

**City of Piedmont
COUNCIL AGENDA REPORT**

DATE: April 18, 2005

FROM: Geoff Grote, City Administrator
Mark Bichsel, Finance Director

SUBJECT: Police Chief Recruitment

RECOMMENDED ACTION

Give direction to staff regarding the recruitment process for a new police chief.

BACKGROUND

On June 30, 2004 John Moilan, police chief for the City of Piedmont for 13 years, retired. In his place, Captain Lisa Ravazza has been appointed interim police chief. Having established a new salary for this position, it is now possible to engage in a competitive recruitment process.

The following are the usual steps in recruitment for a department head level position:

1. **Initial assessment of the key qualities desired in a police chief.** Input regarding the ideal candidate profile can be elicited from a variety of sources; the city council, the public, the Piedmont Police Officers Association (POA), etc. Council may wish to include this matter on a regular council agenda or schedule a special meeting for public comment. In the case of the POA, the association can be asked to submit their ideas in writing to the city administrator.
2. **Creation of a recruitment brochure.** This advertising tool usually includes a description of the ideal candidate (obtained from the assessment process), a description of the community and information regarding the position. It is the key tool used to notify potential applicants about the position.
3. **Initial screening of applications selects the best 10-12 applicants.** Professional staff is employed to review all applications and select the top 10 to 12 candidates for an initial interview.
4. **Initial interviews by an assessment panel.** In a traditional recruitment process, applicants would expect to be invited for an interview by a professional panel (usually an outside city manager and police chief and another professional government employee). The names of the panel are normally kept confidential so that neither candidates nor the public can lobby the panel in advance of the interview. The names of the candidates to be interviewed are likewise kept confidential since many will not have told their current

employer that they are seeking new opportunities. The council may wish to consider appointing one member of the city council to sit on this initial screening panel.

5. **City Administrator's candidate review.** Based on the recommendations of the assessment panel, the city administrator meets with 4-5 candidates. The city administrator selects 2-3 candidates for a final interview with the city council and a thorough background check is done at this time to ensure that the candidates are appropriate for the position.
6. **City Council interviews finalists.** Meeting in closed session as allowed under the Government Code, the council interviews each of the 2-3 finalists for the position and makes a final selection. An offer is made to the candidate and when agreement is reached the selection is announced at a regular meeting of the city council.

There are two options for the recruitment process for the selection of a new police chief:

- An in-house recruitment process using a retired police chief for screening and background checks
- An outside professional recruitment firm

The City of Piedmont has received four proposals from professional recruitment firms. The cost for these firms ranges in price from \$19,000 to \$24,000. This price includes professional fees in identifying the qualities desired in an ideal candidate, preparing a brochure, selecting candidates to be interviewed, facilitating the interview process and preparing a written recommendation of the finalists. It also includes the cost of advertising. Three of the four proposals also include costs for background checks.

A second option is an in-house recruitment process. All of the work in preparing the ideal candidate profile, brochure, applicant screening and setting up the interview panel would be done by the personnel department of the City of Piedmont. Advertising costs would be approximately two to four thousand dollars. Retired Police Chief John Moilan is available to work under contract with the city to screen candidates and perform background checks. The cost for this service would not exceed \$8,000 for a total cost of approximately \$12,000.