



City and County of San Francisco

CHIEF OF POLICE

Apply by August 31, 2016



A Rare and Incredible Opportunity

A national search is underway to attract highly qualified candidates to lead the San Francisco Police Department (SFPD). In this special and challenging time period for American law enforcement, this is a rare and incredible opportunity to lead one of the nation's top law enforcement agencies in a city eager to make comprehensive and positive changes that builds both community trust and ensures public safety. With strong civic and community participation, San Francisco seeks to position its Police Department at the forefront of the movement in law enforcement to embrace thoughtful, collaboratively-crafted, comprehensive reforms as typified by those recommended by the President's 21st Century Policing Task Force. With that process already underway, San Francisco seeks a Chief of Police who is passionate about that mission and enthusiastic about the opportunity. Top candidates will have a career history that demonstrates outstanding leadership skills and the ability to embrace and celebrate the culture, ethnic diversity, community values, and iconic assets that the "City by the Bay" represents. Importantly, this highly accomplished individual will also be strategic and well-prepared to address an array of vital policy issues including police accountability, transparency, and discipline. The Chief of Police will assume responsibility for bringing a collaborative and strategic focus to a deeply concerned community that is collectively focused on police reform.

Well-equipped candidates will have a stellar career history in a major metropolitan area and will be top law enforcement executives known for their engaging, confident yet personable style, and excellent communication skills. This career capstone position warrants serious consideration for those select few on a local, regional, and national basis that clearly exceed typical expectations.

The Governing Structure

San Francisco is the only city in California that is also a county. Its governing powers are vested in an eleven-member Board of Supervisors elected by district, with each serving a four-year term.

The Mayor – the chief executive of the city – is elected by the voters for a four-year term, as are the City Assessor, Treasurer, City Attorney, Public Defender, District Attorney, and Sheriff. Mayor Edwin M. Lee

was first elected in 2011 as the 43rd Mayor for the City and County of San Francisco. He was re-elected in November 2015 for his second four-year term.

By City Charter, the Police Commission is empowered to create and enforce the policies and procedures it deems necessary to provide for the efficient operation of the Police Department. Four members of the commission are appointed by the Mayor and confirmed by the City's Board of Supervisors, and the remaining three members are direct appointees of the Board. The Chief of Police is nominated by the City's 7-member Police Commission, and reports jointly to the Mayor and the Commission. The Chief of Police is an at-will employee and serves at the pleasure of both the Mayor and the Police Commission and can be removed by either acting jointly or independently.

The Commission has systematically reviewed and endorsed all the recommendations of the President's 21st Century Task Force; already begun a collaborative reform review with the U.S. Department of Justice COPS Office; and recently completed a highly collaborative, inclusive, and successful process that resulted in a comprehensive overhaul of its use of force policy modeled on the Police Executive Research Forum's (PERF) "Guiding Principles on Use of Force" strongly emphasizing de-escalation, crisis intervention, and other techniques. The Police Commission also oversees a fully staffed and independent Office of Citizen Complaints (OCC). One of the first and strongest civilian oversight agencies in the country, the OCC investigates and issues findings on all civilian complaints of misconduct, issues policy recommendations, and provides expert policy analysis.

The Community

San Francisco is the fourth largest city in California with more than 865,000 residents and a daytime population that swells to more than 1.2 million. It is also one of the most culturally diverse and internationally recognized of all American cities; the community is a blend of citizens, businesses, and tourists from many ethnic cultures and backgrounds. San Francisco is one of the most ethnically diverse major cities in the United States, with residents of Asian (33%), Hispanic (15.1%), African-American (5.8%), American Indian (.2%), Pacific Islander (.4%) Caucasian (41.9%) and other (3.5%) descent. The City is also home to the third-largest concentration of members of the LGBTQ community among the 50 largest U.S. cities.

Built on a 49 square-mile peninsula, its unique terrain is bordered on three sides by the Pacific Ocean and the San Francisco Bay. Traditional ethnic neighborhoods, restored Victorians, modern high-rises, and a bustling economy provides a backdrop that contrasts the concerns and challenges associated with San Francisco's rising homeless population. Regionally, San Francisco is often referred to as the economic and cultural hub of the Bay Area because of its diverse make-up, but the lack of affordable rents has made community members vulnerable to displacement. In recent months, there have been an unprecedented number of large scale demonstrations on a variety of social justice issues including police use of force and accountability. Segments of the population are calling for reform that will change the Police Department's relationship with those it is charged to serve. The successful candidate will demonstrate an ability to manage and lessen the tensions that sometime accompany the citizenry's right to First Amendment expression and public safety concerns, so that the Police Department is known as an agent of the community that embraces and addresses issues in a transparent and open manner.

The Police Department

With a 2016-2017 proposed budget of \$576 million, the SFPD has 2,346 sworn officers and 649 civilian employees working in one of six Bureaus each managed by a Deputy Chief:

- The **Administration Bureau** handles the finances, planning, staffing, and training of all SFPD personnel.
- The **Airport Bureau** was established on July 1, 1997 to provide police services for the San Francisco International Airport (SFO).
- The **Chief of Staff** is responsible for providing administrative support to the Chief of Police, while effectively managing the Youth & Community Engagement Unit, Media Relations, and Risk Management Office (Internal Affairs, Legal Division, Professional Standards, and EEO).
- The **Operations Bureau** manages the Patrol Division and Investigations Bureau of the Police Department.
- The **Professional Standards and Principled Policing Bureau** was established in February, 2016 to oversee use of force reforms, as well as to coordinate efforts of the Police Department with the U.S. Department of Justice Collaborative Reform Initiative. The work of the Bureau is part of an overall collaborative effort to increase transparency and accountability.
- The **Special Operations Bureau** supports the other units of the Department by providing specialized expertise and equipment when needed.

The Ideal Candidate

The next Chief will be a visionary leader, able to communicate the need for and create long-lasting and systemic change. The Chief will set clear goals for the Department and a clear plan emphasizing accountability from command level to rank and file. 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 of the San Francisco Police Department will also be both an inspirational leader and an experienced executive who will inspire confidence and trust from the community, as well as earn the respect of both sworn and civilian employees. The top candidate will be an individual who is compassionate, respectful, honest, ethical, and will possess the highest levels of integrity. The Chief will welcome and embrace the rich diversity that is the fabric of San Francisco and its unique neighborhoods.

The ability to build strong and genuine connections with a complex community is essential for a candidate's success in this position. The Ideal Candidate will be a personable, yet professional Chief, with cultural sensitivity and a commitment to an active model of community policing and engagement.

Seen as a progressive reformer with the ability to implement best practices, the Chief will represent change as a positive movement towards better service delivery to all neighborhoods. The selected candidate will be expected to quickly identify, address, and implement recommendations while working in conjunction with the Commission, City leadership, community stakeholders, and, where appropriate, the Police Union and employee organizations representing African American, Asian, Latino, LGBTQ, and women officers.

The new Chief will 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 Department and the community. The Chief will always be transparent in communications (both internal and external) valuing full transparency above short-term public relations management considerations, recognizing that transparency is a necessity for building trust and, in the long-term, genuine trust is more important than image. The Chief will embody the philosophy of openness and will expect the same of his/her command staff. The Chief will be a stabilizing force in the Department and his/her calmness will engender trust within all levels of SFPD.

In addition to the above, collective information from the public input process will be utilized by the Commission to evaluate candidates during the interview stage and final selection.





Qualifying Criteria

Experience – The new Chief will possess at least ten years of progressively responsible law enforcement experience, including senior executive assignments and management of community policing efforts. It is preferred that this experience be with a large metropolitan police agency. Candidates must have a proven and demonstrated track record of working effectively in a culturally and ethnically diverse community. Experience should also include developing and implementing strategies that have led to comprehensive organizational change. Experience working and cooperating with strong, independent forms of civilian oversight is preferred. Candidates must be comfortable with San Francisco's dual Police Commission and OCC model of civilian oversight.

Education – A Bachelor's degree, preferably augmented by post-graduate studies, is highly desirable.

POST Background Required – Must be a certified peace officer or have the ability to obtain certification as required by the California Commission on Peace Officer Standards and Training (POST).

No Residency Requirement – While there is no requirement, there is a strong preference for candidates who commit to residing in the City of San Francisco.

Compensation and Benefits

This at-will position has a current salary of \$316,732 augmented by an excellent benefits package. Further details on compensation and benefits may be obtained through Ralph Andersen & Associates.

Public Process for Community and Department Input

To complement this comprehensive recruitment process and encourage input from both the community and members of the SFPD on the attributes and characteristics of the Ideal Candidate, the Police Commission has authorized and is initiating the following:

- Five community meetings will be held during the last three weeks of August at various locations throughout the City and County of San Francisco.

- Internet surveys have been developed in order to obtain input from both community members and Police Department members (sworn and civilian).
- An email account (Input-SFPC@ralphandersen.com) has been established as a method of receiving additional input beyond the Internet survey.

A summary of all collected input will be provided to the Police Commission and the public in advance of the candidate interviews in late September. This public process has been developed by the Police Commission to widely encourage the community's participation and ensure transparency in the evaluation of attributes and characteristics of candidates for the Chief of Police position.

To Apply

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.** This position will be considered "open" until a final selection is made. Candidates are strongly encouraged to apply by Wednesday, August 31, 2016.

Electronic submittals (strongly preferred) by highly qualified candidates are to be sent to apply@ralphandersen.com and should include a compelling cover letter, comprehensive resume, and current salary.

Only the most highly qualified candidates will be invited for an interview with the Police Commission during late September. Top candidates (typically three) will be forwarded to Mayor Lee for a final decision and selection during early-to-mid October. An offer, contingent on detailed POST background, will follow. Ideally, the new Chief of Police will join the City and County of San Francisco before the end of the year or in January 2017 or upon a mutually agreed upon date.

Confidential inquiries and questions regarding this career opportunity should be directed to:

Search Team

Ms. Heather Renschler (heather@ralphandersen.com)
 Chief Gary Peterson, Retired (gary@ralphandersen.com)
 Chief Greg Nelson, Retired (greg@ralphandersen.com)
 Telephone: 916.630.4900

The City and County of San Francisco 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.