



POLICE CHIEF RECOMMENDATION COMMITTEE

Second In-Person Meeting

June 21, 2024 @ 4:00 p.m.

Main Administration Building, Room 502

9901 Lori Road, Chesterfield, VA 23832

ATTENDEES

Police Chief Recommendation Committee Members

- ☐ Dr. Joseph Casey, County Administrator, Chair of PCRC
- ☐ The Honorable Jessica Schneider, Member, Board of Supervisors, Clover Hill District, Vice Chair of PCRC
- ☐ The Honorable Kevin Carroll, Member, Board of Supervisors, Matoaca District
- ☐ The Honorable Edward A. Robbins, Jr., Judge, Chesterfield County Circuit Court
- ☐ Dr. Kevin Sykes, County Resident & Senior Pastor of St James Baptist Church

Staff Support to the Committee

Susan Wilson, Clerk to the Board of Supervisors

Jeff Mincks, County Attorney

Mary Martin Selby, Director of Human Resources

Julie Seyfarth, Sr. Deputy County Attorney

- AGENDA -

- I. Opening Remarks Dr. Joseph Casey, County Administrator
 - a. Approval of Minutes
 - b. Adoption of Remote Attendance Policy
 - c. Introduction of Executive Recruitment Firm
- II. Executive Recruitment Firm Anne Lewis, Managing Director
Baker Tilly
 - a. Overview
 - b. Present Proposed Recruitment Plan/Timeline

- III. Adopt Recruitment Plan/Timeline PCRC Members

Proposed Recruitment Plan/Timeline	
Action Item	Date
Review and Adopt Final Recruitment Profile	June 21, 2024
Online Surveys Review and Approval	June 21, 2024
Input Sessions Review and Approval	June 21, 2024
Assessment Tool Options/Preliminary Background	June 21, 2024
Recruitment Period	June 26 to July 29, 2024
Community and Employee Feedback Schedule	June 26 to July 29, 2024
Presentation of Community/Employee Feedback	August 29, 2024
Closed Session for Initial Screening of Candidates	August 29, 2024

- IV. Round Table and Closing Remarks Dr. Joseph Casey, County Administrator
- V. Next Meeting
 - a. August 29, 2024

Police Chief Recommendation Committee
Organizational Meeting
May 28, 2024
County Administration Building, Room 502

MINUTES

Present: The Honorable Jessica Schneider, Member, Board of Supervisors, Clover Hill District
The Honorable Kevin Carroll, Member, Board of Supervisors, Matoaca District
The Honorable Edward A. Robbins, Jr., Judge, Chesterfield County Circuit Court
Dr. Kevin Sykes, County Resident & Senior Pastor of St. James Baptist Church
Dr. Joseph Casey, County Administrator

Absent: None

Also present were Mr. Jeffrey Mincks, County Attorney; Ms. Julie Seyfarth, Sr. Deputy County Attorney; Ms. Mary Martin Selby, Director, Human Resources; Ms. Mandy Pilk, Assistant Director, Human Resources; Ms. Liz Marker, Chief of Administrative Services, Human Resources; Ms. Carrie-Lynn Edwards, Administrative Analyst, Human Resources; Lt. Colonel Brad Badgerow, Acting Police Chief; and Mr. Chuck Hale and Mr. Sheldon Cohen, Resource Management Associates (RMA).

Dr. Casey called the meeting to order at 3 p.m.

WELCOME AND INTRODUCTIONS

Dr. Casey welcomed everyone to the meeting and invited attendees and guests to introduce themselves.

COMMITTEE COMPOSITION/CHARTER/LEGAL ISSUES/PARLIAMENTARY PROCEDURES

Mr. Mincks reviewed Section 6.7 of the County Charter which mentions the Police Chief Recommendation Committee. He discussed the concept of employment at will and stated the chief of police is a non-at-will employee and can only be removed for cause. He provided details of the county's Code of Ethics and Law Enforcement Code of Ethics. He reviewed Parliamentary Procedures, which mirror the Rules of Procedure of the Board of Supervisors, and recommended they be used at the committee's meetings. He also reviewed the Freedom of Information Act (FOIA), which is applicable to the committee's public meetings and communications related to the business of the committee, other than discussions about potential candidates.

In response to Mr. Carroll's question relative to notes taken during closed sessions about an applicant's qualifications, Mr. Mincks stated the notes are not subject to disclosure. He further stated closed sessions work because they are confidential. He then continued his review of FOIA.

1 Dr. Casey discussed the importance of preserving the anonymity of candidates who may interview
2 in person.

3
4 Mr. Mincks completed his review of FOIA.

5
6 In response to Mr. Carroll's question relative to remote attendance by committee members at
7 committee meetings, Mr. Mincks distributed a draft policy and encouraged the committee to
8 consider adopting it. Mr. Mincks then provided the committee with an overview of the Virginia
9 State and Local Government Conflict of Interests Act ("COIA").

10 11 12 **OVERVIEW OF THE POLICE DEPARTMENT**

13
14 Lt. Colonel Badgerow provided the committee with an overview of the police department. He
15 reviewed the organization chart, key 2023 statistics for operations and support, five-year crime
16 totals, patrol functions, and sworn/police service aide staffing. He provided details of 2023 top 10
17 calls for service, the department's beat structure, and calls for service broken down by day of week
18 and time of day. He discussed responses to mental health calls and trends. He reviewed Marcus
19 Alert protocols, statistics pertaining to heroin overdoses, the community connect program,
20 wellness and peer support, and accreditation. He discussed facilities updates, community
21 partnerships, and the Police Activities League. He reviewed recent employee awards and
22 recognitions.

23
24 Discussion ensued relative to the police department's response times and clearance rates.

25
26 In response to Dr. Sykes' question relative to what other partnerships the police department is
27 working on, Lt. Colonel Badgerow provided details of the department's community engagement
28 division, neighborhood/business/commercial watch programs, Triad, and citizen academies.

29 30 31 **RECRUITMENT, SCREENING AND CANDIDATE INTERVIEWS**

32 33 **Discussion of Related Processes**

34
35 Mr. Hale discussed the process and estimated it would take 90 to 100 days.

36
37 Mr. Cohen encouraged the committee to select a single point of contact to work directly with
38 RMA. He discussed the optional use of an assessment center and a deep background investigation.

39
40 Discussion ensued relative to the assessment center, the professionals who would serve on the
41 assessment center, the scenarios that would be utilized, conflicts of interest between applicants and
42 panelists, and criteria important to committee members.

43
44 In response to Judge Robbins' question relative to the difference between a deep background
45 investigation and some other type of investigation that goes beyond what RMA already described,
46 Mr. Hale stated the investigator gets information first-hand from the source by going to the

1 applicant's hometown. He further stated the investigator spends a day or two talking to people who
2 know the person on a first-name basis.

3
4 Mr. Cohen stated the investigator would talk with the county administrator or city manager; a
5 member of the board or council; subordinates; union president; and local business owners.

6
7 Mr. Hale stated applicants will provide a list of references, but it is important to note who they did
8 not list and ask why.

9
10 Judge Robbins inquired if RMA has a methodology so that each candidate is evaluated in the same
11 or a similar way.

12
13 Mr. Cohen answered affirmatively, and stated RMA uses the same exact structure from the initial
14 evaluation criteria for the universe of applicants. He further stated it is the same behaviors for the
15 same universe of candidates judged by the same dimensions and benchmarks. He stated RMA will
16 process each candidate at each stage of the evaluation exactly the same. He further stated they are
17 very careful about consistency.

18
19 Discussion ensued relative to candidates signing a waiver allowing review of their internal affairs
20 files at their current agency.

21
22 In response to Dr. Casey's question relative to the background check and whether it emulates a
23 certain security clearance level, Mr. Cohen stated he did not think it emulates a certain security
24 clearance level.

25
26 Mr. Hale stated their investigator does have that security clearance.

27
28 Mr. Cohen stated their investigator is a retired police chief in the Chicago area and a retired NCIS
29 commander, and he could look anywhere.

30
31
32 **Timelines and Action Items**

33
34 Mr. Cohen reviewed the timetable and stated it would be updated after the meeting. He discussed
35 scheduling interviews with key officials and holding community meetings. He suggested
36 interviewing a broad range of stakeholders.

37
38 Mr. Carroll stated the sheriff needs to be on the list of stakeholders.

39
40 In response to Judge Robbins' question relative to what the topic of the interviews would be, Mr.
41 Hale stated he wants to get input from stakeholders about how they view the police department,
42 what is important to them as a community resident or leader, what they hope to see in the future,
43 what is missing, and what the department should be doing.

1 Judge Robbins suggested the profile be expanded to include others outside of county government
2 such as the public defender, the chief judges of the county's two district courts, and named people
3 who represent constituencies outside of county government.

4
5 Mr. Cohen emphasized the meetings would be one-on-one, closed door, and anonymous to
6 encourage interviewees to be completely forthcoming. He stated the confidentiality of the
7 interviews would go far beyond what you would get out of a focus group.

8
9 Discussion ensued relative to interviewing representatives from homeowners associations and
10 parent/teacher associations.

11
12 Mr. Carroll stressed the importance of consistency of the questions.

13
14 Dr. Casey discussed the distinction between who might be invited to a closed-door interview and
15 who might be invited to a community meeting.

16
17 Judge Robbins concurred with Mr. Carroll and stated if groups are not asked the same questions,
18 then the consultants are going to get random information of limited utility.

19
20 Dr. Sykes stated the community needs to hear these things, too. He inquired about how this practice
21 has worked for the consultants outside of doing it at-large.

22
23 Mr. Cohen stated they are listening for common themes, interests, and concerns which may
24 consistently emerge.

25
26 Dr. Sykes stated he could understand the value of common themes if the committee is looking at
27 someone inhouse moving up in the ranks. He inquired about how common themes address or help
28 with getting candidates from outside.

29
30 Mr. Cohen stated he would be looking for common themes articulated by interviewees here in the
31 county, not the candidates. He further stated what is learned in interviews becomes important in
32 formulating interview questions for the six finalists and formulating the assessment center
33 exercises.

34
35 Mr. Carroll inquired about how everything is put together to target what is being sought in a
36 candidate.

37
38 Dr. Sykes expressed appreciation for Mr. Carroll's clarification that the common theme is focused
39 on the county.

40
41 Dr. Casey stated during the last police chief recruitment process, most of the insight came from
42 the police department employees themselves about what they wanted and needed out of a police
43 chief to make them better. He further stated the committee had honest and fair discussions, with a
44 lot of anonymity, and there was an overall theme of what is good and what can be better. He
45 inquired about how to survey others, namely the whole police department as a workforce and the
46 whole community, and how to extrapolate the data to define the will of the people.

1
2 Mr. Cohen stated they have been having discussions about how to do the surveys.
3

4 Dr. Casey stated the questions asked at community meetings should be similar to those on a general
5 survey. He further stated the questions asked of command staff in private interviews should be the
6 same as those asked of police employees to determine if command staff thinks the same as the rest
7 of the staff.
8

9 Mr. Cohen stated they will work with staff to refine the interviews and work with Dr. Casey's
10 office to get the interviews and community meetings scheduled around June 12, 2024.
11

12 Dr. Casey stated staff will start working right away to reserve meeting locations and disseminate
13 information about the meetings.
14

15 Mr. Cohen provided details of background information to be used for recruitment materials and
16 emphasized reviewing CALEA reports. He then reviewed the scope of search and suggested
17 compensation be stated as a range. He discussed the use of national advertising and the job
18 advertisement itself.
19

20 In response to Ms. Schneider's question relative to advertising through the National Association
21 of Counties (NACo) in addition to Virginia Association of Counties (VACo), Dr. Casey stated
22 advertising could be done through NACo, National League of Cities, and Virginia Municipal
23 League.
24

25 Mr. Cohen concurred.
26

27 In response to Dr. Casey's question relative to whether there is a draft of the job advertisement for
28 Chesterfield's individual search, Mr. Cohen stated RMA has not worked on that yet. He further
29 stated what is learned from the interviews and community meetings would be used to ensure the
30 most accurate profile of the chief's position.
31

32 Dr. Casey stated advertising for the position would not begin until the middle of June at the earliest.
33

34 Mr. Cohen concurred. He stated an advertisement should be out for thirty days to ensure a
35 sufficient window to apply.
36

37 Mr. Carroll inquired whether committee members had a chance to review the recruitment brochure
38 and stated it should be linked wherever the recruitment is advertised.
39

40 Mr. Cohen stated RMA has been working with Ms. Martin Selby on a set of documents, which
41 should be linked to the home page on the county's website.
42

43 Dr. Casey stated a special meeting could be called to go into closed session for the applicant
44 review.
45

1 Mr. Cohen stated RMA would solicit people through its own professional network. He further
2 stated RMA would continue to work as expeditiously as possible on community and employee
3 input sessions and surveys. He stated RMA would take another look at content/development and
4 think about how it can be worked to the county's advantage. He discussed the survey sample.

5
6 Dr. Casey stated the result of asking questions is a public product, and the questions have to be
7 careful. He further stated anything written in an open comment field is public record, even if it is
8 private information the respondent did not realize would be made public.

9
10 Mr. Mincks stated under FOIA, documents do not get protected until there are live candidates
11 being evaluated. He further stated the process of how to get those candidates is all open.

12
13 Mr. Cohen reviewed initial screening criteria and stated a Word document would be sent to the
14 committee members with a request to return responses to RMA promptly. He further stated RMA
15 would compile the responses and share them with the committee. He discussed the need for the
16 committee to consider whether to isolate candidates or allow them to interact while they are here.
17 He stated RMA would prepare both standard and individual interview questions.

18 19 20 **COMMITTEE DISCUSSION ITEMS**

21 22 **Committee Structure**

23
24 Dr. Casey stated the committee needs to appoint a chair and vice chair, one of whom could be the
25 point of contact. He further stated a staff member could be the point of contact. He provided June
26 21 and June 27 as possible meeting dates. He provided details of the point of contact's
27 responsibilities.

28
29 Mr. Carroll recommended Dr. Casey be the chair, who could then designate a direct assistant or
30 point of contact.

31
32 Judge Robbins concurred.

33
34 Ms. Schneider volunteered to be vice chair.

35
36 Dr. Sykes and Judge Robbins concurred with Ms. Schneider being vice chair.

37
38 On motion of Mr. Carroll, seconded by Dr. Sykes, Dr. Casey was selected to be the chair, and Ms.
39 Schneider was selected to be the vice chair.

40
41 Ayes: Schneider, Carroll, Robbins, Sykes, and Casey.

42 Nays: None.

43
44 Dr. Casey stated if everything goes well with the interviews, community meetings, and building
45 the best profile and recruiting method, the committee may be positioned at its next meeting to
46 begin recruiting.

1
2 In response to Ms. Schneider's question relative to when committee members need to respond to
3 RMA on the decision points, Dr. Casey stated he would begin working on that promptly.

4
5 Ms. Schneider inquired about what decisions are needed first.

6
7 Mr. Cohen stated the first decision would be the dates for the interviews and community meetings.

8
9 Dr. Casey stated the decisions on the assessment center process and deep background check could
10 be made later.

11
12 Ms. Schneider inquired if the survey would be emailed to the committee members the next day.

13
14 Mr. Cohen stated RMA would have the survey to committee members probably by the afternoon
15 of the next day.

16
17 On motion of Mr. Carroll, seconded by Ms. Schneider, the committee adjourned at 5:28 p.m.

18
19 Ayes: Schneider, Carroll, Robbins, Sykes and Casey.

20 Nays: None.

Remote Attendance Policy for the 2024 Police Chief Recommendation Committee

In accordance with the requirements of the Code of Virginia §2.2-3708.3,

A. A member of the 2024 Police Chief Recommendation Committee (“PCRC”) may participate in a PCRC meeting through electronic communication means from a remote location as follows:

- 1.** If the request is due to a member’s personal matter,
 - a.** on or before the day of the meeting the member notifies the Chair of the PCRC (or Vice-Chair if the Chair is the member) that such member is unable to attend the meeting due to a personal matter and identifies with specificity the nature of the personal matter and the remote location from which the member is to participate;
 - b.** the PCRC records in its minutes the specific nature of the personal matter and the remote location from which the member participated;
 - c.** the member has not previously within the calendar year participated remotely due to a personal matter in two meetings or 25% of the calendar year meetings of the PCRC, whichever is greater;
 - d.** a quorum of the PCRC is physically assembled at the primary or central meeting location; and
 - e.** the PCRC makes arrangements for the voice of the remote participant to be heard by all persons at the primary or central meeting location.
- 2.** If the request is due to a member’s temporary or permanent disability, or other medical condition of the member or the member’s family, that prevents the member’s physical attendance,
 - a.** on or before the day of the meeting the member notifies the Chair of the PCRC (or Vice-Chair if the Chair is the member) that such member is unable to attend the meeting due to the disability or medical condition and identifies with specificity the nature of the matter and the remote location from which the member is to participate;
 - b.** the PCRC records in its minutes the fact that a temporary or permanent disability or other medical condition prevents the member’s physical attendance and the remote location from which the member participated;
 - c.** a quorum of the PCRC is physically assembled at the primary or central meeting location; and
 - d.** the PCRC makes arrangements for the voice of the remote participant to be heard by all persons at the primary or central meeting location.
- 3.** Conduct of meeting with member participating remotely.
 - a.** the member participating remotely will be joined telephonically to the meeting in such a manner that all voice communications can be heard clearly throughout the entirety of the meeting. The Chair of the PCRC (or Vice-Chair if the Chair is the

member) will confirm that the remotely connected member can be heard clearly, and that the remotely connected member can hear clearly the proceedings of the meeting, prior to the commencement of the remainder of the meeting.

b. the member participating remotely will ensure that he or she is physically located in a reasonably quiet location to avoid disruption to the meeting proceedings.

c. the remote attendance of any member at the meeting shall be announced at the beginning of the meeting or, in the event the member participates remotely after the beginning of the meeting, as soon as the member's remote participation begins.

B. As soon as possible after receiving a request for remote participation the Chair (or Vice-Chair if the Chair is the requesting member) shall advise the requesting member as to whether the request is approved or denied. Any rejection of the remote participation, along with the justification for the rejection, which rejection shall be only due to the failure to satisfy one or more of the required conditions listed above or due to technical difficulties rendering such remote participation unreasonably disruptive, shall be recorded in the meeting minutes with specificity.

CHESTERFIELD COUNTY, VIRGINIA
Police Chief Search Timeline
Updated: June 14, 2024

Project Tasks	Deliverables	Target Date
Project Kickoff	Conduct 1/1 calls with designated PCRC members	June 5 – 14, 2024
Brochure Approval	PCRC reviews and approves the brochure	June 21
Survey Approval	PCRC reviews and approves the community and employee survey materials	June 21
Advertising and Recruitment	Launch date and deadline for receipt of resumes and application materials	June 26 - July 29
Community / Employee Surveys	Launch date and deadline for completion of surveys	June 26 - July 29
Stakeholder Engagement	Community and employee feedback meetings	July 9 – 11 <i>in person</i> July 14 – 17 <i>virtual</i>
Leadership-Management Style Benchmark	PCRC / designated others complete Benchmark Survey	July 15 - 26
Applicant Review	Baker Tilly to screen applications and administer/review supplemental questionnaires; video interviews; media background checks; initial telephone interviews	July 30 - August 14
Semi-Finalist Report and Video Interviews	PCRC receives confidential electronic Semi-Finalist Report and link to candidate recorded video interviews; reviews all candidate materials	August 15
Semi-Finalists Selected	PCRC reviews community and employee survey results; selects semi-finalists; discusses preferences for the interview process	August 29
Interviews with Semi-Finalists	PCRC conducts interviews with Semi-Finalists and selects top candidates; makes recommendation to Board of Supervisors	TBD
Background Check/Reference Checks	Baker Tilly completes reference checks/background checks/academic verification on finalists and online media scans.	<i>10-15 business days from finalist selection</i>
Interviews with Finalists	Board of Supervisors conduct interviews with Finalists and selects top candidate	TBD
Deep Background Check	To be conducted by law enforcement agency selected by BOS on top candidate	TBD
Employment Offer Made/Accepted	Employment offer extended to selected candidate	TBD

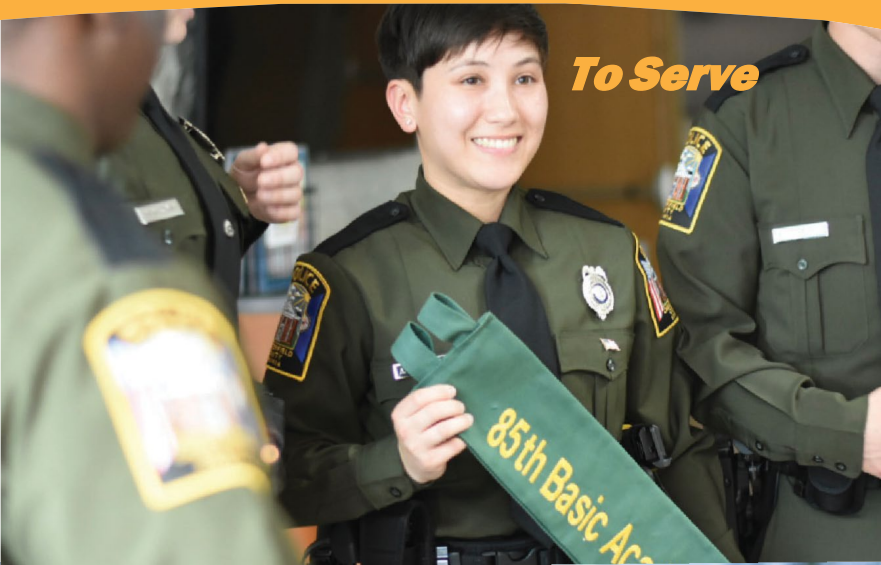


Chesterfield County, Virginia

announces recruitment for the position of

Chief of Police

DRAFT 06/14/24



Living, Learning, Working and Playing in Chesterfield County

Strategic Location

Chesterfield County is ideally located in the mid-Atlantic region of the United States. This strategic location on the eastern seaboard is a valuable asset. It puts local businesses halfway between the markets of the north and south, within a one-day commute of 50% of the U.S. population, 65% of the nation's manufacturing operations and 60% of the corporate headquarters in the country.



Chesterfield is part of the Richmond region and is situated between the James and Appomattox Rivers. Chesterfield boasts an array of live, work and play options that are within a two-hour drive of Virginia beaches, the Blue Ridge Parkway and Washington, D.C. The county has an area of 437 square miles.

Chesterfield is the largest locality in the Richmond region and the fourth largest county in Virginia. The county has a population of over 380,000 people and continues to attract new residents. About 58% of the population is White, 26% is Black or African American, 4% is Asian, 0.6% is American Indian and Alaska Native, 0.1% is Native Hawaiian and Other Pacific Islander and 3% is classified as "two or more races," while 11% are of Hispanic and Latino origin. The median age of a county resident is 39 years.

Chesterfield's climate provides generally mild winters and warm, humid summers. An average year provides 206 clear days and 114 days of precipitation (including 10 inches of snow). January has an average temperature of 27 degrees and July has an average temperature of 89 degrees.

Safety and Security

Public safety is a top priority for Chesterfield. Police, Fire & EMS, Sheriff and the Emergency Communications Center work in partnership to provide a safe and secure community, which preserves the highest quality of life for our residents. Chesterfield is also proud of its progressive juvenile justice system, which works in conjunction with the criminal justice system, to help ensure public safety while supporting rehabilitation.

Chesterfield is devoted to ensuring the safety and security of the community through prevention, readiness and professional response, which require appropriate public safety staffing levels. The 2024 public safety workforce statistics include:

- Police Department has 675 full-time employees
- Fire & EMS Department has 601 full-time employees
- Sheriff's Office has 295 full-time employees
- Emergency Communications Center has 62 full-time employees

The public safety workforce is among the best in the nation. Recruitment and retention of quality public safety professionals is an ongoing priority.

The Chesterfield County Police Department has been accredited by the Commission on Accreditation for Law Enforcement Agencies (CALEA) since 2017.

Educational Excellence

Education is another top priority in Chesterfield. The county is responsible for its own public school system under the direction of an elected school board. With more than 64,000 students, it is the largest school system in the region and has established innovative, state-of-the-art programs to challenge all students at all levels.

Financial Integrity and Stability

Chesterfield is one of fewer than 35 counties in the nation to hold **AAA ratings from all three major bond rating agencies**. This status reflects exceptional management of financial operations and conservative fiscal policies. The Chesterfield Utilities Department is one of only a few water and wastewater utilities in the nation to have achieved **AAA ratings on its revenue bonds from the three top rating services**. The highest of bond ratings recognizes the Utilities Department's excellent financial profile, low-debt burden, manageable capital plan and affordable rates as the keys to the department's success.

The county holds both the **Award for Distinguished Budget Presentation** and the **Certificate of Achievement for Excellence in Financial Reporting** from the Government Finance Officers Association. The FY2025 budget for the county totals \$2 billion, with the two largest components of the budget being the county's general fund (\$998.4 million) and the school fund (\$997.8 million). The county's total assets of \$4.7 billion are distributed throughout the county.

Accessibility

Transportation and Commerce

Chesterfield's road system is a model of efficiency and convenience, with the county's main business corridors providing easy access to I-95, I-295, I-85 and I-64. The interstate and beltway system within the county can handle today's traffic flow without the gridlock experienced in other metro areas. The Chesterfield Airport is the executive gateway into and out of the Greater Richmond area, and business and personal fliers have long preferred the county's



airport for its convenience and personal attention. Also easily accessible is the Richmond International Airport. Rail services, including CSX and Amtrak, are readily ac-

cessible, no matter where you live or work in the county; and, in addition to deep-water industrial sites within the county, the Ports of Richmond and Virginia are within easy reach.

Digital Community

Chesterfield continues to set an example for innovative technology in local government. This is the seventh consecutive year being ranked in the top three among counties nationwide with populations between 250,000 and 499,000. This award recognizes Chesterfield's innovation in the use of technology to proactively address resident needs and expectations. As a digital county, Chesterfield recognizes that technology strengthens and connects the community.



Leaders in Healthcare

Chesterfield residents have access to exceptional medical care, with leaders in the healthcare and medical research industry. There are more than 2,000 physicians, 4,000 hospital beds, a trauma center, a major cancer center and a major medical school in the region.

Caring Community

- With a growing aging population, Chesterfield recognizes that older adults want to live active and independent lives. The county offers a valuable resource, Aging and Disability Services, which serves residents ages 60 and older, their family members and caregivers. It also provides information and referral services related to aging, caregiving and disabilities. The county is a collaborative partner working with other organizations to meet the needs of older residents.

- The county has a long-term commitment to reinvesting in its older communities and commercial areas to help maintain the vitality and high quality of life known within Chesterfield. The school-based revitalization approach targets public investment in older schools, as well as supporting capital and community improvement projects in surrounding areas. In 2022, Chesterfield County voters approved a \$270 million bond referendum to support school facility improvements.
- The county has been recognized as one of the 100 Best Communities for Young People because of its efforts to ensure that young people graduate high school and go on to lead healthy, productive lives. These efforts are advanced through the Communities in Schools mentoring program and the Chesterfield Youth Services Advisory Board, which provides young leaders with the opportunity to have a voice regarding youth-related issues by planning programs and offering recommendations to the Board of Supervisors.

Lifelong Learning

County Residents

Chesterfield Public Library is an award winning 10-branch public library system that annually helps hundreds of thousands of residents transform information into usable knowledge through a hands-on learning approach. This transformative learning experience enables residents of all ages to work with professional staff who provide access to up-to-date material collections in a variety of formats; aid in the use of hands-on, self-service digital resources and networks that allow residents to expand their knowledge base; and assist them in finding and interpreting information. In addition, the county's 10 library branches provide meeting space for hundreds of community organizations every year, and programs and events see over 60,000 attendees. The library also features small business centers, makerspaces, and serves as an important resource in disaster relief and preparedness.

County Employees

Chesterfield is currently among the leaders of local governments providing in-house development opportunities for over 4,400 county government employees and over 8,400 schools employees. Investing in the staff's professional development has produced an outstanding workforce that consistently delivers quality services in an efficient manner. Grounded in the county's mission, the Learning & Performance Center provides a wide variety of developmental opportunities to county employees while offering consulting services to enhance organizational effectiveness. Services focus on eight core competencies that enhance career development; reinforce employee performance expectations; drive the business strategy in departments; and encourage continual improvement of services to the residents and other customers of the county.

Award Winning County

Chesterfield County has a history of being an award-winning locality. Recognitions include:

- **2024, 2023 & 2022 Top Workplaces USA**
- **2024, 2023 & 2022 Richmond Times Dispatch Top Workplaces**
- **2024 Top Workplaces for Compensation & Benefits, Innovation, Leadership, Purpose & Value, and Work-Life Flexibility**
- **2023, 2022 & 2021 Top Workplaces for Diversity, Equity and Inclusion**
- **2023 & 2021 Forbes America's Best-In-State Employers**
- **Chesterfield County ranked 41st in Money Magazine's Top 50 Best Places to Live**
- Numerous achievement awards from the **National Association of Counties (NACo)** and the **Virginia Association of Counties (VACo)**
- **Training Magazine's Top 125** employers in the nation that provide outstanding employee development opportunities
- **100 Best Communities for Young People** by America's Promise - The Alliance for Youth
- **Diversity All Star Award** from the Greater Richmond Chamber of Commerce and the Richmond Human Resource Management Association
- One of the **Best Places to Live in America** by American City Business Journal
- **Award for Continuing Excellence (ACE)**
- **Gold Medallion Senate Productivity Award**
- **Nationally recognized leader in technology.** Four times recognized as the #1 digital county in the USA.



Chesterfield County Government

Chesterfield provides complete local government services, including public water and sewer utilities, mental health support services, fire and emergency medical services, sheriff and police protection. The county contains no incorporated cities or towns. It is divided into five magisterial districts, each of which is represented by one supervisor elected to serve four years.

These officials form the Board of Supervisors, the legislative body of the county. The Board of Supervisors elects a chairman from its membership for a one-year term. The Board appoints the County Administrator, who serves as the county's chief administrative officer under the board's direction.

The Board of Supervisors is responsible for establishing local public policy, raising local resources for the support of public programs, and overseeing the conduct of the county's affairs through its appointed administrative officials. County government, as a political subdivision of the state, also assists in the local implementation of state laws and programs.

Chesterfield County Board of Supervisors



James "Jim" Holland
Chair
Dale District



Mark S. Miller, Ph.D.
Vice-Chair
Midlothian District



Jim Ingle
Bermuda District

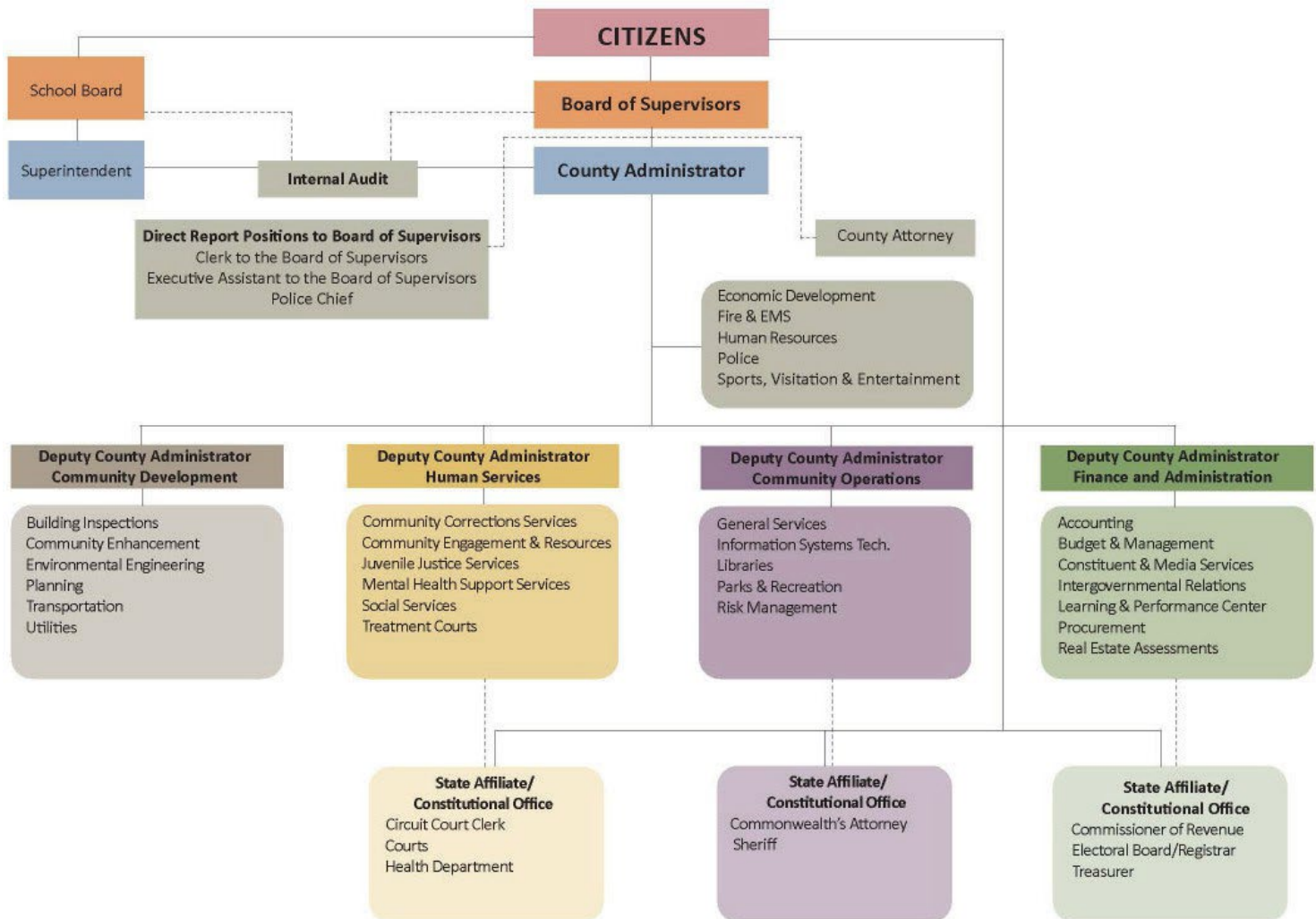


Jessica Schneider
Clover Hill District



Kevin Carroll
Matoaca District

Chesterfield County Organizational Structure



Chesterfield County Strategic Plan

Mission

Providing a FIRST CHOICE community through excellence in public service

Vision

To be an extraordinary and innovative community in which to live, learn, work and play

Values

Results, Innovation, Service, Ethics

blueprint
CHESTERFIELD



Everyday Excellence



Safe and Secure Community



Robust Economy



Healthy Living and Well-being



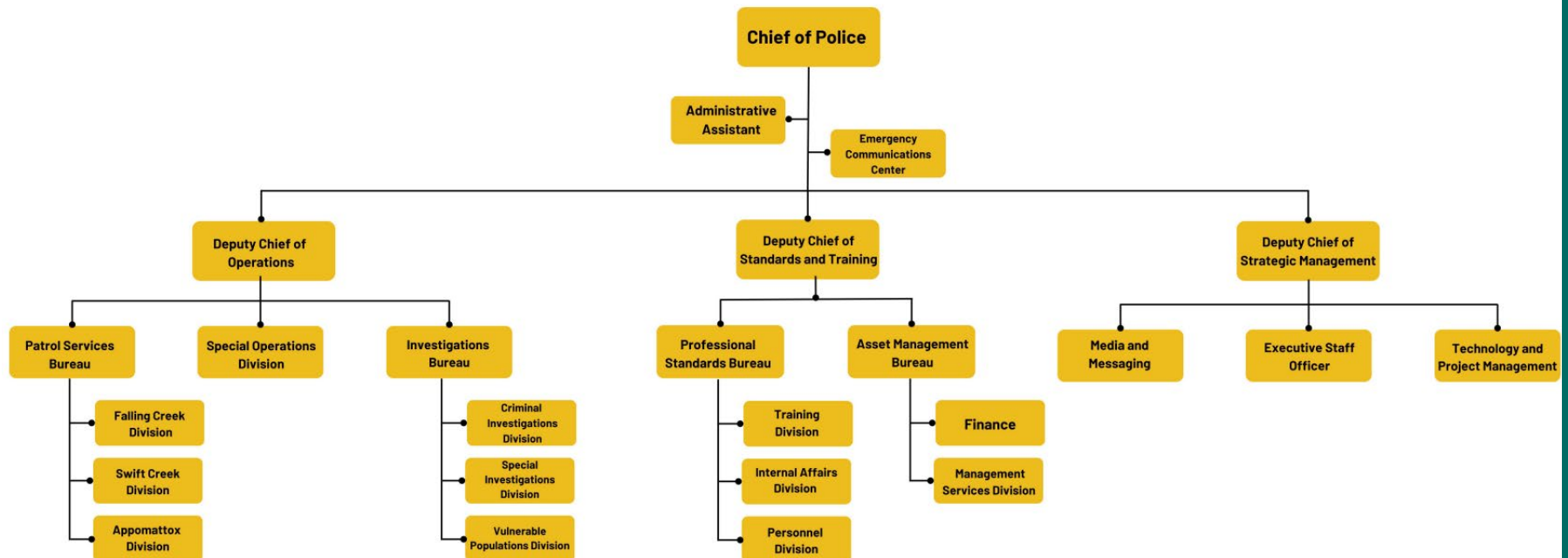
Thriving Communities



Learning for a Lifetime

Chesterfield County Police Department Organizational Structure

CCPD Organization Chart



The Department

Office of the Chief – The Chief's Office provides overall planning, development and direction for police services for this CALEA-accredited agency. Three deputy chiefs manage Operations, Standards and Training, and Strategic Management. Media and Messaging and Employee Wellness are managed and coordinated under Strategic Management.

Emergency Communications - The Emergency Communications Center (ECC) is responsible for answering, entering and dispatching calls for service while gathering and relaying information accurately and professionally. Staff in this division handle 911 calls, non-emergency calls, other public safety services and Police, Animal Control, Sheriff and Fire & EMS dispatching. ECC serves as a vital link between the public and other public safety organizations.

Strategic Management

Technology and Project Management – This team manages the use of and facilitates the acquisition of police department technology. The team also serves as support for all major projects for the entire department. Department systems aid in providing data to support strategic decision making. Police systems support staff is responsible for the computer hardware and software utilized by the department including remote sites and mobile data computers in police vehicles.

Operations

Special Operations Division (SOD) – This division provides specialized police services throughout the county. SOD enforces state laws through specialized teams such as traffic safety, the emergency response team and marine patrol. The division supports patrol operations in the apprehension of suspects, location of missing persons, and other general support functions through specialized teams such as K9, aviation, and unmanned aerial systems. Team members provide crime prevention education, citizen academies, crime prevention through environmental design, apartment safety awareness, and numerous other services such as neighborhood watch and project lifesaver. SOD develops impactful problem-solving partnerships through community engagement. This division also supports individuals experiencing mental health challenges through the co-responder partnership with the Mental Health Support Services Department. SOD also assists with operational preparedness, homeland security and emergency management.

Animal Services - This division serves, protects and promotes safety through the education of the community regarding responsible pet ownership and the enforcement of violations of law pertaining to animal welfare. The Chesterfield Animal Shelter is also responsible for pet adoption services.

Patrol Services – The patrol division provides first responder services to the residents, customers and businesses of Chesterfield. Officers patrol beats to resolve, prevent, and deter crime and support community policing efforts.

Special Investigations - This division investigates organized criminal activity, including narcotics organizations and gangs. Members of the team investigate offenses such as prostitution, sex solicitation and gambling, and they investigate mid to high-level drug traffickers and organizations. Duties also include identifying and seizing assets obtained through criminal activity. Special Investigations also coordinate and conduct crime and traffic analysis and provide investigative support in real time and management of criminal intelligence. The special enforcement team is also a part of this division.

Criminal Investigations – Investigations of all crimes against persons and property are conducted by this division. The crime solvers program and the forensics and cyber unit report to this division.

Vulnerable Populations – This division is responsible for investigating crimes against vulnerable populations including domestic violence, human trafficking, sex crimes, crimes against children and the elderly. The department's domestic violence coordinator reports to this division. Team members also provide school safety services through the school resource officer program in middle and high schools and the success through education and proactive policing program in all elementary schools.

Standards and Training

Training – This division is responsible for providing all recruit, in-service, specialized and career development education as well as firearms and vehicle operations training. The training division also administers the field training program and ensures compliance with Department of Criminal Justice Services training standards. The firearms training center and emergency vehicle operations course facilities are also part of the training division.

Personnel – Staff assigned to this division are responsible for recruiting, testing, conducting background investigations and selecting personnel for recommendation of hire. This division also administers the career development program and process certain permits and licenses.

Management Services – Members of this division provide logistical support and maintain custodial care of property and evidence in the possession of the department. Management Services develops and maintains inventory accountability for the handling of property and evidence, as well as the procurement and administration of department issued uniforms, equipment, vehicles and supplies. This division also has oversight of the police records management system and responds to Freedom of Information Act requests.

Finance – Fiscal oversight and control of the department's operating budget, asset forfeiture funds, and grant funds are managed by the Finance team. The members also manage the department's time accounting function and administration of the false alarm ordinance.

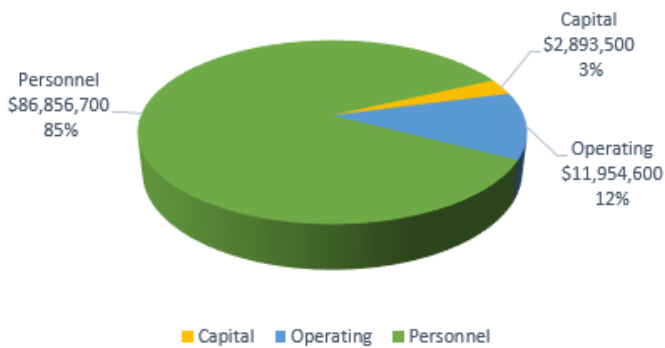
The Department (cont'd)

Standards and Training (cont'd)

Internal Affairs – The division is entrusted to provide independent internal inspection services for the police chief and members of management. Members of this division manages regulatory services such as off-duty employment, towing coordination, and state and national accreditation.

Budget – The department's budget for fiscal year 2025 is \$101.7 million, an 8.4% increase from the prior year's budget. Additionally, animal services, a division of the police department, has an operating budget of \$2.3 million.

**FY2025 Police Operating
Budget: \$101,704,800**



The Position

The Chief of Police leads the CALEA-accredited Police Department in providing police services that enhance the quality of life for those that visit, live and work in Chesterfield. The department has 540 sworn and 135 non-sworn full-time personnel and responds to approximately 230,000 calls for service annually. The Chief of Police is responsible for planning and administering policing programs and activities of the county, to include design and implementation of policies and programs in the enforcement of laws and ordinances; prevention of crime and protection of life and property and overall improvement in the community's quality of life; analysis of department operations, service demands, community needs and budget costs; coordination of police services with other agencies to address community problems; and building cooperative and positive relationships with the Board of Supervisors, County Administrator, department leaders, local/regional/state public safety agencies, media and citizens. In addition, the Chief of Police will also analyze data, prepare reports, and make recommendations for continued improvement of the Police Department. The Chief of Police, as defined in the county charter, will serve as a member of the executive leadership team and is under the oversight of the Board of Supervisors, but administratively reports to the County Administrator.



The Ideal Candidate

The county is seeking a dedicated, innovative, forward-thinking public service professional with extensive experience in modern policing. The ideal candidate will have impeccable integrity, ethics, a high level of professionalism, and a track record of being both kind and results-driven. The successful individual will bring proven leadership experience, excellent interpersonal and communication skills, and a commitment to delivering outstanding customer service through others. The candidate will be expected to be well-versed in cultivating a healthy, high performing organizational culture, innovative policing strategies, technology, and problem-solving partnerships. They will offer a record of accomplishments in implementing innovative, compassionate, and effective solutions to a wide array of complex community challenges. Specific experience in successfully addressing domains including, but not limited to, criminal conduct, quality of life concerns, mental health response, and substance abuse disorder are imperative. In addition, strong knowledge of regional and national policing trends and practices will be expected. The ideal candidate will be a hands-on leader, an active listener, and a consensus builder; however, they will also have the courage, fortitude, and leadership acumen to make key decisions, in a timely manner, often with incomplete information, when circumstances merit such action.

The individual will have a clear vision of the demands of law enforcement and will provide effective leadership, training, and support to maintain high morale within department's staff. They will assume command and responsibility for the outcomes of agency efforts and be fully engaged in protecting the brand and credibility of the organization through effective training, messaging, and oversight of personnel and organizational outputs. The individual will have high standards, cultivate an expectation of performance excellence, and communicate openly with stakeholders within the department and the broader community. A proven track record of demonstrating initiative, cutting-edge collaboration, informed by relevant and thoughtful analysis is a must. The individual will have excellent diplomacy and relationship building skills to foster positive and cooperative interactions with elected officials, county leadership, county departments, local, state and federal agencies and the community.



Professional Skills and Management Style

- A clear and inspiring communication style that elicits understanding and authenticity.
- The ability to effectively balance the stability of sound management practices and the disequilibrium of effective leadership; coupled with the ability to communicate a vision, garner buy-in, and deliver high quality services through others in an efficient manner.
- The ability to operate interdependently with other county departments in order to deliver on the county's vision of a First Choice community.
- Forward-looking vision to read, anticipate, and respond to evolving an operational environment in areas such as: community expectations, staffing and equipment allocations, training needs, and evolving trends/potential threats to the community as well as to public safety operations.
- Excellent judgement and discernment on matters of law, policy, constitutional policing, organizational wellness, human performance conditions, finance, and communications.
- The willingness and ability to effectively negotiate competing interests in such a way as to foster cooperation, build partnerships, and maintain best practices in service delivery outcomes.
- Compassionately meet the needs of staff, collectively and individually, to ensure organizational wellness, personnel readiness, and esprit de corps.
- Cultivate an environment in which those with varied abilities, perspectives, and insights feel seen, valued, and appreciated.
- A willingness to speak on behalf of the workforce on matters pertaining to their performance, even when – and especially when – doing so might place the incumbent in a position of vulnerability.
- A dogged commitment to marketing the organization's brand, promoting career and volunteer opportunities, and appealing to a wide array of diverse perspective applicants.
- The ability to plan for, respond to, and effectively lead agency operations in the midst of a large scale, high profile, critical incident.
- Critical thinking skills. The ability and willingness to consider varied and competing perspectives in decision-making processes, with an eye toward human needs over process demands.

Performance and Expectations

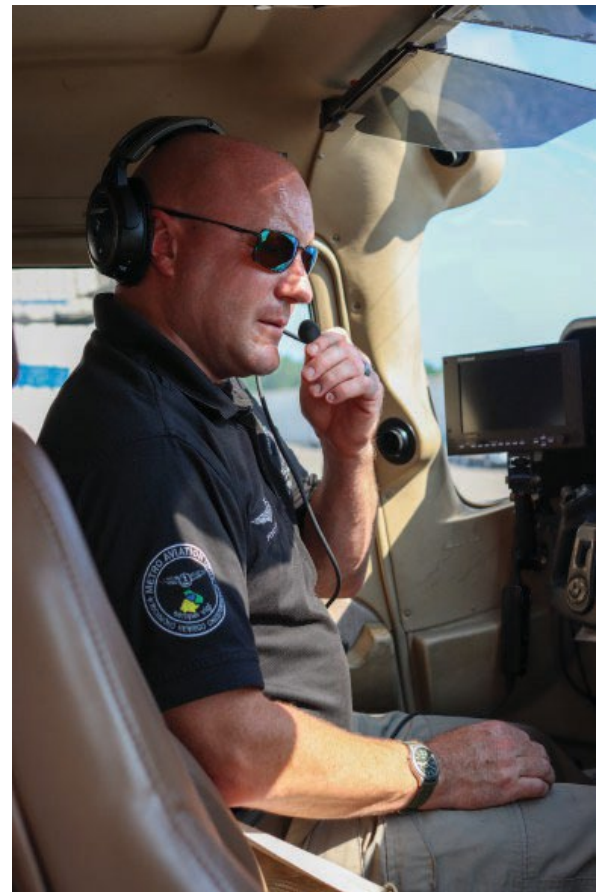
Administrative Ability: Ability to plan, organize, direct, coordinate and administer law enforcement activities of the Police Department; to effectively communicate and serve as the lead representative of the Police Department; to achieve the goals and guidelines established by County Administration and the Board of Supervisors; and ability to listen to and communicate with various segments of the community.

Performance and Expectations (cont'd)

Community Relations: Ability to maintain positive working relationships with citizens, public interest groups and community organizations in a multiracial, socioeconomically diverse setting; to continuously assess public safety concerns in the community and to ensure that existing resources are focused effectively on high priority issues.

Human Resources: Excellent communication skills with ability to effectively communicate the county's goals to department staff. Must be able to inspire and motivate employees and demonstrate fairness in dealing with staff. Must have demonstrated a commitment to recruitment and retention, teambuilding, equal employment opportunity, diversity and upward mobility of staff.

Intergovernmental Relations: Ability to relate to and develop good working relationships with regional partners, community organizations and local, state and federal agencies. Willingness and ability to provide strong, visible law enforcement leadership through effective articulation of policing approaches and programs among local and area criminal justice agencies, community organizations and citizen groups.



Future Challenges

Recruitment and Retention of Police Officers: The Chief of Police will need to continue focusing on attracting qualified officers and implementing best practices for retention.

Increasing Complexity of Crime: The Chief of Police will be expected to be well versed in innovative policing strategies, technology and practices. The chief will focus on developing strategic priorities for policing operations and will remain abreast of growing crime trends.

Rapid Advances in Technology: The Chief of Police will be progressive and innovative in ways to meet the technological demands of the department, in alignment with budget limitations, to anticipate, and adjust to the pace at which technology changes.

Growth of the County: Future growth in the county will require a Chief of Police who has proven experience in using proactive policing and preventative activities to help meet the department goals and objectives.

Evolving Community Expectations: The Chief of Police will focus on continued relationship building with the community and have the ability to successfully build ties with key community leaders and organizations.

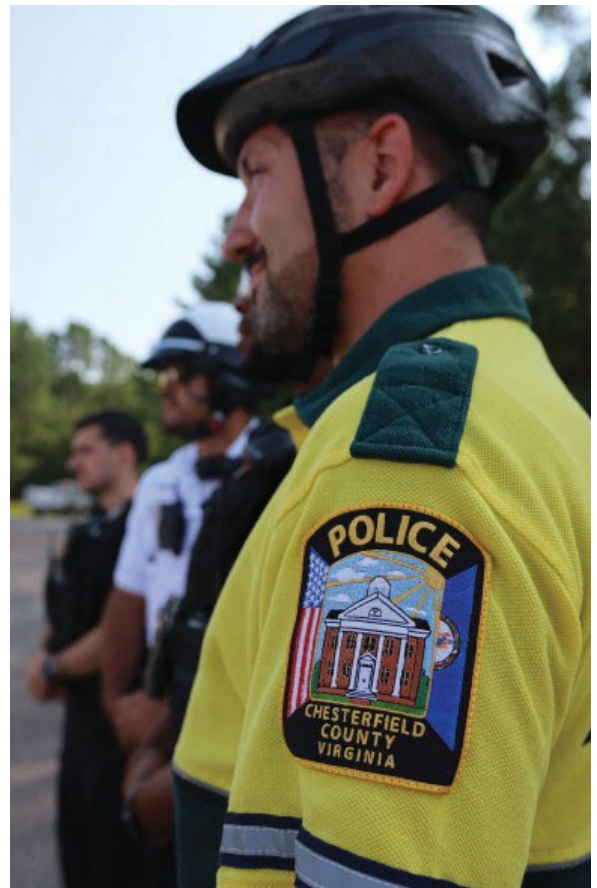
Maintaining Officer Safety: The Chief of Police will fully embrace the county's strategic goal of safety and security and support new technology and training to maintain police officer safety and well-being.



Qualifications

Education and Experience

- Bachelor's degree in criminal justice, business administration, public administration, or a related field from an accredited college or university is required; master's degree is preferred.
- Evidence of continuing professional education and training in relevant technical and managerial areas, including advanced law enforcement programs such as FBI National Academy, Southern Police Institute or Northwestern School of Police Staff & Command. Designation as a Virginia certified law enforcement professional or the ability to obtain certification as soon as possible is required.
- Minimum of 10 years of progressively responsible law enforcement managerial and leadership experience, including five years of law enforcement experience in a senior management capacity.
- Ideal candidate will have excellent leadership and communications skills and proven experience in a law enforcement agency including significant involvement in a wide range of law enforcement activities such as field operations (patrol), investigations, drug enforcement, and community policing.



Compensation and Benefits

Salary for the Police Chief's position is negotiable based on qualifications and experience. The successful candidate will be provided a take-home police vehicle and have access to a comprehensive benefits package to include:

- Virginia Retirement System
- Executive Leave Benefit
- Paid Holidays
- Professional Development Opportunities
- Tuition Assistance and Reimbursement Program
- Employee Assistance Program
- Deferred Compensation
- Health and Dental Insurance
- Paid Time Off Benefit
- Group Life Insurance
- Short-Term and Long-Term Disability
- Long-Term Care Insurance
- Flexible Spending Accounts
- Paid Parental Leave

Application Process

The application deadline date is **Monday, July 29, 2024**.

Interested applicants should submit a resume with cover letter to:

<https://www.governmentjobs.com/careers/bakertilly>



For more information, please contact Anne Lewis at anne.lewis@bakertilly.com or 703-932-8214, or Yolanda Howze at yolanda.howze@bakertilly.com or 312-240-3401.

The Chief of Police is not an at-will position. An extensive background investigation and relevant testing necessary to fully assess a law enforcement leader's readiness to assume the responsibilities and meet the expectations of a top tier police department will be required.

An Equal Opportunity Employer Committed to Workforce Diversity.



Opportunity to:

- Work for a nationally respected and award-winning local government that values both team-work and individual contribution
- Become part of an outstanding and highly stable team of elected and appointed officials
- Lead a team of dedicated personnel consisting of experienced professionals
- Live and work in an exceptional community



For more information

visit www.chesterfield.gov



DRAFT

CHESTERFIELD COUNTY POLICE CHIEF RECRUITMENT

Community and Employee Input Meetings

Chesterfield County is currently recruiting for its next police chief. Community and employee meetings are planned in July to gather input. Executive search firm, Baker Tilly, will hold in-person and virtual sessions to offer an opportunity for attendees to provide input about the knowledge, skills and abilities they believe the new police chief should possess. For those unable to attend an in-person or virtual session, an online survey is also available to provide input during the recruitment process. The survey will be available through July 29. Survey results, as well as information gathered through the in-person and virtual sessions, will be compiled in time to help inform the selection of the semi-finalists by the Police Chief Recommendation Committee for first-round interviews, from which the Chesterfield County Board of Supervisors will choose its finalists for further vetting, including additional interviews.

Thank you for being part of the process to select Chesterfield County's next police chief.

In-Person Meetings

DAY	TIME	TYPE	LOCATION
Wednesday, July 10	7:15 a.m.	All Police Employees	Chesterfield County – Public Meeting Room 10001 Iron Bridge Road Chesterfield, VA 23832
	2:00 p.m.	Community	Midlothian Library 521 Coalfield Road Midlothian, VA 23114
	6:30 p.m.	Community	Chesterfield County – Public Meeting Room 10001 Iron Bridge Road Chesterfield, VA 23832
Thursday, July 11	7:15 a.m.	All Police Employees	Chesterfield County – Public Meeting Room 10001 Iron Bridge Road Chesterfield, VA 23832
	2:00 p.m.	All Police Employees	Chesterfield County – Public Meeting Room 10001 Iron Bridge Road Chesterfield, VA 23832
	6:30 p.m.	Community	Chesterfield Career & Technical Center 13900 Hull Street Road Midlothian, VA 23112

Virtual Sessions

DAY	TIME	TYPE	LOCATION
Monday, July 15	1:00 p.m.	All Police Employees	Virtual – Microsoft Teams
	6:30 p.m.	Community	Virtual – Facebook Live

***Note:** Police Department employee meetings are in bold.

By COMMUNITY STAKEHOLDER SURVEY
CHESTERFIELD COUNTY, VIRGINIA
POLICE CHIEF

Chesterfield County, Virginia has retained Baker Tilly to conduct a search for a new Police Chief. As we initiate the search, Chesterfield County would appreciate any input that community stakeholders wish to contribute on the experience, management and leadership qualities they would like to see in the County's next Police Chief, along with any other issues they may feel are relevant to the selection process.

Survey results will be compiled in time to help inform the selection of the Semi-Finalists by the Police Chief Recommendation Committee for first-round interviews, from which the Chesterfield County Board of Supervisors will choose its Finalists for further vetting, including additional interviews. Chesterfield County will be provided with a copy of the community stakeholder survey results when completed. The number of survey participants and the collected results will be made publicly available by the County after receipt, though the identities of respondents will not be known or available.

Chesterfield County values your input and thanks you in advance for your time to complete this survey. **Please respond no later than 12:00 noon ET, Monday, July 29, 2024.**

Question 1:

Which of the following represents your age group?

- ☐ 17 and under
- ☐ 18-24
- ☐ 25-49
- ☐ 50-74
- ☐ 75 or older

Question 2:

Select the option that best represents your relationship to Chesterfield County:

- ☐ Resident
- ☐ Business Owner
- ☐ Chesterfield Government Employee (police employees: please use police-specific survey)
- ☐ Chesterfield Public Schools Employee
- ☐ Community Organization/Partner
- ☐ Elected or Appointed Government Leader
- ☐ Student
- ☐ Other (please specify)

Question 3:

In your opinion what are the most important qualifications the next Police Chief must have? (Please rank from Not Important to Very Important)

- ☐ Virginia Law Enforcement Experience
- ☐ Law Enforcement Credentials
- ☐ FBI Academy or similar academy training
- ☐ Prior Experience with a community of similar size and demographics
- ☐ Education (BS, MA, JD, Ph. D)

Question 4:

What are the most important areas of professional experience and expertise that the next Police Chief should have? Please select **four** from the following list:

- ☐ Cultural competency on issues of equity, diversity, and inclusion
- ☐ External communications with the public and business community
- ☐ Internal communications with County staff and elected officials
- ☐ Participation in County and community events
- ☐ Skilled in administrative and financial management
- ☐ Skilled in aligning the organization with the strategic direction established by the Board of Supervisors
- ☐ Skilled in intergovernmental relations and advocacy
- ☐ Leadership, integrity and character
- ☐ Police accountability
- ☐ Commitment to following the Board of Supervisor's lead on policy issues
- ☐ Experience with mental health and substance use issues and policing
- ☐ Experience with juvenile crime and related issues
- ☐ Community policing
- ☐ Intergovernmental relations
- ☐ Skilled in utilizing technology in policing

Question 5:

What are your public safety priorities? Please select **four** from the following list:

- ☐ Responding to property crimes
- ☐ Strengthening community-police partnerships
- ☐ Enhancing emergency response capabilities
- ☐ Addressing substance abuse and mental health issues in the community
- ☐ Implementing community policing strategies
- ☐ Improving communication and transparency between law enforcement and the community
- ☐ Promoting education and awareness on public safety issues
- ☐ Utilizing technology for crime prevention and detection
- ☐ Implementing community-based training programs for emergency preparedness
- ☐ Enhancing youth engagement and after-school programs to prevent juvenile delinquency

- Fostering collaboration with local businesses to promote safety in commercial areas
- Addressing traffic safety concerns and implementing measures to reduce accidents
- Improving coordination with social services to support at-risk populations
- Investing in crime data analysis for targeted interventions
- Supporting community-led initiatives aimed at reducing crime and promoting safety
- Evaluating and updating firearm safety measures and regulations
- Responding to property crimes

Question 6:

What are the most important management and leadership qualities that the next Police Chief should demonstrate? Select up to **six** critical qualities from the following list:

- Customer service focus
- Command presence
- Confidence
- Compassion
- Teamwork and collaboration
- Interpersonal communications
- Relationship building
- Ability to actively listen to concerns of others
- Negotiation
- Transparency
- Adaptability and resiliency
- Coaching and developing others
- Commitment to values-based leadership
- Conflict management
- Cultural competency (ability to work well with a wide variety of citizens)
- Championing change
- Decisive judgment
- Problem solving
- Fiscal prudence
- Planning and organizing
- Able to balance competing priorities
- Driving for results
- Transformational
- Continuous improvement
- Forward thinking

Question 7:

Rank the below issues in order of highest to lowest priority that the next Police Chief must be prepared to address.

- Reducing Crime Rates: Implementing effective strategies to decrease crime rates and enhance public safety throughout the community.

- Building Trust and Accountability: Establishing transparent policies and practices to build trust between law enforcement and the community while ensuring accountability for officer conduct.
- Addressing Mental Health and Addiction: Developing protocols and partnerships to effectively respond to mental health crises and addiction-related issues with empathy and support.
- Promoting Diversity and Inclusion: Enhancing diversity within the Police-Department and fostering an inclusive culture that respects and values the community's diverse demographics.
- Improving Community Relations: Strengthening relationships between law enforcement and community members, particularly in neighborhoods in need of revitalization, through proactive engagement and communication efforts.

Question 8:

Rank the below issues in order of highest to lowest priority that the next Police Chief must be prepared to address immediately and as soon as they are on the job.

- Assessing Departmental Policies and Procedures: Reviewing existing policies and procedures to identify areas for improvement in accountability, community engagement, and officer training.
- Building Relationships with Community Stakeholders: Initiating dialogue with community leaders, organizations, and residents to understand their concerns and priorities while establishing trust and collaboration.
- Addressing Immediate Public Safety Concerns: Implementing strategies to address pressing public safety issues such as crime spikes, traffic safety, or emergency response preparedness.
- Evaluating Staffing and Resource Allocation: Assessing staffing levels, resource distribution, and budgetary needs to ensure effective deployment of personnel and equipment.
- Implementing Accountability Measures: Instituting mechanisms for Police Department accountability, transparency, and ethical conduct.

Question 9:

How would you like the next Police Chief to foster relationships and communication between law enforcement and different cultural or minority groups within the community? Please rank the following from highest to lowest priority.

- Community Engagement Events: Organizing cultural awareness events, festivals, or neighborhood gatherings where community members and law enforcement can interact in a relaxed and informal setting.
- Diverse Hiring and Training Practices: Implementing additional recruitment strategies to increase diversity within the Police Department and providing more cultural sensitivity training for officers to better understand and respect diverse perspectives.
- Advisory Boards or Councils: Establishing advisory boards or councils comprised of representatives from various cultural or minority groups to provide input on policing strategies, policies, and community concerns.
- Multilingual Support Services: Enhancing language interpretation services and employing more officers proficient in languages spoken within minority communities to improve communication and accessibility.

- Community Policing Initiatives: Increasing community policing initiatives that emphasize building trust, collaboration, and problem-solving partnerships between law enforcement and cultural or minority groups.

Question 10:

What initiatives or programs do you believe would enhance community policing efforts in Chesterfield County?

- Publicly Accessible Policies and Procedures: Publishing all department policies, procedures, and protocols online for easy public access and review.
- Regular Public Reports and Updates: Issuing regular reports and updates to the community on department activities, initiatives, and performance metrics.
- Independent Audits: Conduct regular audits and reviews of department operations, practices, and complaints and take action as appropriate.
- Body-Worn Camera Usage: Continue to mandate the use of body-worn cameras for all officers during interactions with the public and ensure timely and appropriate release of footage in accordance with privacy laws.

Question 11:

Rank the following initiatives and programs from most to least preferred that you would like the Police Chief to continue to engage the youth in the community.

- Youth Police Academies: Establishing youth police academies or mentorship programs where young people can learn about law enforcement, leadership skills, and civic responsibility in a supportive environment.
- School Resource Officer Programs: Expanding school resource officer programs to build positive relationships between law enforcement and students, while also addressing safety concerns within educational institutions.
- Community Youth Outreach Events: Organizing youth-focused events such as sports tournaments, art workshops, or leadership summits to provide opportunities for positive interactions between police officers and young people.
- Youth Advisory Councils: Creating youth advisory councils or committees to give young people a voice in shaping police policies, programs, and initiatives that directly affect them.
- Youth Diversion and Support Programs: Implementing diversion programs and support services aimed at providing alternatives to juvenile detention and addressing underlying issues such as substance abuse, mental health, and homelessness among young people.

Optional Open-Ended Questions (for PCRC discussion)

Question 12: What existing practices, policies and/or programs do you believe the next Police Chief should continue?

Question 13: If you could ask candidates for the Police Chief position one question, what question would you ask?

Question 14: What advice, if any, would you give the next Police Chief?

Question 15: Please feel free to share additional input on the professional experience, leadership/management characteristics, and priority issues and challenges that are relevant to the recruitment and selection of the next Police Chief.

Chesterfield County values your input and thanks you for participating in this survey.

POLICE DEPARTMENT EMPLOYEE SURVEY
CHESTERFIELD COUNTY, VIRGINIA
POLICE CHIEF

Chesterfield County has retained Baker Tilly to conduct a search for a new Police Chief. As we initiate the search, the Board of Supervisors would appreciate your input. What experience, management and leadership qualities would you like to see in our next Police Chief?

Your responses to this survey will be completely anonymous. We are committed to ensuring the confidentiality of your feedback.

Survey results will be compiled in time to help inform the selection of the Semi-finalists by the Police Chief Recommendation Committee for first-round interviews, from which the Chesterfield County Board of Supervisors will choose its Finalists for further vetting, including additional interviews. The County will be provided with a copy of the employee survey results when completed. The number of survey participants and the collected results will be made available by the County after receipt, though the identities of respondents will not be known or available.

Chesterfield County values your input and thanks you in advance for your time to complete this survey.
Please respond no later than *12:00 noon ET, Monday, July 29, 2024.*

Question 1:

Which of the following represents your years of service with Chesterfield Police Department?

- ☐ Less than one year
- ☐ 1-5 years
- ☐ 6-10 years
- ☐ 11-19 years
- ☐ Over 20 years

Question 2:

In your opinion what are the most important credentials the next Police Chief must have? (Please rank from Not Important to Very Important)

- ☐ Virginia Law Enforcement Experience
- ☐ Law Enforcement Credentials
- ☐ FBI Academy or similar academy training
- ☐ Prior Experience with a community of similar size and demographics
- ☐ Education (BS, MA, JD, Ph. D)

Question 3:

What are the most important areas of professional experience and expertise that the next Police Chief should have? Please select **four** from the following list:

- ☐ Skilled in aligning the organization with the strategic direction established by the Board of Supervisors
- ☐ Leadership, integrity and character
- ☐ Commitment to following the Board of Supervisors' priorities and direction when carrying out policy issues
- ☐ Effective Police Department culture builder that establishes healthy norms and ensures equity and inclusion
- ☐ Ability to model and teach community policing
- ☐ Intercultural competency
- ☐ Proven success in fostering equity, diversity, and inclusion
- ☐ Accountability
- ☐ External communications with the public and business community
- ☐ Internal communications with County staff and elected officials
- ☐ Participation in County and community events
- ☐ Skilled in administrative and financial management
- ☐ Skilled in intergovernmental relations and advocacy
- ☐ Experience with mental health issues and policing
- ☐ Experience with substance abuse issues and policing
- ☐ Experience with juvenile crime and related issues
- ☐ Skilled in utilizing technology in policing

Question 4:

What are your public safety priorities? Please select **four** from the following list:

- ☐ Strengthening community-police relationships
- ☐ Enhancing emergency response capabilities
- ☐ Addressing substance abuse and mental health issues in the community
- ☐ Implementing community policing strategies
- ☐ Improving communication and transparency between law enforcement and the community
- ☐ Promoting education and awareness on public safety issues
- ☐ Utilize technology for crime prevention and detection
- ☐ Implementing community-based training programs for emergency preparedness
- ☐ Enhancing youth engagement and after-school programs to prevent juvenile delinquency
- ☐ Fostering collaboration with local businesses to promote safety in commercial areas
- ☐ Addressing traffic safety concerns and implementing measures to reduce accidents
- ☐ Improving coordination with social services to support at-risk populations
- ☐ Investing in crime data analysis for targeted interventions
- ☐ Supporting community-led initiatives aimed at reducing crime and promoting safety
- ☐ Evaluating and updating firearm safety measures and regulations
- ☐ Ensuring equity for all, especially within neighborhoods in need of revitalization

Question 5:

What are the most important management and leadership qualities that the next Police Chief should demonstrate? Select up to **six** critical qualities from the following list:

- ☐ Customer service
- ☐ Command presence
- ☐ Confidence
- ☐ Compassion
- ☐ Teamwork and collaboration
- ☐ Interpersonal communications
- ☐ Relationship building
- ☐ Ability to actively listen to the concerns of others
- ☐ Negotiation
- ☐ Transparency
- ☐ Adaptability and resiliency
- ☐ Coaching and developing staff
- ☐ Commitment to values-based leadership
- ☐ Conflict management
- ☐ Intercultural competency (ability to work well with a wide variety of citizens)
- ☐ Commitment to diversity, equity and inclusion
- ☐ Championing change
- ☐ Decisive judgment
- ☐ Problem solving
- ☐ Fiscal prudence
- ☐ Planning and organizing
- ☐ Able to balance competing priorities
- ☐ Driving for results
- ☐ Transformational
- ☐ Continuous improvement
- ☐ Forward thinking

Question 6:

Rank the below issues in order of highest to lowest priority that the next Police Chief must be prepared to address.

- ☐ Community Relations and Trust Building: Enhancing transparency, accountability, and trust between the police department and the community.
- ☐ Crime Reduction and Public Safety: Implementing effective strategies to reduce crime rates and ensure the safety of all residents.
- ☐ Police Training and Professional Development: Ensuring officers receive comprehensive training on de-escalation, cultural competency, mental health wellness and modern policing techniques.
- ☐ Resource Management and Budgeting: Efficiently managing departmental resources, including personnel, technology, and budget constraints.

- Addressing Internal Morale and Workforce Issues: Improving morale as needed, addressing burnout, and fostering a positive and supportive work environment for all officers and staff.

Question 7:

Rank the below issues in order of highest to lowest priority that the next Police Chief must be prepared to address immediately and as soon as they are on the job.

- Strengthening Community Trust: Building and improving relationships with community members to enhance trust and cooperation.
- Addressing Crime Hotspots: Identifying and targeting higher crime areas with focused strategies to reduce incidents and increase public safety.
- Boosting Officer Morale: Implementing initiatives to improve the morale and well-being of the Police Department, including addressing concerns and fostering a positive work environment.
- Improving Response Outcomes: Enhancing the efficiency and effectiveness of police response to emergencies and incidents.
- Reviewing Department Policies: Conducting a comprehensive review of current policies and procedures to ensure they are up-to-date, effective, and aligned with best practices in law enforcement.

Question 8:

How would you like the next Police Chief to foster relationships and communication between law enforcement and different cultural or ethnic groups within the community? Please rank the following from highest to lowest priority.

- Community Engagement Events: Organizing cultural awareness events, festivals, or neighborhood gatherings where community members and law enforcement can interact in a relaxed and informal setting.
- Diverse Hiring and Training Practices: Implementing additional recruitment strategies to increase diversity within the Police Department and providing more cultural sensitivity training for officers to better understand and respect diverse perspectives.
- Advisory Boards or Councils: Establishing advisory boards or councils comprised of representatives from various cultural or minority groups to provide input on policing strategies, policies, and community concerns.
- Multilingual Support Services: Enhancing language interpretation services and employing more officers proficient in languages spoken within minority communities to improve communication and accessibility.
- Community Policing Initiatives: Increasing community policing initiatives that emphasize building trust, collaboration, and problem-solving partnerships between law enforcement and cultural or minority groups.

Question 9:

What initiatives or programs do you believe would enhance community policing efforts in Chesterfield County?

- Publicly Accessible Policies and Procedures: Publishing all department policies, procedures, and protocols online for easy public access and review.
- Regular Public Reports and Updates: Issuing regular reports and updates to the community on department activities, initiatives, and performance metrics.
- Independent Audits: Conduct regular audits and reviews of department operations, practices, and complaints and take action as appropriate.
- Body-Worn Camera Usage: Continue to mandate the use of body-worn cameras for all officers during interactions with the public and ensure timely and appropriate release of footage in accordance with privacy laws.

Question 10:

Rank the following methods from most to least preferred for the next Police Chief to ensure transparency within the Police Department.

- Regular Internal Reports and Updates: Providing police employees with frequent updates on departmental activities, crime statistics, and policy changes through internal reports and communications.
- Employee Forums and Q&A Sessions: Hosting regular forums and Q&A sessions where police employees can engage with the Police Chief, ask questions, and express their concerns.
- Internal Access to Body Worn Camera Footage: Ensuring that relevant body worn camera footage is accessible to police employees, following privacy and legal guidelines.
- Transparent Internal Complaint and Investigation Processes: Ensuring that the processes for filing internal complaints and conducting investigations are clear, accessible, and transparent to police employees, as permissible.
- Internal Data Sharing Initiatives: Creating an internal data portal where police employees can access information on police activities, departmental budgets, use-of-force incidents, and other relevant data, as appropriate.

Question 11:

Rank the following initiatives and programs from most to least preferred that you would like the Police Chief to continue to engage the youth in the community.

- Youth Police Academies: Establishing youth police academies or mentorship programs where young people can learn about law enforcement, leadership skills, and civic responsibility in a supportive environment.
- School Resource Officer Programs: Expanding school resource officer programs to build positive relationships between law enforcement and students, while also addressing safety concerns within educational institutions.
- Community Youth Outreach Events: Organizing youth-focused events such as sports tournaments, art workshops, or leadership summits to provide opportunities for positive interactions between police officers and young people.

- Youth Advisory Councils: Creating youth advisory councils or committees to give young people a voice in shaping police policies, programs, and initiatives that directly affect them.
- Youth Diversion and Support Programs: Implementing diversion programs and support services aimed at providing alternatives to juvenile detention and addressing underlying issues such as substance abuse, mental health, and homelessness among young people.

Optional Open-Ended Questions (for PCRC discussion)

Question 12: What existing practices, policies and/or programs do you believe the next Police Chief should continue?

Question 13: If you could ask candidates for the Police Chief position one question, what question would you ask?

Question 14: What advice, if any, would you give the next Police Chief?

Question 15: Please feel free to share additional input on the professional experience, leadership/management characteristics, and priority issues and challenges that are relevant to the recruitment and selection of the next Police Chief.

Chesterfield County values your input and thanks you for participating in this survey.



**Chesterfield County Police Chief
Questions for Community/Employee In-Person Input Sessions
(For PCRC Review & Discussion)**

1. What management/leadership characteristics should the new Police Chief possess?
2. What experience and expertise should Chesterfield's next Police Chief possess?
3. What are the County/Department priorities Chesterfield's next Police Chief should address as soon as they are on the job?
4. What are the most important County/Department issues the new Police Chief will face over the next five years?
5. Please share additional comments you would like the Police Chief Recommendation Committee and Board of Supervisors to consider when evaluating candidates for the position of Police Chief.
6. What are existing practices, policies and/or programs you feel the new Police Chief should continue?
7. What are policies or practices you feel the new Police Chief should change or discontinue?
8. How do you think the community views the Police Department and the services provided? What can be done to enhance the Police Department's image with the public?



Leadership-Management Assessment Tool

Part of Baker Tilly's screening and evaluation process for the Chesterfield County Police Chief recruitment involves asking the Police Chief Recommendation Committee and designated stakeholders (up to 10 total) to identify the preferred management styles, work related values and leadership competencies that will be essential for success in the position. The results of this survey will assist us in creating benchmark criteria for assessing the most promising candidates.

This process involves three steps:

First, individual members of the PCRC and designated stakeholders complete the assessment via an on-line survey. This assessment takes 30-45 minutes to complete and must be completed in one sitting. The questions will focus on the leadership and management qualities that are most desirable in the Police Chief role. The individual results are combined into one profile, or benchmark.

Next, the finalist candidates complete their own questionnaire on their individual management styles, work related values and leadership competencies.

Lastly, the individual candidate results are compared to the benchmark developed by the PCRC and designated stakeholders. The resulting Gap Analysis allows Baker Tilly to more accurately probe during the interview process. Under our guidance, you will be able to see where there is a match and where there are differences. More importantly, this process will give us a high degree of confidence when the final decision to make an employment offer is made.

We will provide a link to the assessment survey on July 15, 2024 and participants will be given until July 26, 2024 to complete. The Gap Analysis results will be provided prior to interviews with the finalist candidates.