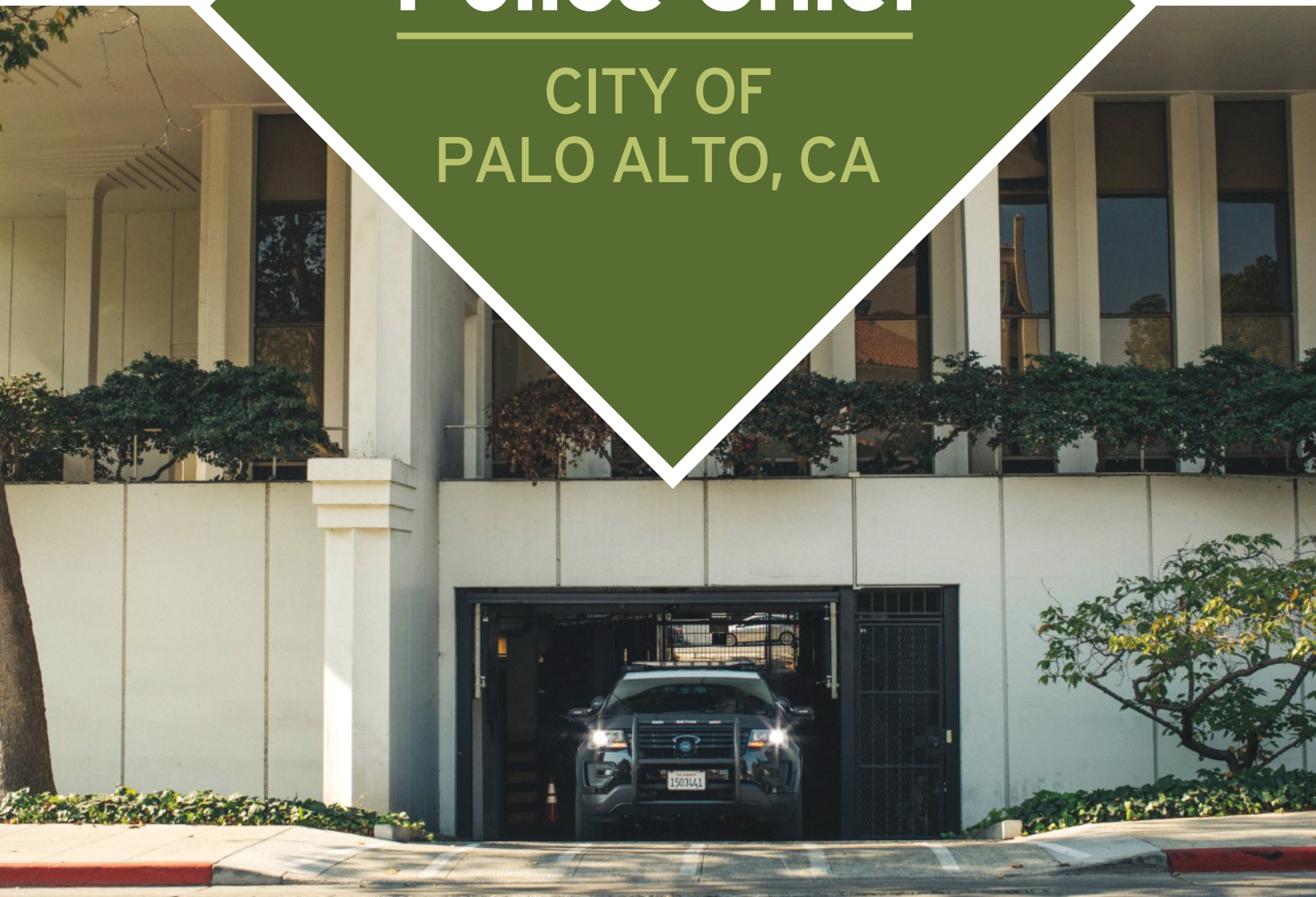




# Police Chief

CITY OF  
PALO ALTO, CA



CITY OF  
**PALO ALTO**

# THE COMMUNITY

The birthplace of Silicon Valley, Palo Alto is a community of approximately 68,000 residents and nearly 100,000 jobs. Located on the mid-Peninsula between San Francisco and San Jose, Palo Alto is recognized worldwide as a leader in cutting-edge technology, medicine, and green innovation. The community's tree-lined streets and historic buildings reflect its California heritage and at the same time, many world-class businesses started or maintain offices here, such as Stanford Health Care and Lucile Packard Children's Hospital, Amazon, Hewlett-Packard, Houzz, Palo Alto Medical Foundation, Rivian, SAP and SAP Ariba, Tesla, Varian Medical Systems, and VMware. Numerous start-ups are also at home in Palo Alto, arguably making it the startup capital of the world. The City has one of California's highest ratios of jobs to employed residents, with a population that more than doubles during the (pre-pandemic) daytime.

Stanford University is foundational to the history and prestige of Palo Alto, reflected in the community's dedication to life-long learning. Stanford's cultural and educational offerings are integral to the vibrancy and charm of Palo Alto, while the City's exceptional K-12 school district ranks among the top public-school systems in the country. With more than 50% of adult residents holding a graduate degree or higher, Palo Alto is frequently listed as one of the most educated cities in the nation.

Home to picturesque tree-lined streets, bike lanes, and historic buildings that reflect its California heritage, Palo Alto boasts a genuine sense of community and an active citizenry with strong environmental values. Beautiful neighborhoods are complemented by vibrant commercial corridors and a bustling economy with premium shopping and dining options. Excellent health care facilities, performing arts, and diverse recreational opportunities are just some of this incredibly desirable community's cherished amenities. To learn more, visit <https://www.cityofpaloalto.org>.



# CITY GOVERNMENT

Palo Alto is a full-service charter city operating on a council-manager system. The seven-member City Council is elected at-large and the City Council annually selects the Mayor and Vice Mayor among the seven. The Mayor and City Council appoint the City Manager, City Attorney, City Clerk, and City Auditor. The City Manager is responsible for the strategic direction and day-to-day operations of the City. Palo Alto is organized into 15 departments/offices

employing 950 full-time staff. The City's FY 2021-2022 operating budget totals \$690 million, including \$205 million in the General Fund. There is also a Capital Improvement Projects (CIP) budget of \$152 million supporting 80 projects including the Public Safety Building currently under construction. Palo Alto has a general aviation airport, five libraries, 36 parks, five community, museum and zoo, and youth centers, an 18-hole golf course, a regional water treatment plant, and open space preserves at the San Francisco Bay and in the foothills of the Santa Cruz mountains offering 41 miles of walking/biking trails, in addition to its own police, fire and ambulance services. Palo Alto also owns



and operates its own utilities, including electricity (carbon-neutral), gas, water, wastewater, and an expanding fiber network. This dynamic municipal environment ensures an ever-engaging platform for unique problem solving and advancing new initiatives such as sustainability, broadband, and effective service delivery.

Palo Alto is an award-winning City, recognized nationally as innovative and well-managed, and one of a small number of California cities with a AAA general obligation bond rating. City services and performance also receive high marks from community members in the longstanding National Community Survey. Many of those ratings put City programs and services in the highest percentiles among the hundreds of benchmark cities.

Palo Alto makes decisions through comprehensive processes and proactively seeks to involve its highly informed, educated, and engaged residents. Projects are naturally a cooperative effort between the City Council, Boards, Commissions, and Committees, engaged residents, neighborhoods, businesses and property owners, and staff.

City Manager Ed Shikada has served since December 2018 as Palo Alto's eighth city manager, following his service as Assistant City Manager/General Manager of Utilities since 2013. Prior to joining Palo Alto, Ed served as City Manager in San Jose. In keeping with Palo Alto's culture of learning and engagement, Ed leads the City's Executive Leadership Team with a collaborative style that values service and adaptation to evolving community needs and priorities while advancing the role of professionalism and experience in City decision-making. The City Manager's Office also includes an Assistant City Manager/Chief Operating Officer, a Deputy City Manager, and a Chief Communications Officer. The Police Chief reports directly to the City Manager.

The City of Palo Alto is committed to diversity and inclusion. The City welcomes candidates with diverse backgrounds and/or intercultural skills and experiences to make Palo Alto a more inclusive place to live, work, and play. The City's Equity Mission Statement is:

***The City of Palo Alto is committed to creating a respectful, fair, and professional workplace and city. We will identify prejudices, eliminate inequities, welcome many perspectives, and use a collaborative approach to create an environment that works for everyone. The City's commitment to achieve equity in Palo Alto is the shared responsibility of our residents, organizations, governments, and other institutions.***



## POLICE DEPARTMENT

The Palo Alto Police Department (PAPD) is committed to providing exceptional public safety services and taking a leadership role in building community partnerships. It subscribes to core values that include integrity, accountability, trust, teamwork, a positive attitude, and the professional, impartial treatment of all. The Department maintains active relationships with its numerous community partners, and particularly close partnerships with the city's K-12 schools as well as Stanford University. The Department recently provided its annual report to the City Council, available at [www.cityofpaloalto.org/Police](http://www.cityofpaloalto.org/Police).

The Department is supported by 125.5 FTE (86 sworn) and an annual FY 2021-22 General Fund budget of \$40 million. The Department is organized across eight divisions: Field Services, Technical Services, Investigations, Traffic Services, Parking Services, Police Personnel Services, Animal Services, and Administration. PAPD recognizes five core goals that inform and shape Department policy and practices:

1. Protect and serve the public through proactive and effective policing, animal services, and emergency preparedness;
2. Cultivate, enhance, and foster trustworthy relationships with the community;
3. Minimize injury and property damage by promoting a safe and orderly flow of pedestrian, bicycle, and vehicular traffic;
4. Ensure the protection and well-being of animals and people by providing responsive animal services and spay/neuter advocacy; and
5. Manage, enforce, and resolve vehicle parking regulations and issues in an effort to facilitate the timely movement of vehicles and provide for public safety within the City.

The Department responds to 55,000 calls for service annually with an average current response time of 6:30 for emergency calls. Despite its size, Palo Alto experiences dynamics typically associated with major metropolitan cities and faces the unique public safety challenges presented by a tech and innovation-based economy. PAPD consistently receives excellent service ratings from residents year after year. To build on PAPD accomplishments, the Department is focused on the following goals:

- Continue to improve the Department's recruitment, hiring, and retention processes;
- Continue to focus on crime suppression and the apprehension of criminals;
- Continue to share accurate information about police activities with the public and media partners in a prompt and responsive manner; and
- Continue to build on the Race and Equity efforts related to Police Reform.

Palo Alto has a longstanding commitment to transparency and accountability. The Department maintains a web page describing ongoing programs developed over many years. Of particular note is the role an Independent Police Auditor since 2006. The City contracts with the OIR Group for this function, with independent review of a variety of policing activities reported twice each year.

PAPD places a high value on staying connected with the Palo Alto community and keeping community members informed. The Department is active on Twitter, Nextdoor, Instagram, Nixle, and YouTube to help keep in touch with residents and community members.

## PALO ALTO POLICE DEPARTMENT VISION

**Through the leadership and commitment of employees, the Palo Alto Police Department will build trust and respect with the public and the law enforcement profession.**



## CANDIDATE

Recognizing this unprecedented era in the evolution of policing practices and public engagement in community safety, Palo Alto is seeking a visionary contemporary policing professional who is known for advancing the professionalism and performance of the Department while building trust and confidence throughout the community.

In preparation for the recruitment of Palo Alto's next Police Chief, City Manager Ed Shikada conducted several community listening sessions including a session with the City's Human Relations Commission, online submissions, and numerous conversations, to solicit input on the priorities and key skills needed for success in this position. Information on these conversations can be found at [www.cityofpaloalto.org/policechiefselection](http://www.cityofpaloalto.org/policechiefselection). The following summarizes this input into a synthesized description of the ideal candidate's key characteristics.

The ideal candidate is a high energy leader that thrives in a demanding while rewarding environment and embraces the opportunity to serve a community with very high expectations. The Police Chief will demonstrate strength in addressing crime and show empathy for the needs of victims. The Police Chief will display a comfort connecting with community members of all different backgrounds and experiences inclusive of communities of color and disadvantaged community members. Exceptional communications skills and the ability to establish credibility and effectively deal with conflict are prerequisites for success in this role. In situations ranging from large public settings to private conversations, Palo Alto's Police Chief demonstrates their accessibility and credibility and maintains their reputation through action. The ideal candidate will have a strong leadership



presence along with the demonstrated ability to connect with members of the Department as well as the press and the community. Palo Alto is a unique community, and the ideal candidate will demonstrate knowledge and interest in understanding more about its character.

A commitment to transparency and accountability in policing is clearly a key community expectation of Palo Alto's Police Chief. Recognizing that this takes many forms, the ideal candidate will demonstrate this commitment through clear and specific actions. This reinforces the high-quality work of the Department while proactively addressing policy and performance issues where needed to maintain workforce and community trust and support. The ideal candidate will be committed to supporting a culture of openness, honesty, continuous learning and improvement. A versatile leader, they will display outstanding interpersonal and intercultural skills necessary to navigate the dynamics of serving a highly sophisticated community that expects information to be shared with the public in a clear and timely manner.

The individual selected will be passionate about mentoring and developing the next generation of sworn and civilian public servants. This law enforcement professional will be an empowering and decisive manager who treats sworn and non-sworn staff equally, and fosters an environment dedicated to quality service and mutual respect. They will have a history of reinforcing individual

accountability in a fair and consistent manner, including success with building and maintaining productive relationships with organized labor. Additionally, Palo Alto's chief law enforcement executive is expected to be a collaborative business partner with the other members of the City's Executive Leadership Team.

Previous experience and skill working with elected and appointed officials, including the ability to operate within a Council-Manager system where the City Manager plays an important operational role, is critical to success. Furthermore, given Palo Alto's dynamic characteristics, demonstrated success in addressing the wide spectrum of safety and quality of life issues in modern neighborhood, business district, and university settings is highly desirable. The ideal candidate will also possess experience overseeing large-scale and high-profile events requiring complex coordination with other law enforcement agencies.

A well-rounded background, which includes five (5) years of service at the command level, is desirable. A Bachelor's degree in a relevant discipline is required. A Master's degree and/or formal leadership training, such as graduation from the Senior Management Institute for Police (SMIP), the FBI National Academy, Stanford's Local Governance Institute or Leadership Academy, Harvard's Senior Executives in State and Local Government, or similar program, is strongly preferred.



# COMPENSATION & BENEFITS

The salary range for the Police Chief is up to \$298,355; placement within the range will be dependent upon qualifications and experience. In addition to salary, Palo Alto offers a competitive benefits package that includes but is not limited to:

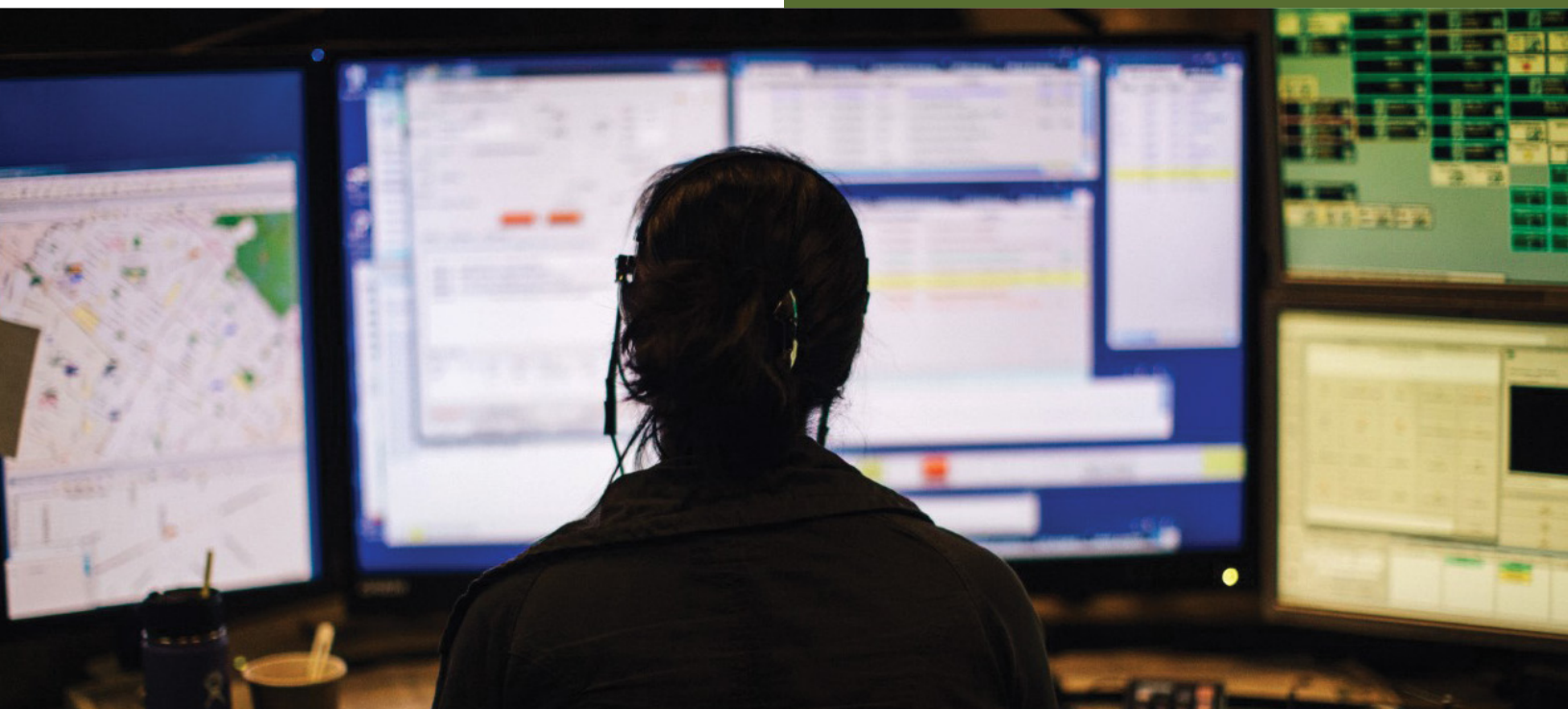
- **Retirement** – CalPERS 3 % @ 55 formula for Classic employees; 2.7% @ 57 formula for PEPRA
- **Medical Plan** – City pays a flat rate contribution (up to \$2,260 per month for family coverage in 2022) and employee pays in accordance to the health plan selected, with an employee contribution of \$0 to \$1,130 per month.
- **Dental and Vision Plans** – Fully paid
- **Vacation** – 120-200 hours earned annually based on years of service. There is a cash-out option up to 120 hours.
- **Management Leave** – 80 hours per calendar year, eligible for cash-out
- **Other Leave** – 96 hours of sick leave per year; 12 paid holidays
- **Life and AD&D Insurance** – Fully paid up to annual salary
- **Additional Benefit** – Annual contribution of \$2,500 for IRS Section 125 compliant uses such as Flexible Spending Accounts, Non-taxable Professional Development Spending Account, deferred compensation, or health club membership

# APPLICATION & SELECTION PROCESS

The closing date to submit applicant materials is **midnight, Sunday, June 5, 2022**. This is a confidential process and will be handled accordingly throughout the various stages of the process. To be considered for this opportunity, send your compelling cover letter, resume and list of six professional references to Nick Raisch, Human Resources Manager at **Nicholas.Raisch@CityofPaloAlto.org**.

Qualified candidates will be pre-screened by Human Resources and the best-qualified candidates will be invited to participate in confidential panel interviews. The interview panels will include stakeholders and subject matter experts, including members of the community, members of the Executive Leadership Team, labor representatives, regional public safety partners and other professionals. Following the structured interview panels, finalists for the position will interview with the City Manager. **The panels and finalist interviews will be held virtually by Zoom and scheduled for June 23-24, 2022.**

A final offer will follow the completion of California POST-compliant background and reference checks. References will not be contacted until mutual interest has been established. The City Manager's appointment of the Police Chief is subject to confirmation by the City Council, per the City Charter.











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