary interviews will be followed by a comprehensive three-panel interview process scheduled for January 24, 2020. Additionally, a supplemental questionnaire may be required with responses to specific questions.

Recruitment Schedule:

- Recruitment Opens: November 6, 2019
- Recruitment Closes: December 9, 2019
- Review of Resumes with City Officials: January 6, 2020
- On-Site Interviews: January 24, 2020
- Finalist Interviews: Late January/Early February 2020

For further information or questions on the recruitment process, please contact Chief Greg Nelson (ret.) or Chief Bryan Noblett (ret.) at (916) 630-4900. Confidential inquiries are welcomed.