

Summary of input regarding hiring of Eureka's new Police Chief at two community meetings (Sept. 7 and 14, 2011)

Introduction.

In September 2011, the Eureka City Council sponsored two community meetings to gather input regarding the recruitment and hiring of a new Police Chief. The desired outcomes of each meeting were that, by the end of the meeting, participants would have an understanding of:

- The process to recruit and hire a new Police Chief and how their input will be used, by whom and when
- How participants at each meeting responded to the following questions:
 - *What do you see as the major law enforcement issues facing our City?*
 - *What type of experience do you think is important for the next Police Chief*
 - *What personal skills and characteristics would you like a Police Chief to possess?*
 - *How would you like the Police Chief to be involved in our community?*

At each meeting, three or four participants gathered around small tables to respond to the questions in three rounds of 15-to-20-minute conversations. In the first round participants responded to the first question, in the second to the second and third questions, and in the last round the fourth question. The Mayor, Council members, and City staff acted as "table hosts" helping people stay on topic, listening and taking notes on large pieces of paper at the tables (i.e., "templates"). At the end of each round, the table host and/or participants shared the highlights of their discussion with everyone in the room. Eighteen people participated in the first meeting at the Wharfinger Building and thirteen in the second one at the Fire Training Center.

Here is the summary of the responses from the over 30 people who participated in both meetings. The number in parentheses is the number of times an item was mentioned and recorded. The notes from the two meetings are in the Appendix.

Summary of responses to questions.

1. *What do you see as the major law enforcement issues facing our City?*

- Drugs and alcohol (12)
 - Drugs and the related crimes associated with drugs and gangs, e.g., violence, property crime
 - Drug issues (meth = biggest challenge); heroin
 - Open drug use blatantly in view of public
 - Drug/alcohol use, manufacturing, dealing
 - Public inebriation
- Eureka Police Department (11)
 - Hire more CSO officers
 - Police on the street
 - In-custody deaths: training needed
 - Public perception of officers and officers of public (bias/prejudice can go either way)
 - Need to publicize police presence; POP (Problem Oriented Policing)

- Lack of police presence in schools
- Improper conduct of officers and law enforcement itself
- Criminal activity (9)
 - Domestic violence and child abuse
 - Property crimes, often related to drug issues
 - Burglaries, theft
 - Vagrancy
 - Animal abuse
 - Prostitution
- Graffiti and gangs (7)
 - Blighting influence
 - Could be a huge problem if we don't continue to stay on top of it
 - Gangs turning young people to crime
 - Graffiti control ordinance
 - Gang-related activities
- Homelessness (6)
 - Arson, camps, petty crimes
 - Transients
 - Lack of resources; balancing needs
- Slum and rehab houses (6)
 - Slum lords
 - Rehab houses and lack of supervision
 - Lack of code enforcement
 - Trash issues
 - Code issues
 - Motels that are long-term housing, flop houses
 - Slum houses create opportunities for lawlessness
- Lack of resources (6)
 - For mental health issues, treatment, parolee services, stolen shopping carts
 - To deal with associated issues (e.g., increased drug issues, early release of parolees, homelessness, mental and physical health issues, treatment programs, public inebriation)
 - For alternatives to incarceration, programs (treatment), maybe mentoring
- Traffic enforcement issues (5)
 - Not safe for pedestrians
 - DUI's
 - Pedestrian/bike collisions
 - Traffic safety and lack of enforcement of current laws
 - Traffic officers
- Mental illness (4)
 - Mental illness: dealing with severely mentally ill and developmentally disabled;
 - Nuisance behavior issues: alcohol, mental health, appropriate dealing with people
- D.A.'s office (3)

- Liaison with D.A.'s office
- Happy with EPD but frustrated with lack of or ineffective prosecution of crime; early release from prison
- Prosecute "johns"

3. *What type of experience do you think is important for the next Police Chief?*

- Experience in upper management or as police chief (13)
 - Administrative and management experience
 - Law enforcement background; worked up through the ranks, well-rounded career; experience from ground up—knows all positions and duties
 - Minimum of seven years of experience with increasingly responsible law enforcement positions, crime prevention, and community-oriented policing
 - At least three years of experience in a supervisory capacity
- Experience with community involvement, community policing program, neighborhood watch (7)
 - Experience with POP/NOP
- BS or BA; prefer a masters; well-educated, some college (6)
 - College degree in law, MA in police science
- Experience or familiarity regarding local issues or city with similar law enforcement issues (8)
 - Working with mental illness
 - Someone local or from California
 - Drug issues in a community
 - Able to deal with set of issues Eureka has
 - Experience with a community that is a county seat
- Graduated from a CA Post Command College and/or FBI National Academy (4)
 - Advanced degree in law enforcement
 - Proper POST certificates
- Experience in multicultural communities (4)
 - Proven diversity skills to deal with different groups
 - Working with /connecting with Native American populations

4. *What personal skills and characteristics would you like a Police Chief to possess?*

- Strong leadership skills and flexible management style (9)
 - Able to communicate, is articulate and transparent
 - Accessible and approachable
 - Relates to officers; open door policy
 - Listens
 - Willing to apply input from staff/open minded
 - Has charisma, versatile
- Respected by peers and subordinates (7)
 - Leads by example; work ethic; good role model for officers and community
 - Able to motivate rank and file; morale builder

- Works well with other agencies and groups, including law enforcement agencies, and public to work towards solutions (6)
 - Cooperate with other city departments (be a part of the whole); see their budget as part of the framework
 - Reach out to other agencies/boards, e.g., Mental Health
 - Can coordinate effectively with other agencies
- Community-oriented policing philosophy (6)
 - Integrates and supports community outreach/community policy philosophy
 - Knows different models of policing; willing to try new things; willing to embrace new tools and training
 - Accessible, approachable, responsive to the community
- Able to bring department together; team building skills; team player (5)
- Prioritizes growth of officers; ability to retain employees (5)
 - Foster and nurture talent
- Skills and qualities
 - Time management
 - Can manage change
 - Interpersonal skills
 - New wave police: manage cultural change between old and new style
 - Honesty, integrity, ethical, principled, trustworthy, moral, caring
 - Humble, shares credit, non politician
 - Firm and fair
 - Drive to improve him or herself
 - Ability to diffuse a situation
 - Diversity skills
 - High standards
 - Discernment
 - Health conscious
 - Budget conscious; ability to maximize resources; must be efficient with resources (3)
 - Creative and resourceful

4. How would you like the Police Chief to be involved in our community?

- Community involvement/networking (14)
 - Participate in community organizations and events (join and/or speak at Kiwanis, rotary, neighborhood watch, chamber of commerce & others)
 - Involvement with different groups (BSA, Little League, Boy & Girl Scouts, Rotary, local schools)
 - Partner with non-profits, social organizations, and social service agencies where possible in the county
 - Attend charity functions
 - Attends community forums/town halls periodically
 - Attend neighborhood meetings to be in touch with citizens
 - Promote police-related activities at events

- Reach out to community organizations and cultural groups
- Understand the pulse of the community (10)
 - Responsive to neighborhoods & issues
 - Involved in neighborhood watch
 - Regularly schedule public forums
 - Provide online surveys about issues and problems in Eureka
 - Live in the city
 - Improve communication & continue awareness training (be a good listener, be visible)
 - Be accessible to the public; business leaders and owners

Appendix A: Report out from tables and table notes at City of Eureka's community meeting on September 7, 2011 at the Wharfinger Building re: hiring of new Police Chief

Participants:

- Mayor Frank Jaeger and City Council Members Marian Brady, Mike Newman, and Melinda Ciarabellini, acted as table hosts.
- Eighteen residents

Report out of key ideas from small tables to total group and recorded on easel paper at the front of the room

1. What do you see as the major law enforcement issues facing our City?

- Drug Issues, especially meth
- Failed leadership form the top down...needs to be strong, otherwise it doesn't matter who the chief is
- Criminal activity – result of lack of resources (\$ for treatment, parolee services)
- Homeless situation – arson, camps
- Community service officers – need more to deal with weed abatement, shopping carts
- Traffic – DUIs, pedestrian/bike collisions
- Fear of reporting crime, hide from criminal element/retaliation, fear of retribution by criminal element
- Lack of resources/treatment for mental health issues
- Slum houses – lack of code enforcement
- Rehab houses – trash issues, code issues, motels that are long-term housing (about 10 that legally shouldn't be)
- Domestic violence & child abuse
- Lack of prosecution by D.A.'s office
- Public inebriation
- Gangs – could be a huge problem if we don't continue to stay on top of it
- Graffiti – blighting influence
- Property crimes – burglaries
- Maturation of petty crimes into failed city
- Public perception of officers/public
- Bias/prejudice can go either way
- Jail is no longer a deterrent – can get meals, dental work done

2. and 3. What type of experience do you think is important for the next Police Chief? What personal skills and characteristics would you like a Police Chief to possess?

- Efficient with resources & delivery of services...recognize when a program isn't working & move on
- Respected by peers & subordinates
- Able to bring department together, experience with resolving fractures within the department
- Experience in upper management or as police chief
- Graduated from a CA Post Command College and/or FBI National Academy; bachelors prefer a masters
- Accessible, approachable, responsive to the community
- Supports a community outreach approach
- Drive to improve himself/herself as well
- Experience with POP/NOP as well
- Family has to like the weather!

- Victim advocate
- Experience working with the mentally ill
- Has charisma! Motivate rank and file
- Strong leadership skills & flexible management style
- A woman chief
- Community involvement, community policing program, neighborhood watch
- Team building skills
- Ethical, moral, humble, shares credit
- Choosing to move here, not being kicked out by a past community
- Prioritizes growth of officers
- Ability to retain employees
- Articulate, honest, trustworthy
- Long-term commitment, sense of stability in our community
- Proven diversity skills to deal with different groups

4. How would you like the Police Chief to be involved in our community?

- Participation in community organizations
- Involved in neighborhood watch programs
- Responsive to neighborhood & issues, hold public forums, regularly scheduled
- Involved in mental health issues and/or crisis intervention
- Participation in school groups
- On-line surveys for residents re: issues living in town
- Improved communication, continued sensitivity/awareness trainings
- Should live in the city of Eureka
- Present at community events
- Part of service clubs, school groups
- Would understand the “pulse” of the community and recruit community leaders to help with issues as advisors
- When something major happens, be there for the emotional support
- Neighborhood meetings (town hall? by ward?), meet the citizens, know the people, needs to be regular, preventative
- Come in and assess what’s working & build on what’s on the verge of working
- Community-oriented policing – tentacles out there with multiple programs (not just POP)
- Able to deal with high risk (loss of life) situations in most effective manner, ask questions & shoot later, civilized outcomes
- Work with domestic violence prevention groups, gangs
- Hiring locally can help us short-cut...If we know them ourselves, better than judging from paper
- Need to be a group listener...to officers and residents

Meeting Evaluation

What worked?

- It worked with small group
- Hearing from different people/ideas... moving tables
- We’ve all hit on same themes, united as a community. Thought it’d be more polarized.
- Focused on what we’re looking for – positive focus

What did not or suggestions for improvement?

- Thinks it wouldn't work with a larger group...people wouldn't feel comfortable
- Short notice...may have missed meeting advertisements
- By taking notes at small tables you can't participate
- Additional comment cards to catch more input
- Table hosts (Mayor, Council members, staff members) didn't get to talk to all participants

Notes taken at the five different tables of four or five participants either by the table hosts or the participants

Law enforcement issues

- Problems with no clear solutions
- Conduct of police officers in the department (illegal activities)
- Failed leadership - leadership should guide police chief
- Lack of confidence in city leadership over the years
- Hire more CSO officers
- Liaison w/D.A.'s office
- Happy with EPD, but frustrated with lack of prosecution to D.A.
- In-custody deaths – training needed
- Jail is not a deterrent
- Lack of resources available (local, state, federal) to deal with assorted social issues (e.g. increased drug issues, early release of parolees, homelessness, mental health & physical health issues, treatment programs, public inebriation)
- Funding – lack of resources
- Lack or resources to deal with stolen shopping carts
- Homelessness (lack of resources to deal with the problem)
- Homeless populations –balancing needs
- Homelessness (people on the street, petty crimes, arson, camps)
- Mental illness
- Drugs and the related crimes associated with drugs and gangs
- Drug issues (meth = biggest challenge)
- Drugs like meth & heroin
- Open drug use blatantly in view of public
- Enforcement of weed abatement ordinance
- Vagrancy, prostitution, drug behavior, transients
- Prostitution creates a perception problem for tourists, prosecute johns
- Gangs turning young people to crime
- People afraid of calling police because of fear of retaliation by the criminal element
- Slum lords and lack of code enforcement
- Lack of code enforcement
- Rehab houses and lack of supervision
- Slum houses create opportunities for lawlessness
- Motels as flophouses, long-term housing
- Graffiti control ordinance
- Graffiti
- Traffic safety and lack of enforcement of current laws

- Traffic (DUI, collisions, pedestrian and bike accidents)
- Property crimes (burglaries, often related to drug issues)
- Domestic violence/Child abuse

Desired experience/skills/characteristics

- Job experience/Life experience
- Education, family, and law enforcement background
- Well-educated/some college
- Education (higher degree BS/BA)
- Minimum of seven years of experience with increasingly responsible law enforcement, crime prevention, and community oriented policing
- At least three years of experience in a supervisory capacity
- Graduation from the CA POST Command College and/or the FBI National Academy
- Management & certified
- Performance as a cop or upper-level manager in a police agency
- Administrative and management experience (leadership skills)
- Worked up through the ranks, well-rounded career
- Lots of training
- Experience from the ground up – knows all positions and duties
- Experience with POP/NOP programs
- Experience with POP programs
- Community policing
- Integrate community oriented policing philosophy
- Supports community outreach approach
- Community involvement
- Experience with neighborhood watch other types of community involvement
- Can coordinate effectively with other agencies
- Experience collaborating with other agencies
- Team player
- Willing to apply input from staff/open minded
- Strong leadership skills/balanced & flexible management style
- Flexible and able to communicate
- Charisma/leads by example/ability to motivate
- Accessible/approachable
- Articulation/communication
- Articulate
- Listening
- Respected by peers & subordinates
- Respected by peers (other police chiefs/department)
- Respected by subordinates
- Relates to officers (open door policy)
- Morale builder
- Ability to retain employees
- Ability to bring the department together
- Foster and nurture talent
- Prioritizes professional growth of officers

- Experience in resolving a fractured department
- Ability to diffuse a situation
- Belief in crisis intervention
- Treat people fairly – victim advocate
- Willing to put victim's needs first
- Responsive to citizens
- Someone with diversity skills
- Possesses morals, integrity, ethics
- Good role model
- Unquestionable ethics (no infractions)
- Honesty/ Trustworthiness
- High standards
- Discernment
- Ethical/caring
- Moral/humble/credit shared/non-politician
- Seeking to improve self
- Health conscious
- Budget conscious
- Ability to maximize resources
- Must be efficient with resources in the delivery of services
- Creative and resourceful
- Someone with experience regarding local issues
- Experience in city with similar law enforcement issues
- Experience working with/ connecting with Native American populations
- Experience working with drug issues in a community
- Experience/skills working with mental illness
- Lack of oversight with mentally ill people
- Experience out of town, no history with our Police Department = fresh perspective
- Longer term commitment, sense of stability
- Candidate and family must like the weather

Desired community involvement

- Community involvement with all places to network
- Participates in community organizations (join and/or speak at Kiwanis, rotary, neighborhood watch, chamber of commerce & others)
- Diverse involvement with different groups (BSA, Little League, Boy & Girl Scouts, Rotary, local schools)
- Partners with non-profits, social organizations, and social service agencies where possible in the county
- Community organizations
- Service clubs
- Charity functions
- School groups
- Present during community events
- Attends events and promotes police related activities at events
- Town Hall meeting involvement

- Attends community forums/town halls periodically
- Responsive to neighborhoods & issues
- Being involved in neighborhood watch programs
- Involved in neighborhood watch
- Community oriented policing/programs
- Attend neighborhood meetings to be in touch with citizens (neighborhood watch?)
- Reaches out to community organizations and cultural groups
- Regularly scheduled public forums held by Chief
- Provide online surveys about issues and problems in Eureka
- Understands the pulse of the community
- Should live in the city
- Accessible to the public
- When bad things happen – be there!
- Improve communication & continue awareness training (be a good listener, be visible)
- Accessible to business leaders/owners
- Involved with mental health and related issues/crisis intervention
- Work with domestic violence
- Work with gangs
- Mental health
- Regular involvement with other law enforcement
- Assess what works

Appendix B: Report out from tables and table notes during the City of Eureka's community meeting on September 14, 2011 at the Fire Training Center re: hiring of new Police Chief

Participants:

- Mayor Frank Jaeger and City Council Members Linda Atkins, Marian Brady, and Melinda Ciarabellini, acted as table hosts
- Thirteen residents

Report out of key ideas from small tables to total group and recorded on easel paper at the front of the room

1. What do you see as the major law enforcement issues facing our City?

- Drug related violence and property crime
- Homelessness
- Drug/alcohol use, manufacturing, dealing
- Traffic enforcement issues
- Not safe for pedestrians
- Realignment with prison population
- Nuisance behavior issues, alcohol, mental health, appropriate dealing with people
- Ineffective prosecution of crime
- Visibility of police on the streets
- Lack of a police presence in schools
- Domestic and child abuse
- Gangs
- Graffiti, gang-related activities, prostitutes
- Dealing with severely mentally ill & disabled
- Abuse of animals
- Need to publicize police presence in town, POP (Problem Oriented Policing) needed, everyone shares in the glory
- Lack of resources and alternatives to incarceration, programs (treatment), maybe...mentoring
- Improper conduct of officers and law enforcement itself (illegal activity they engage in)

2. and 3. What type of experience do you think is important for the next Police Chief? What personal skills and characteristics would you like a Police Chief to possess?

- Time management skills
- Familiar w/local crime issues
- Education, at least a master's degree
- Experience with all police positions → "Ground Up"
- Prior chief or admin experience
- Won't get involved in outside politics
- Experience with county seat – type of community
- New wave police, interpersonal skills, manage cultural change between new style and old
- Honest, integrity, ethical, principals
- Firm & fair
- Know use of different models of policing, willing to try new things
- 1 part hostage negotiator, 1 part swat team, 2 parts humanitarian

- Experience in multicultural communities
- Willing to embrace new tools and training
- Support diversity and multicultural sensitivity on the force
- Reach out to other agencies/boards e.g. mental health
- Communication skills
- Someone local
- Good role model for officers & community
- Cooperate with other city departments – part of the whole...innovative e.g. sees their budget as part of the framework
- Knowledge/experience in fiscal management & budgets
- Graduate from Command College...advanced degree in law enforcement
- Team building skills
- Transparency → open in communications
- Able to deal with the set of issues that Eureka has
- Crisis intervention training, especially with people with mental health issues and developmentally disabled...the national CIT package...knows what it is & knows that it is important to the community
→ will support officers going through this program

4. *How would you like the Police Chief to be involved in our community?*

- Attends community events...people know him/her as a person (in uniform & out) and expects that other officers to do it too (role model)
- Involved with community groups (NAMI Regional Center) that are involved with mental health and developmental disabilities
- Live inside city limits
- Be part of Neighborhood Watch groups
- Mentoring youth
- Conduct informal community meetings (coffee shop)
- Go to fundraisers
- Involved in schools
- Community should be their life →involved in community off-duty
- Outreach to multicultural community
- Join service clubs – Rotary, Kawanis
- Likes animals
- Participates in community events (animal related e.g. Miranda's Resuce)
- Open office hours
- Participate in city commissions
- Youth based activities (skate park)
- Speaker at community group meetings
- Law Enforcement Chief's Association involvement
- Use social networking that would connect to younger generations, e.g. Tweet

Meeting Evaluation

What worked?

- Facilitator clearly in charge, time use, worth your time, council listening & facilitating
- It wasn't a gripe session
- Recording at table

- Asking focused questions, asking for the positive, what people *want*

What did not or suggestions for improvement?

- Serve food?! Get more people here
- Provide the topics prior (a chance to think)
- When we check in, ask about how we hear about the meeting
- E-mail sign up for announcements

Notes taken at the four different tables of four participants either by the table hosts or the participants

Law Enforcement Issues

- Lack of resources
- Early release from prison (300-400)
- Alternatives to jail – programs
- Ineffective prosecution (deals, etc.)
- Code enforcement
- Illegal/improper conduct by police
- Realignment issue
- POP
- Police on the street
- Traffic enforcement
- Traffic officers
- Not a safe community for pedestrians, traffic
- Drugs
- Drug and alcohol use, manufacturing, dealing
- Drugs
- Drug activities within the community
- Drug related violence and property crime
- Theft
- Theft issues, residence 459's
- Presence in schools
- Domestic violence
- Child abuse
- Non-human animal abuse
- Homelessness
- Mental illness and homelessness
- Homeless
- Graffiti/gangs
- Gang related graffiti
- Gangs
- Prostitution

Experience/Skills/Characteristics

- Someone local
- Californian/local

- Someone familiar with local crime issues
- Experience in multicultural community
- Experience with County Seat type of community
- Prior chief/admin experience
- Level of management experience in police agency
- Experience in all levels of law enforcement
- Upper management experience is a plus
- Someone with experience in all the positions
- 1 part hostage negotiator, 1 part swat team, 2 parts humanitarian
- Knowledge/education in fiscal/budget
- Educated – FBI, Command College, proper POST certificates
- Education – at least a master's
- College degree in law, MA in police science
- Experience with community oriented policing
- Specific training experience with identified community issues
- Board experience
- Leadership skills
- Team building skills, versatile
- Good role model for officers & community
- Honesty & integrity
- Principled, integrity, ethical
- Work ethic – example to the troops
- Firm and fair
- Communication skills
- Good communication skills – transparent
- Experience with public speaking
- Works well with other law enforcement agencies and public
- Willing to work with other agencies to work toward solutions
- Able to reach out to mental health & other community agencies
- Someone willing to work with other agencies and groups
- Cooperate with other city departments (a part of the whole)
- Knows use of different models of policing and be willing to try new models
- Someone willing to embrace new tools and training
- Someone who can manage change
- New wave police work/Interpersonal skills/manage culture shift between old style police and new
- Support diversity on the force, culturally sensitive
- Someone who will not get involved in politics

Community Involvement

- Live in the city limits
- Aware of community problems
- Be more available (maybe open office hours or coffee shop hours)
- Foster social networking with citizens, kids, L.E.
- Mentoring youth
- Youth based activities (sports, games, skate parks)
- Have a presence in the schools

- Involved with schools
- Provide example to just come to community events as people, soccer games etc.
- Become part of community off-duty (“marry community”)
- Conduct informal community meetings
- Present at various community groups
- Participate/visit groups & service organizations (Rotary & Kawanis)
- Join a service club, chamber of commerce, etc.
- Attend social events & community meetings (i.e. Arts Alive)
- Go to fundraisers
- Be visible through activities
- Attend community group meetings as speaker (not just business community)
- Be involved with community groups that support & advocate for mentally ill and developmentally disabled
- Promoting and attending neighborhood watch
- Someone willing to attend & organize neighborhood watch groups
- Participate in city commissions (traffic safety commission)
- Be involved with LECHA
- Outreach to multicultural communities
- Animal person who is involved in animal groups