



Koff & Associates
A Gallagher Company



Chief of Police

THE COMMUNITY

Located in beautiful Monterey County, California, the City of Salinas is a vibrant and diverse community. It is the largest of the twelve cities in Monterey County with a population of 155,205, making it the 34th largest city in California. It is also the County seat. Just an hour from the heart of the Silicon Valley, the nation's high tech industry and eight miles from the Pacific Ocean on California's Central Coast, Salinas is a key asset in today's global economy.

The region boasts spectacular scenery from the breathtaking Gabilan and Santa Lucia mountains to the valleys and the beauty of the sun, sand, and soil. Salinas is known as the "Salad Bowl of the World" for its large, vibrant agriculture industry and serves as the region's leading business, governmental and industrial center. With an approximate 79% Hispanic population and a median age of 30.5, the City is rich in diversity, allowing for various cultural family activities such as El Grito Festival and Salinas Asian Festival and world-class annual events such as the California Rodeo Salinas, California International Airshow, and the Forbes Ag Tech Summit. There are also world-renowned amenities right next door, including the Pebble Beach Golf Resort and the Monterey Bay Aquarium and Cannery Row. Salinas is home to Hartnell, a robust community college, and just minutes from both Cal State Monterey Bay and the Defense Language Institute Foreign Language Center. Salinas is the birthplace of author John Steinbeck who set his novels *East of Eden* and *Of Mice and Men* in the Salinas Valley. The City is also home to a wealth of cultural and historic assets, including the California Welcome Center/ Regional Heritage Center and National Steinbeck Center – the only museum in the country devoted to a single author, along with Steinbeck's family home.

Although agriculture forms the economic base, more than 100 manufacturing, financial, and medical-related firms call Salinas home. Salinas has a global reputation as an agriculture and innovation hub; it is a source for agricultural research and resources and continues to develop the latest technology and advancements. Some of the largest employers in the City include the County of Monterey, Taylor Farms, D'Arrigo Bros, and Salinas Valley Memorial Hospital.

Visitors can also explore the nearby Monterey Peninsula: the historic missions of San Juan Bautista, Soledad, Carmel, and San Antonio de Padua, the world-class wineries of South Monterey County, and the beauty of nearby beaches and Pinnacles National Monument, and the Fort Ord National Monument.



CITY GOVERNMENT

The City of Salinas was incorporated in 1874 and became a Charter City in 1903. The City operates under a City Council- Manager form of government. The seven-member City Council includes six members elected by district to serve four-year staggered terms on a non-partisan basis, plus the Mayor who is elected at-large and serves a two-year term. The City employs 525 full-time staff with 184 additional temporary employees. The total operating budget is \$202 million. The City Manager leads and directs eight departments: Administration, Community Development, Finance, Fire, Human Resources, Library and Community Services, Public Works, and Police Service of Salinas. The City Attorney oversees the City's Legal Department.

DEPARTMENT MISSION STATEMENT

Working in partnership with the people of Salinas to enhance the quality of life through the delivery of professional, superior, and compassionate police services to the community.

THE DEPARTMENT

In 2020, the Police Department moved to its new and much needed headquarters now located in the Alisal. The department also changed its name to Police Service of Salinas to reflect who the department is and what they do.

Through transparency, accountability, openness to community input, and a Community Oriented Policing approach, the department works to achieve public trust and confidence. In 2016, the City collaborated with the Department of Justice for an in-depth review of the Police Service of Salinas, focusing on improving the department's responsiveness and accountability to the community. The review resulted in 110 recommendations. As of December 31, 2020, the department had completed 97% of the recommendations. In 2019, the Department received the James Q. Wilson Award for excellence in community policing from the Community Policing Institute of California. In 2021, the Monterey Civil Grand Jury reported its findings of their investigation into the Collaborative Reform Initiative report and the department's transition from traditional policing to community policing and concluded, "Today, the SPD is an example of community policing at its best..."





The department has an authorized workforce of 163 sworn personnel and 46 non-sworn staff working in Administration, Field Operations, and Investigations. The Police Service of Salinas is largely funded by the General Fund, Measure G and Measure V with an operating budget of approximately \$53M in FY 2021-22. The members of the Police Service of Salinas are committed to creating a safer community for all residents of Salinas through work processes and programs such as the Strategic Information Exchange and Response (STIER), Integrating Communications, Assessment, and Tactics (ICAT), new software/processes to monitor field training, Crisis Intervention Training, and Community Oriented Policing, in addition to the department's voluntary participation in the Commission on Accreditation for Law Enforcement Agencies (CALEA) process currently in progress.

All Police employees are held to the highest standards of professional conduct. Police employees serve as role models to the youth in the community by investing in youth programs and activities. The Police Service of Salinas continues its engagement in prevention and intervention efforts and building relationships in the community, working closely with service providers including government, education, nonprofits, and community-based organizations and residents. In 2019, the Police Service of Salinas received national and international recognition for the Charro Uniform Program created by the Police Service of Salinas and the Police Foundation, a program developed to unite the community during the annual California Rodeo event recognizing the culture and history of Salinas' Mexican heritage.

THE POSITION

Under the general direction of the City Manager, the Chief of Police is an at-will position that plans, coordinates, supervises, and administers the department's activities in law enforcement and crime prevention; and provides highly responsible and technical staff assistance to the City Manager and City Council.

- Directs and participates in the development of goals, objectives, policies, and priorities
- Plans, directs, supervises, and coordinates the activities of Police Service of Salinas personnel in preserving order, protecting life and property, and enforcing laws and municipal ordinances
- Researches modern police management methods, formulates and enforces rules, procedures, and policies for efficient training and operation of the department

- Maintains departmental awareness of state-of-the-art developments and trends in management, technology, communications in the field of Law Enforcement
- Reviews the evaluations of employee performance and takes appropriate action as necessary
- Responsible for the preparation and administration of the Department's budget, maintaining appropriate budgetary controls
- Confers with residents and City officials on law enforcement problems and assists in the development of innovative municipal law enforcement policies
- Forges effective professional relationships with other public safety officials; builds and maintains positive working relationships with other departments, co-workers, community groups, and the public
- Cultivates positive community relations by interacting with civic and community groups

THE IDEAL CANDIDATE

The ideal candidate will have a broad and varied professional background that demonstrates success in working with a diverse community while leading a professional law enforcement agency effectively engaged in proactive community policing. The successful candidate will be dynamic, open-minded, have excellent communication and interpersonal skills necessary to build positive working relationships and partnerships at all levels within the department, with other City departments and the entire community. The Chief will provide consistent communication and outreach to the Salinas community, promote community problem solving, involve residents in fighting crime and establish successful relationships with community organizations. The new Chief of Police will exemplify integrity and professionalism, while promoting service-oriented policing, engagement and partnerships throughout all levels of the department. The ability to lead by example, be a team player and instill accountability while treating employees and the community equitably and with respect will be essential to success. Successful candidates will be open to input, serve as an advocate for the department while balancing the needs of stakeholders, have a collaborative problem-solving approach and embrace workforce diversity and inclusion.

Professional Characteristics

- **Expert Communicator** – Communicates clearly and concisely, both orally and in writing
- **Strategic Administrator** – Plans, directs, and coordinates the work of the Police Service of Salinas to meet short-term public safety objectives in concert with the department's multi-year Strategic Plan priorities
- **Steadfast Leader** – Develops and administers sound Departmental policies, making decisions in accordance with laws, regulations, and City/Department policies
- **Inclusive Recruiter** – Attracts and retains a diverse staff of sworn and civilian staff enriched by the cultural diversity which sets Salinas apart
- **Respected Mentor** – Identifies and develops talented subordinates to assume increasing levels of responsibility in service to the community
- **Skilled Supervisor** – Delegates, while monitoring performance. Holds all subordinates accountable in a timely manner and imposes discipline when appropriate
- **Collaborator & Bridge Builder** – Promotes community unity and forges effective working relationships
- **Facilitator** – Works constructively with all internal and external stakeholders, including command staff and labor organizations
- **Enterpriser** – Takes initiative to continue the Department's progress in the area of community-oriented policing while finalizing and implementing the Department's Strategic Plan
- **Equitable Leader** – Leads by clear example, to ensure that officers value the richness of Salinas' ethnic diversity and interacts with all community members in an unbiased manner
- **Proactive Chief of Police** – Invests in the City's future by reducing gang/youth problems through meaningful intervention strategies
- **Visionary** – Leads to achieve the City's long-term vision for the Police Service of Salinas

MINIMUM QUALIFICATIONS

- Bachelor's degree from an accredited college or university with major course work in Administration of Justice, Criminology, Public Administration, or a closely related field
- Eight (8) years of progressively responsible experience in law enforcement, including three years at the command level (such as Police Captain/Lieutenant/Commander) or above
- Possession of a Peace Officer Standards and Training (POST) Management Certificate
- Bilingual, highly desirable

COMPENSATION AND BENEFITS

The salary range for the Chief of Police is \$177,480 - \$215,736.
(2.25% increase to base salary effective in the first full pay period of January 2022)

The City offers an attractive benefits package which includes:

- **CalPERS Retirement Plan** – The City participates in the California Public Employees' Retirement System (CalPERS) under a 3% @ 55 formula for Classic members. New members, as defined by the Public Employees' Pension Reform Act (PEPRA), are under a 2.7% @ 57 formula
- **457/401(a) Compensation** – City-paid contribution based on months of service with the City
- **Health Insurance** – The City currently pays 95% of the premium for the level of coverage the employee has selected, up to 95% of the PERS Choice Plan premium. The City pays the full amount of premiums for dental and vision plans
- **Holidays** – 12 per year
- **Annual Leave** – May be used for vacation and/or sick leave. Leave is accrued at a rate of 37 eight-hour days per year for the first five years, 42 days per year for years six through 10, with an additional longevity increase in annual leave after 10 years of employment
- **Life Insurance** – Term life insurance in the amount of \$150,000
- **Bilingual Pay** – \$75 per pay period if Spanish is used in the course of their job duties (subject to passing a City-administered bilingual exam and administrative approval)
- **Auto** – City assigned vehicle or \$750 per month auto allowance
- **Uniform Allowance** – City pays six hundred fifty (\$650) per calendar year for uniform replacement and maintenance

APPLICATION PROCESS AND RECRUITMENT SCHEDULE

The final filing date is Monday, September 13, 2021.

To be considered, please submit a resume, cover letter, and five work-related references (who will not be contacted in the early stages of the recruitment) to:

<https://koffassociates.com/police-chief/>

Resumes should reflect the years and months of the positions held and the size of the past organization(s).

For additional information, please contact:



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Resumes will be screened based on the criteria outlined in this brochure. Candidates with the most relevant qualifications will be given preliminary interviews by the consultant. Koff & Associates will report the results to the City. The City will then select candidates to participate in City interviews. Extensive reference and background checks will be completed on the selected candidate.