

PROPOSAL

NATIONAL EXECUTIVE SEARCH FOR FORT PIERCE CHIEF OF POLICE

**Submitted by the Police Executive Research Forum
September 4, 2014**

The Police Executive Research Forum (PERF) is pleased to present this proposal to facilitate a national executive search for the Fort Pierce Chief of Police. PERF is ideally suited to conduct the tasks required to complete a successful executive search. As a Washington, D.C.-based policing research organization and membership association of law enforcement leaders, PERF is thoroughly familiar with the role, responsibilities, and experience required of successful law enforcement chief executives.

PERF Overview

Founded in 1977, the Police Executive Research Forum (PERF) is both a premier police research organization and a provider of high quality management services, technical assistance, police executive search services, and training to support law enforcement and the criminal justice system. As an international, private, non-profit 510 (c) (3) organization located in Washington, DC, PERF was formed to improve the delivery of police services and the effectiveness of crime control through:

1. The exercise of strong national leadership;
2. Public debate of police and criminal justice issues;
3. Research and policy development; and
4. The provision of vital management and leadership services to police agencies.

PERF is governed by a member-elected President and Board of Directors, and a Board-appointed Executive Director with a staff of approximately 30 full-time professionals.

PERF continues to conduct some of the most innovative police and criminal justice research and provides a wide variety of management and technical assistance programs to police agencies throughout the world. PERF has pioneered studies in such fields as community and problem-oriented policing, racially-biased policing, reducing the use of force, violent crime reduction strategies, multijurisdictional investigations, the police response to people with mental illnesses, and homeland security. PERF's groundbreaking work has earned it a prominent position in the police community.

PERF is also a professional organization of progressive chief executives of city, county and state law enforcement agencies. In addition, PERF has established formal relationships with international police executives and law enforcement organizations from around the globe. Membership includes police chiefs, superintendents, sheriffs, state police directors, university police chiefs, public safety directors, and other law enforcement professionals.

PERF sponsors and conducts the Senior Management Institute for Police (SMIP). This program provides comprehensive professional management and executive development training to police chiefs and law enforcement executives. Convened annually at Boston University, SMIP instructors include professors from leading universities, though primarily with faculty from Harvard University's Kennedy School of Government. SMIP is considered one of the leading police executive training programs in the nation. To date, over 3,000 professionals have attended.

PERF publishes some of the leading literature in the law enforcement field, addressing the difficult issues that challenge today's police leaders. PERF publications are used for training, promotion exams and to inform police professionals about innovative approaches to community problems. The hallmark of PERF's publications is translating the latest research and thinking about a topic into best police practices that can be tailored to the unique needs of a jurisdiction.

The following titles illustrate the range of PERF's work: *Citizen Review Resource Manual* (1995); *Managing Innovation in Policing* (1995); *Crime Analysis Through Computer Mapping* (1995); *And Justice For All: Understanding and Controlling Police Use of Deadly Force* (1995); *Why Police Organizations Change: A Study of Community-Oriented Policing* (1996); *Themes and Variations in Community Policing: Case Studies in Community Policing* (1996); *The Nature of Community Policing Innovations: Do the Ends Justify the Means?* (1996); *Under Fire: Gun-Buy Backs, Exchanges and Amnesty Programs* (1996); *Mental Illness: Police Response* (1996); *The Police Response to Mental Illness* (2002); and the first authoritative work on racial profiling, *Racial Profiling: A Principled Response* (2001); *Protecting Your Community from Terrorism: The Strategies for Local Law Enforcement Series* (2003); *Chief Concerns: Exploring the Challenges of Police Use of Force* (2005); *Chief Concerns: Police Management of Mass Demonstrations: Identifying Issues and Successful Approaches* (2006); *Chief Concerns: A Gathering Storm—Violent Crime in America* (2006); *Chief Concerns: Police Planning for an Influenza Pandemic: Case Studies and Recommendations from the Field* (2006); *Good to Great Policing: Application of Business Management Principles in the Public Sector* (2007); *Promoting Effective Homicide Investigations* (2007); *Violent Crime in America: What We Know About Hot Spots Enforcement* (2008); *Police Chiefs and Sheriffs Speak Out On Local Immigration Enforcement* (2008); *Violent Crime and the Economic Crisis: Police Chiefs Face a New Challenge* (Parts I and II, 2009); *2011 Electronic Control Weapon Guidelines; Improving the Police Response to Sexual Assault* (2012); *Civil Rights Investigations of Local Police: Lessons Learned* (2013); *The Police Response to Active Shooter Incidents* (2014); *New Challenges for Police: A Heroin Epidemic and Changing Attitudes Toward Marijuana* (2014).

More details about PERF's wide spectrum of activities can be found at our website (www.policeforum.org).

EXECUTIVE SEARCH QUALIFICATIONS

The selection of a chief law enforcement executive is one of the most important tasks a City can undertake, and a solid, rigorous search process is critical to identifying the right person for this position.

PERF's range of work and in-depth knowledge and understanding of policing issues in America and internationally provides an unparalleled foundation for the provision of these services. PERF's executive search team has combined their efforts of conducting police executive searches for over 20 years.

PERF's expertise in law enforcement executive selection is highlighted by the publication of two books on police executive selection issues. With the International City/County Management Association (ICMA) as co-publisher, PERF collaborated on *Police Chief Selection: A Handbook for Local Government*. PERF produced a second book entitled, *Command Performance: A Career Guide for Police Executives*, written for job applicants.

In 2009, PERF addressed leadership and management topics in *Leadership Matters: Police Chiefs Talk About Their Careers*. For this publication, PERF interviewed 25 experienced police chiefs about their strategies for succeeding as chiefs and working well with their mayors, their officers, and their communities. PERF also explored police management issues in "*Good to Great*" Policing: *Application of Business Management Principles in the Public Sector*.

PERF's experience in conducting search processes and knowledge of the field of law enforcement executive candidates is second to none.

Over the past decade, PERF has conducted or assisted with more than 75 executive searches and is successful in providing our clients with a highly qualified and diverse *national* candidate pool from which to select a new top executive. PERF has conducted or assisted with executive searches for police leaders in a variety of jurisdictions including: Chicago, Illinois; Grand Rapids, Michigan (consecutive searches); San Francisco, California; Charlotte, North Carolina; Pittsburgh, Pennsylvania; Minneapolis, Minnesota; Prince George's County, Maryland; Tallahassee, Florida; Kansas City, Missouri; Trenton, New Jersey; Memphis, Tennessee; Lakeland, Florida; Los Angeles, California (consecutive searches); the Massachusetts Institute of Technology; the Kentucky State Police; the New Jersey State Police; Nashville, Tennessee; Montgomery County, Maryland; Wilmington, North Carolina; Jupiter, Florida; Boston University; Springfield, Massachusetts; Charleston, South Carolina; Colonial Heights, Virginia; Savannah, Georgia; and New Haven, Connecticut (consecutive searches). We have recently assisted Dallas, Texas; Seattle, Washington; Houston, Texas; Akron, Ohio; Denver, Colorado; Corpus Christi, Texas; Sanford, Florida (interim chief); Baltimore, Maryland; Fayetteville, North Carolina; the United States Capitol Police; Northeastern University, Chattanooga, Tennessee; Miami Beach, Florida; and Grand Rapids, Michigan.

STAFF QUALIFICATIONS AND EXPERIENCE

PERF has established a team whose experience and expertise will provide the foundation for successful completion of a nationwide search for the Fort Pierce Police Department's next Chief of Police. PERF proposes the following personnel for this effort.

Project Oversight and Recruiting

Chuck Wexler, appointed as the Executive Director of PERF in 1993, leads a staff engaged in police and criminal justice research, management studies and consulting, publication of research findings, technical assistance, demonstration projects, and executive development and selection. At PERF, Mr. Wexler has been directly involved in technical assistance, research and consulting projects to improve the delivery of police services. Studies managed by Mr. Wexler in recent years include: the role of local law enforcement in addressing cybercrime, the police response to “active shooters,” U.S. Department of Justice investigations of local police departments, best practices in eyewitness identification, gun violence prevention, improving the police response to sexual assault, and policing in the Middle East, to name a few. Further, he initiated PERF’s executive search services in 1994 and has overseen all of the organization’s search projects.

Prior to joining PERF, Mr. Wexler worked as an assistant to the nation’s first Director of the Office of National Drug Control Policy, where he identified exemplary local initiatives and helped craft national policy. He also headed the Professional Development Division of the International Association of Chiefs of Police, where he designed its national program for the selection of police chiefs and revamped and broadened executive development programs for police executives. He has also held a number of key positions in the Boston Police Department. Mr. Wexler graduated from Boston University with a liberal arts degree. He earned a master’s degree in criminology from Florida State University and a Ph.D. in urban studies and planning from the Massachusetts Institute of Technology (MIT). He has been an instructor at Bowdoin College and MIT.

In addition to overseeing all of PERF’s executive search process since 1994, Mr. Wexler has been the lead recruiter for chief searches for the cities of Los Angeles, CA; San Francisco, CA; Charlotte, NC; Kansas City, MO; Seattle, WA; and Boston, MA; to name a few. He also contributed to *Selecting a Police Chief: A Handbook for Local Government*, published by ICMA and PERF. Mr. Wexler will oversee the search process and will consult with the lead recruiter and project director on potential candidates.

Lead Recruiter

Rebecca Neuburger, Lead Recruiter, is an executive search consultant for PERF. Prior to joining PERF’s executive search team, Ms. Neuburger worked with PERF for over 13 years coordinating its membership and general office operations. During this time, Neuburger was responsible for managing PERF’s member relations, including planning and executing PERF’s annual and semi-annual meetings, providing support for PERF’s executive leadership training program, the Senior Management Institute for Police (SMIP), and for a wide variety of other project work.

Given her extensive knowledge of PERF’s membership of police executives and network of up and coming chiefs in the field, as an executive search consultant for PERF she has successfully completed searches for the City of Fayetteville, NC, Northeastern University, and Chattanooga, TN.

As PERF’s lead recruiter, Ms. Neuburger will lead and manage the national recruitment effort

for the City of Fort Pierce. She will work closely with PERF's executive director and project director on this search process, and will be PERF's primary representative with the City on all aspects of the search. Ms. Neuburger has a Bachelor's degree from Wesleyan University and an MBA from George Washington University.

Project Director

Charlotte Lansinger has been a specialist in the field of police chief selection for over 25 years, first as the Director of Executive Search Services at the International Association of Chiefs of Police (IACP) and then as a consultant to PERF. Ms. Lansinger has assisted municipalities with the placement of more than 80 police executives in cities across the country. Ms. Lansinger is active in law enforcement career counseling and has given numerous presentations on the topic. She has also served as project associate for the development and administration of various police promotional examinations and assessment centers. She is a co-author of *Command Performance: A Career Guide for Police Executives*, and a contributor to *Selecting a Police Chief: A Handbook for Local Government*, published by ICMA and PERF. Ms. Lansinger holds a bachelor's degree in Government and Public Service from Indiana University of Pennsylvania.

As Recruiting Advisor, Ms. Lansinger will provide oversight on the selection process and potential candidates. Ms. Lansinger will participate in the interview process.

Recruitment Coordinator

Thomas Wilson serves as Deputy Director of the Management Services Division of PERF. The division provides a full range of consulting services to police organizations of all sizes. These services include management and organizational studies, policy review, performance audits, resource allocation, workload assessments, strategic planning, and education and training development. Mr. Wilson has worked with over 20 law enforcement agencies including the Chicago Police Department, Houston Police Department, Nassau County New York Police Department, Fairfax County Virginia Police Department, Miami Beach Florida Police Department, and Northeastern University's Police Department. He has extensive experience conducting on-site interviews with police leaders and staff, elected officials, and community members.

Previously, Mr. Wilson served for almost 24 years with the Anne Arundel County, MD Police Department, retiring as a Major. As Major, Mr. Wilson served in command of both the Patrol Services and Administrative Services Bureaus. The Patrol Services Bureau consisted of roughly 500 sworn and civilian personnel. The Administrative Services Bureau consisted of roughly 160 sworn and civilian personnel. Mr. Wilson holds a Master of Science in Administration from Central Michigan University and a Bachelor's in Criminal Justice from the University of Maryland, College Park.

Mr. Wilson will provide assistance in all aspects of the search process. He will conduct the initial on site visit, write the position profile, and assist with candidate interviews.

Management and Technical Support

Shannon Branly, PERF Deputy Chief of Staff, has provided project management and administrative oversight to the organization since 2011. As Deputy Chief of Staff she is responsible for assisting in administrative oversight for all PERF projects, contributing to project development and management for both private and federally funded work. Since joining PERF in 2008, she has successfully lead the management and hosting of many national meetings and executive sessions, aided in the development and execution of project strategies, contributed to recent PERF publications, and has provided technical assistance and management expertise on a number of PERF's most critical projects, including work on the reporting and investigation of sexual assaults, the impact of the economic recession on police agencies, new police technologies, the police response to active shooters, police use of force and interactions with the mentally ill, and violent crime reduction initiatives among other topics. Ms. Branly serves as a liaison for PERF with federal agencies, executive search clients, other funders, and consultants. She provides technical support on executive searches and has managed searches for Baltimore, MD; the U.S. Capitol Police; Northeastern University; Miami Beach, FL, Chattanooga, TN; and Grand Rapids, MI. Ms. Branly holds a bachelor's degree in Psychology from James Madison University, and a master's degree in Forensic Psychology from Marymount University.

Ms. Branly will manage the contract with the City and administer the overall search process. She will respond to inquiries about the process, correspond with applicants, oversee daily search activities, and ensure all deadlines are met.

Jason Cheney is a Research Associate for PERF's Management Services division and has been with PERF since 1999. Mr. Cheney also handles day-to-day administrative activities in PERF's Executive Search Division. He is responsible for managerial and logistical support for numerous PERF projects, including violent crime and CED research. Prior to joining PERF, Mr. Cheney served as a Legal Assistant for a private attorney in Toms River, New Jersey. Mr. Cheney holds a bachelor's degree in Political Science from Stockton College in New Jersey and a master's degree in International Commerce and Policy from George Mason University.

Mr. Cheney will provide daily administrative support for the search process, including logging and receiving resumes, preparing acknowledgement letters, maintaining the search database, and placing advertisements.

RECRUITMENT PROCESS AND TECHNIQUES

PERF proposes a flexible framework of services to assist the City of Fort Pierce in selecting the most qualified candidate for the position of Chief of Police. This list of proposed steps provides a general set of milestones and serves as a basis for further discussions in shaping the details of the process. In collaboration with the City Manager, City Commission and other officials, PERF will tailor the search process to ensure the presentation of a highly-qualified candidate pool that will meet the unique needs of the Fort Pierce Police Department and the City.

Process Steps:

1. Discuss Needs and Expectations

2. Develop Profile of the Position and Ideal Candidate
3. Prepare and Place Position Announcements
4. Actively Recruit Candidates
5. Receive, Screen and Assess Applications
6. Conduct Detailed Screening of Candidates and Contact References
7. Recommend Pool of Candidates
8. Provide Advice on Interview Process and Structure
9. Provide Advice for Developing a Compensation Package
10. Maintain Documentation of Selection Activities
11. Notify Applicants of Final Appointment

Step 1: Discuss Needs and Expectations

Prior to initiating the national search process, PERF will conduct an onsite assessment to meet with key stakeholders including the City Manager, Commission, and other officials, leadership of the Fort Pierce Police Department, community leaders, and other constituent groups to identify the knowledge, skills, experience, and interpersonal qualifications desired for the Chief of Police.

PERF will also collect information regarding the needs of the police department, and the ideal candidate's qualifications in order to identify the unique aspects of the position and the competencies desired of the next Chief of Police.

To accomplish this important task, PERF will work with the City Manager and others as appropriate, to identify and discuss important issues and candidate qualifications and skills, and to finalize the overall executive search process.

PERF will also gather and review relevant documents, including but not limited to the following:

- Fort Pierce Police Department organizational charts;
- Current and projected budgets;
- Annual reports;
- Mission and values statements; and,

- General information about the City of Fort Pierce, the Police Department, and city residents.

The information reviewed and feedback discussed during this step will ensure PERF has a clear understanding of the needs and expectations associated with the Chief of Police position.

Step 2: Develop Profile of the Position and Ideal Candidate

Using the information gathered in Step 1, PERF will develop an updated profile of the position and the ideal candidate. The profile will be a tool used in the recruitment process to inform prospective candidates of the responsibilities, issues, and other matters pertaining to the role and responsibilities of the Chief of Police, and will provide a detailed description of the professional and interpersonal qualifications required for the position.

In consultation with the City Manager and other appropriate personnel, PERF will finalize the position profile, which will then be used throughout the process to identify the best, most qualified candidate pool. The profile will provide legitimacy to the applicant screening process and will assist others involved in screening and evaluating the recommended candidate pool.

Step 3: Prepare and Place Position Announcements

- a. Prepare Position Announcement
PERF will develop a position announcement for distribution to various law enforcement, policing, and public safety information outlets nationwide. PERF will solicit applications from qualified candidates through advertising on national and regional law enforcement organizations' websites, direct e-mailing of position announcements, and perhaps most importantly, through **active recruitment**.
- b. Outline Recruitment Plan
In consultation, PERF will finalize the national recruitment strategy, identifying key organizations as well as several dissemination methods to ensure the appropriate target audience is reached. A variety of methods will be used to advertise the position to ensure recruitment of a highly qualified and diverse candidate pool. PERF will submit all position announcements and materials for final review and approval prior to posting.

Projected methods may include:

- Posting advertisements on websites of the International Association of Chiefs of Police (**IACP**), the National Organization of Black Law Enforcement Executives (**NOBLE**), the National Association of Women Law Enforcement Executives (**NAWLEE**), the Hispanic American Police Command Officers Association (**HAPCOA**), as well as numerous partner associations' websites.
- Notification to PERF members through PERF's website at www.PoliceForum.org, and through electronic mailings to its **over 1,700 member professionals** who represent law enforcement agencies worldwide and leading schools of criminal justice.

- Notification by letter or e-mail to **regional and state associations of chiefs of police.**

Step 4: Actively Recruit Candidates

Using the knowledge and insight acquired in Step 1, the position profile and our extensive national network of police professionals, PERF will **actively recruit** qualified candidates for the position. PERF has successfully conducted more than 75 executive searches and keeps meticulous recruitment databases. PERF has developed extensive contacts in the law enforcement and public safety communities over the course of numerous projects, through our membership program, and through our Senior Management Institute for Police. Over 3,000 up and coming police executives have graduated this program. PERF will reach out to these contacts, either to solicit their candidacy on the search, or to recommend suitable colleagues who may be interested in the position.

Step 5: Receive, Screen, and Assess Applications

PERF will acknowledge and review all candidate applications received and will conduct an initial screening of the applications to identify a group of qualified candidates based on the position profile and credentials to continue in the selection process.

Step 6: Conduct Detailed Screening of Candidates and Contact References

- a. Conduct Detailed Screening Interviews with Candidates
PERF will conduct screening interviews with selected candidates who display the competencies, skills, knowledge, and abilities that meet and exceed the established qualification criteria. The interview format will include – but will not be limited to – questions related to the candidates’ work experience, management philosophy, and interest in the position. PERF may also utilize candidate questionnaires with essay questions to further collect information on the candidates. Candidate responses would be reviewed by PERF’s subject matter experts and taken into consideration during the selection process.
- b. Speak with References
PERF routinely requests that semi-finalists provide five professional references that are thoroughly checked before the candidates are permitted to move forward in the search process. PERF will conduct preliminary reference checks with listed references and reach out to other trusted individuals in our network of police professionals to identify additional information on candidates in the semi-finalist group. Information provided on the resumes will be checked for accuracy through a variety of methods.
- c. Database Search
In addition, PERF conducts thorough internet searches of all semi-finalist candidates using multiple search engines and news sites. These searches have been helpful in yielding additional information on search candidates.

Step 7: Recommend Pool of Candidates

Based on each candidate's background, experience and management philosophy, PERF will recommend a pool of the most qualified candidates to the City Manager, Commission and other identified persons for interviews. PERF will assist the City with the logistics of candidate interviews. The interview process will be structured to assess candidate skills and experience in order to determine those with the best qualifications to match the position profile.

Step 8: Provide Advice on Interview Process and Structure

PERF representatives will be available for advice and input during the interview phase of this search. PERF will prepare a list of possible questions and provide guidance on conducting the interviews and evaluating candidates.

Step 9: Provide Advice for Developing a Compensation Package

PERF will also provide advice to the City on developing a competitive salary offer and compensation package and assist in contract negotiations as requested.

Step 10: Maintain Documentation of Selection Activities

PERF will report progress to the City Manager on a routine basis and will provide important updates as needed between official meetings. Throughout PERF's involvement with the selection process, PERF will maintain detailed records of all activities related to the search and will make these records available to the City on request. All search documentation will be retained by PERF for three years.

Step 11: Notify Applicants of Final Appointment

Through all stages of the search process, PERF will maintain correspondence with applicants, including acknowledgement of receipt of resumes and applications. Upon the selection of a Chief of Police, PERF will notify other applicants of the final appointment action.

PERF recommends that a full and thorough background investigation be conducted on the person selected for appointment as Chief of Police. While we endeavor to provide a complete summary of each candidate's background, we are limited in terms of our investigative capacity. In all cases, a reputable investigative body should be engaged to conduct site interviews and detailed background investigations. PERF can recommend experienced investigative organizations and will work closely with the selected organization to ensure as comprehensive an investigation as possible.

COST PROPOSAL

Professional Service Fee

The cost of the scope of work outlined in this proposal is \$43,500. This fee covers PERF's professional services, and basic office expenditures associated with the work (supplies, postage, telephone expense, etc.), and expenses for PERF staff to travel to Fort Pierce to conduct the initial site visit and participate in the interview process.

Additional/Reimbursable Expenses

The following costs are in addition to PERF's professional service fee and will be covered by the City:

- Travel Expenses for Candidates: (e.g., expenses for out-of-town candidates to travel to Fort Pierce to participate in the search process).
- Meeting Facilities: Suitable facilities for activities related to the performance of this contract (such as interview and meeting rooms) will be provided by the City.
- Background Investigation: PERF recommends that a full and complete background investigation be conducted on the person selected for appointment as Chief of Police. PERF does not offer this service, however we can recommend a reputable private, third party investigation firm to the City to perform detailed background investigations on the final candidate(s).

Process Timeline

PERF is available to begin work on this search process in October with completion expected to be approximately four months. PERF will work closely with the City to develop a detailed search timeline in Step 1.