



Takoma Park City Council Meeting – April 19, 2017 Agenda Item 3

Work Session

Discussion of Police Chief Recruitment: Characteristics, Qualifications, and Process

Recommended Council Action

Discuss the desired characteristics and qualifications of the next Police Chief and discuss the recruitment process.

Context with Key Issues

The position of Takoma Park Police Chief is vacant and the recruitment process for hiring a new Chief will begin soon. Under the Council-Manager form of government, the City Manager is responsible for hiring all department heads, including the Police Chief.

The Police Chief is a position of particular importance in the City government and in the community. With national concern about the actions of police departments and the desire to have strong police/community relations in Takoma Park, there is interest in having Councilmembers and members of the community share their thoughts on the desired characteristics and qualifications of the next Police Chief. In addition, there may be suggestions about the process of soliciting and evaluating applicants for the position.

During the last recruitment process for the Chief of Police position, the City contracted with an executive search firm and there was an interview team that included the City Manager, the Deputy City Manager, at least one City department head, two members of the Chief's Advisory Committee (one of whom worked for the Justice Department), and the Montgomery County Chief of Police.

The City Manager plans to again contract with an executive search firm, but would like to expand the discussion of desirable characteristics and qualifications to a larger pool of stakeholders, including Councilmembers, members of the Police Department, and members of the community. The discussion at this Work Session is a first step in that process.

Council Priority

A Livable Community For All
Engaged, Responsive & Service-oriented Government

Environmental Impact of Action

None.

Fiscal Impact of Action

Recruitment for a Police Chief will require funds for the search process, funds for the interview process, and the costs of hiring, which may include relocation costs.

Racial Equity Impact

Hiring a Police Chief that is sensitive to issues of racial equity (both within the Police Department and in the community at large), fair police enforcement, histories of past inequities or violations, etc. should help build a stronger Takoma Park with greater racial equity. As of the 2010 Census, Takoma Park has a racial population that is 43.3% White, 34.0% Black, 14.5% Hispanic, 4.4% Asian, and 3.8% Other. The Takoma Park Police Department consists of 20 White Men, 5 White Women, 7 Black Men, 2 Black Women, 5 Hispanic Men, 0 Hispanic Women, 3 Other Men, 1 Other Woman.

Attachments and Links

2012 Police Chief Recruitment Brochure
Police Chief Job Description

THE CITY OF
**TAKOMA PARK,
MARYLAND**

*invites your
interest in the
position of*

CHIEF OF POLICE



TAKOMA PARK — AN OUTSTANDING OPPORTUNITY



This is an exciting opportunity to provide leadership to an established police department in a community that borders Washington, D.C. The City of Takoma Park, Maryland is seeking an experienced Chief of Police to lead the City's full-service law enforcement agency into the future. The selected individual will take the place of a Chief of Police who has announced his retirement. The new Chief of Police will be responsible for leading and managing the department and developing the strategies and tactics to take the department to a new level of success, consistent with the high quality services that the City of Takoma Park provides to its residents.

ABOUT THE CANDIDATE

The City of Takoma Park is seeking a proven, dedicated, responsive, and experienced individual for its new Chief of Police. The successful candidate will possess a minimum of a Bachelor's degree from an accredited four-year college or university with a major in Criminal Justice, Administration of Justice, Public Administration, or a related field and ten or more years of progressively responsible experience as a chief of police; or any combination of education, training and experience which provides the required knowledge, skills and abilities to perform the essential functions of the job. A related Master's

degree and graduation from the FBI Academy or Southern Police Institute would be a plus.

Licenses and certifications required of the successful candidate include weapons proficiency and a valid Maryland driver's license or the ability to obtain one within a reasonable period of time. Certification as a Maryland police officer is desirable. Spanish or French language skills would be a plus given the demographics of the community.

The ideal candidate will be someone with knowledge of modern police management, methodology, and procedures, particularly in an urban environment. This person must be knowledgeable in community-oriented policing and understand objective achievement with a focus on performance measurement and best practices techniques.

The successful candidate must have a vision for the department and be able to set high standards and clear goals and be someone who allows managers to perform their jobs while holding them accountable for results. This individual must have the ability to continue a culture where managers and supervisors are approachable, responsive, and knowledgeable and where officers are helpful, informative, fair, and decisive.

The successful candidate should have excellent public speaking ability, have experience working in a unionized environment, and be politically astute. The individual should be experienced in working in a diverse community, technologically proficient, and enjoy working in a family-like atmosphere. The successful candidate should enjoy reaching out to the community and being part of it.

The next Chief should be an excellent communicator and have highly developed interpersonal skills and an orientation towards results. He/she should be decisive, collaborative, open minded, fair, highly ethical, and honest. The next Chief should be someone who can share authority internally, believes in regional approaches to public safety, and can deliver exceptional services to meet the high expectations of Takoma Park residents.

ABOUT THE POSITION

The Chief of Police of Takoma Park is responsible for planning, organizing, and administering a comprehensive program to provide leadership and direction to the Police Department's operations and departmental staff. In addition, under the overall direction of the City Manager, the Chief provides comprehensive police services to an urban community through interaction with the City Council and residents of Takoma Park. Further, the Chief promotes public safety and reduces crime and the fear of criminal activity within the community.



Essential Job Functions of the Chief of Police:

- Carries out supervisory responsibility in accordance with City policies, procedures, and applicable laws including: interviewing, hiring and training, planning, assigning and directing work, appraising performance, rewarding and disciplining employees, addressing complaints, and resolving problems.
- Establishes a departmental vision and mission involving employees, residents, and elected and appointed officials.
- Plans and directs the operation and administration of the department, including the creation and dissemination of departmental policies and standard operating guidelines; efficient use of personnel and equipment; procurement of materials, supplies, and equipment; and the maintenance of adequate records of departmental activities.
- Responds to complaints, questions, and other calls from residents, business owners, and the general public. Consults with stakeholders on a continuing basis regarding community needs.
- Develops and recommends the operating and capital improvement budget for the department. Monitors and administers approved budget.
- Identifies and secures outside funding sources to improve public safety within the City.
- Develops long-range goals, objectives, and the overall direction of the department.
- Plans and implements short and medium range goals, objectives, and strategies for the department and for projects and programs to ensure efficient organization and completion of work.
- Plans, coordinates, assigns, and monitors performance and coaches, counsels, mentors, trains, and advises employees in the department for the dual purpose of achieving departmental goals and employee career development.
- Keeps upper management informed on key issues and progress toward meeting objectives. Makes recommendations to assist management in making needed improvements.
- Signs official and other documents to approve or ensure information adequacy, accuracy, and legitimacy.
- Performs special assignments, including research and preparation of reports, the development and implementation of programs, and the presentation of technical data to management, elected officials, and others.
- Maintains current knowledge of issues, rules, laws, legislation and litigation affecting law enforcement services by attending conferences, seminars, and training programs and by reading trade and professional journals and publications.
- Establishes and maintains effective working relationships with other jurisdictions and agencies having an impact on the City, including the Montgomery County Police Department, the Prince George's County Police Department, and the Metropolitan Police Department.
- Represents the City at various functions and community meetings, and serves as the primary spokesperson with the news media regarding law enforcement matters.
- Conducts regular meetings to review progress, accomplishments, budgets, strategies, and plans for the department.
- Performs other related duties as assigned.

ABOUT TAKOMA PARK

This is an outstanding opportunity to work in a community known for its active and involved residents. The City has the feeling of a small town, yet is ideally located next to Washington, D.C. The City is rich in cultural and ethnic diversity with residents who pride themselves on their political and civic activism. Efforts by residents have led the City to declare itself a nuclear free zone and a sanctuary city. Non-U.S. citizen residents of Takoma Park are permitted to register and vote in municipal elections. Takoma Park was one of the first cities in the United States to offer curbside recycling and pick-up service. The City is an official Tree City USA and is called Azalea City for its festive springtime blooms.

Takoma Park was founded in 1883 by Benjamin Franklin Gilbert along the Metropolitan Branch of the Baltimore and Ohio Railroad. The original community of Takoma Park lay on both sides of the railroad, part in the District of Columbia and part in Maryland. Even though it is now divided into two jurisdictions, the communities share many common issues such as commercial revitalization and crime fighting. In 1890, Takoma (meaning High up...near Heaven) Park, Maryland, was incorporated as a city. The City boasts the largest historic district in Montgomery County, housing many Victorian and Sears catalog homes.



Takoma Park is located in Montgomery County and has a land area of 2.4 square miles. The City is primarily residential in character; approximately 47 percent of its housing units are multi-family dwellings. Takoma Park has two large commercial areas, as well as smaller hubs within the City. The oldest shopping center, known for its historic buildings and eclectic flavor, is Old Takoma. It has an active interjurisdictional business association that is designated as a Maryland Main Street community. The other larger commercial area, known for its international businesses and clientele is Takoma/Langley Crossroads. Major institutions within the City are Washington Adventist Hospital, Montgomery College, and Washington Adventist University.

The population of Takoma Park is approximately 17,000. Forty-three percent of the City's population is Caucasian; 34 percent is Black or African-American; and four percent is Asian. Twenty-six percent of the City's population was born in another country, with the majority originating from Latin America and Africa. A number of foreign languages are spoken by Takoma Park residents; 23 percent of the population speaks a language other than English at home.

Residents of Takoma Park have access to a wide variety of cultural activities. Several music festivals and street fairs are held in the City each year, and the City offers a wide variety of cultural programming in its recently renovated auditorium. Residents also have ready access to the amenities of nearby Silver Spring and all the cultural benefits of Washington, D.C.



Takoma Park is part of the outstanding Montgomery County Public School System. The middle school offers a magnet program for science, math, and computer science. Many Takoma Park students attend nearby Montgomery Blair High School, which is among the top schools nationwide producing Intel Science Talent Search winners. There are a number of private schools within the City limits as well as in the area. Washington Adventist University and a branch of Montgomery College are located in the City. The University of Maryland-College Park is located a short distance away. There are many higher education facilities located in the Washington, D.C. metropolitan area.

Many Takoma Park residents commute to Washington, D.C. to work in the federal government or with private employers. The residents of the City have convenient access to Metrorail public transportation with a station located in Takoma, D.C. The County Ride-On bus service transports many residents to areas within Montgomery County. Three major airports are within easy distance from Takoma Park. Two of the airports can be reached by local transportation: Baltimore/Washington International Thurgood Marshall Airport and Ronald Reagan Washington National Airport. A Metro connection to Dulles International Airport is in the planning process.

ABOUT THE CITY OF TAKOMA PARK

Since the adoption of a new City Charter in 1989, Takoma Park has operated under a Council-Manager form of government. The Charter provides for a City Council made up of six members and a Mayor who is a voting member of the Council.

The City Council members are elected officials who serve as the policy making body of the City. The Mayor, elected at-large for a two-year term, sets the Council agenda and chairs the Council meetings. The six City Council members are elected by ward for two-year non-staggered terms and vote on policy matters.

The responsibilities of the City Council include enacting ordinances and resolutions, adopting an annual budget, appointing the City Manager and the City Attorney, making appointments to City committees, appointing members to various boards and commissions, and representing the City at official functions.





The administration and operational activities of the City are directed by the City Manager and carried out by a professional staff. In addition to law enforcement, the City of Takoma Park offers a full range of other municipal services. They include public works, recreation, housing, community development, code enforcement, library, stormwater management, and general administration.

The City's operating and capital budget for FY 2013 totals approximately \$25.65 million. Property tax revenues constitute the single largest source of the City's operating revenues. The Police Department's General Fund operating budget is \$6.0 million. Certain police related expenses, totaling about \$2.0 million, are paid for with revenues generated through the City's speed camera program.

The current Police Chief established a successful Police Chief's Advisory Committee consisting of community members from all areas of the City.

Issues Facing the City (Not in Priority Order):

Some of the current issues facing the City of Takoma Park are as follows:

- Possible relocation of Washington Adventist Hospital outside the City limits
- Making the community more sustainable
- Maintenance of City services given the decline in intergovernmental revenues
- Engagement of a diverse community
- Traffic management and pedestrian safety



ABOUT THE POLICE DEPARTMENT

The Police Chief is appointed by and reports to the City Manager.

The Takoma Park Police Department offers a full range of services including patrol, criminal investigations, dispatching, and records management. The department administers the City's speed camera program. These services are provided by a staff of approximately 61 full-time equivalents. The Takoma Park Police Department has 42 sworn officers. Civilian staff members include administrative personnel, dispatchers, and crossing guards.

Issues Facing the Police Department (Not in Priority Order):

- Traffic related issues, including speeding and cut-through traffic
- Serious crime, including burglaries and thefts
- Continued cooperation with jurisdictional partners
- Community relations/outreach
- Enhanced crime prevention in collaboration with community members
- Escalating gang activity in the metropolitan area
- Staff development



COMPENSATION

The expected starting salary for the Chief of Police of the City of Takoma Park will be market competitive in a range of \$103,296 - \$114,774, depending on the experience and qualifications of the selected individual. The City offers a competitive fringe benefit program. An automobile will be provided. Reasonable relocation expenses will be provided to the selected candidate. Residence in the City of Takoma Park is preferred, but will not be required of the successful candidate.

HOW TO APPLY

For additional information on this outstanding opportunity, please contact James L. Mercer, President/CEO, The Mercer Group, Inc. at 770-551-0403; jmercer@mercergroupinc.com.

Confidential resumes should be sent by close of business July 27, 2012 to:

**James L. Mercer, President/CEO
The Mercer Group, Inc.
5579B Chamblee Dunwoody Road, #511
Atlanta, GA 30338**

**Voice: 770-551-0403
Fax: 770-399-9749**

**E-Mail: jmercer@mercergroupinc.com
Website: www.mercergroupinc.com**



The Mercer Group, Inc.
Consultants To Management

The City of Takoma Park is an Equal Opportunity Employer. The City of Takoma Park does not discriminate on the basis of race, color, religion, creed, sex, sexual preference, age, marital status, national origin, gender identity, political ideas or disability in employment or in the provision of services.



Police Chief
Police

PD/1
Reports To: City Manager

Salary Grade: 26
Approved:

FLSA Status: E

EEO-4: A-4
Date: 10/2014

Human Resources Manager

Date

City Manager

Date

JOB SUMMARY

This position is responsible for directing the operations of the Police Department.

MAJOR DUTIES/ESSENTIAL FUNCTIONS

- Directs the operations of the Police Department to ensure the preservation of the peace, the maintenance of order, the prevention and detection of crime and the enforcement of all laws, regulations and ordinances over which the Police Department has jurisdiction.
- Ensures that personnel properly perform their police duties, that the rules and regulations of the department are strictly enforced, and that department discipline is maintained.
- Enforces those rules, regulations and general orders necessary for the efficient and effective operation of the department.
- Ensures compliance with ethical and legal standards.
- Prepares departmental budget recommendations and directs the management of approved funds.
- Creates and delivers public presentations.
- Keeps key employees informed regarding relevant information.
- Reports problems, concerns and issues to City management.
- Establishes team and individual accountability.

- Hires, trains, supervises, schedules, directs, evaluates and disciplines personnel.
- Develops long- and short-term departmental plans and develops strategies for their successful implementation.
- Patrols the City to detect and deter crime; responds to major incidents.
- Performs related duties.

KNOWLEDGE REQUIRED BY THE POSITION

- Knowledge of the principles and practices of public administration.
- Knowledge of budget development and management principles and practices.
- Knowledge of modern law enforcement strategies, tactics and procedures.
- Knowledge of records management principles.
- Knowledge of research, statistical analysis and report preparation and presentation principles.
- Knowledge of relevant federal and state laws, City ordinances, and department policies and procedures.
- Skill in management and supervision.
- Skill in problem solving.
- Skill in prioritizing and planning.
- Skill in interpersonal relations.
- Skill in oral and written communication.

SUPERVISORY CONTROLS

The City Manager assigns work in terms of department goals and objectives. The supervisor reviews work through conferences, reports, and observation of department activities.

GUIDELINES

Guidelines include the City Code and Charter; constitutional law; local, state and federal laws; and department and City policies and procedures. These guidelines require judgment, selection, and interpretation in application. This position develops department guidelines.

COMPLEXITY/SCOPE OF WORK

- The work consists of varied administrative, supervisory, management and law enforcement duties. The need to respond to unforeseen and dangerous situations contributes to the complexity of the

position.

- The purpose of this position to preserve the peace and safety of the general public. Successful performance contributes to the safety of life and property in the City.

CONTACTS

- Contacts are typically with coworkers, elected and appointed officials, representatives of other law enforcement agencies, attorneys, court personnel, perpetrators, witnesses, victims, and the general public.
- Contacts are typically to exchange information, motivate persons, negotiate matters, resolve problems, and provide services.

PHYSICAL DEMANDS/ WORK ENVIRONMENT

- The work is typically performed while sitting at a desk or table or while intermittently sitting, standing, bending, crouching or stooping, The employee frequently lifts objects weighing 24 pounds or less and occasionally lifts objects weighing 25 pounds or more. The employee climbs ladders, uses tools or equipment requiring a high degree of dexterity, distinguishes between shades of color, and utilizes the sense of smell.
- The work is typically performed in an office and outdoors, occasionally in inclement weather. The employee may be exposed to dust, dirt, grease, machinery with moving parts, and contagious or infectious diseases. The work requires the use of specialized law enforcement equipment.

SUPERVISORY AND MANAGEMENT RESPONSIBILITY

This position has direct supervision over all department personnel.

MINIMUM QUALIFICATIONS

- Knowledge and level of competency commonly associated with the completion of a baccalaureate degree in a course of study related to the occupational field.
- Experience sufficient to thoroughly understand the diverse objectives and functions of the subunits in the division/department in order to direct and coordinate work within the division/department, usually interpreted to require ten to fifteen years of related experience.
- Possession of or ability to readily obtain a valid driver's license issued by the state in which the employee resides for the type of vehicle or equipment operated.
- Ability to meet current requirements set forth by the Maryland Police Training Commission.