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NO. LTC # **270-2011**

LETTER TO COMMISSION

TO: Mayor Matti Herrera Bower and Members of the City Commission

FROM: Jorge M. Gonzalez, City Manager

DATE: November 3, 2011

SUBJECT: Police Chief Carlos Noriega's Separation Date

The purpose of this Letter to Commission (LTC) is to advise you that effective Friday, November 4, 2011, Police Chief Carlos Noriega will no longer be responsible for day-to-day command and administrative oversight of our Police Department. During this almost sixty day period, Chief Noriega will use his vacation and other leave days until his official retirement at the end of the calendar year.

As the department's highest-ranking sworn officer, Assistant Police Chief Raymond Martinez will manage the day-to-day operations of the department, while the recruitment process for the new Police Chief is underway. As you know, Assistant Chief Martinez is 32-year veteran of the law enforcement profession, and a veteran of the United States Marine Corps. Chief Martinez has a Master's degree in Public Administration from Florida International University and a Bachelor's degree from Barry University. He is a graduate of the Southern Police Institute Administrative Officers Course. He has also attended Harvard University's John F. Kennedy School of Government Executive Education Program for Government Performance and Florida International University's Academy for Strategic Management.

The national recruitment for the Police Chief vacancy is well underway. As of today, the City has received fifty applications. For your information, attached is a copy of the memorandum that provides details and an overview of the recruitment process for the Police Chief. As stated in the memorandum, the selection process will include input from many different perspectives and stakeholders to ensure that a fair and unbiased selection is made. The recruitment process and timeline described in the memorandum is aggressive and should yield a highly qualified and competent selection for the Chief of Police with the selection made by early to mid February 2012.

If you have any questions or need any additional information, please feel free to contact me.



MIAMI BEACH

OFFICE OF THE CITY MANAGER

MEMORANDUM

To: Mayor Matti Herrera Bower and Members of the City Commission
From: Jorge M. Gonzalez, City Manager
Date: September 27, 2011
Subject: Chief of Police Recruitment

The purpose of this memorandum is to provide an overview of the recruitment process for the City of Miami Beach Chief of Police. As you know, Chief Carlos Noriega is in the DROP and will separate from the City on December 31, 2011.

As discussed at the September 14, 2011 City Commission meeting, an internal/external recruitment will be conducted to identify and select the next Chief of Police for Miami Beach. In order to ensure a fair and open recruitment, which will aid me in identifying and selecting the best candidate for the position, the process I intend to follow is outlined below.

As City Manager, I have conducted numerous executive level recruitments over the past several years and I have used a variety of methods to ensure that we fully evaluate prospective candidates. Typically, the City's recruitment process includes the following phases: (1) Recruitment; (2) Evaluation; and (3) Selection/Appointment.

The process for the Police Chief recruitment will be similar to the City's standard process which we have used for other senior level recruitments for department directors, including the two most recent appointments – the CIP Director and Building Director. This process will include input from many different perspectives and stakeholders to ensure that a fair and unbiased selection is made. Other elements may be incorporated to the process to help with the City's recruitment efforts. Such a process will help protect the City from any challenges that may arise after the process is concluded from any non-selected candidate. The timelines described below are subject to some fluctuation depending on how the process progresses.

Recruitment

The recruitment phase of the process is already underway and the City has already begun to accept applications.

Before the recruitment phase began, the Human Resources Department updated the Police Chief job description (as it had not been revised since 1997) to more accurately capture the current nature of work; essential duties; knowledge, skills and abilities; and minimum requirements of the position. Based on the updated job description, a position announcement was developed (attached).

This position announcement has been posted on the City's website and job boards and has

been submitted to the following organizations for posting on their respective websites and employment outlets:

- International Association of Chiefs of Police (IACP)
- Florida Police Chiefs Association (FPCA)
- Miami-Dade County Association of Chiefs of Police (MDCACP)
- International City/County Management Association (ICMA)
- Florida City/County Management Association (FCCMA)
- Miami-Dade City/County Management Association (MDCCMA)

In addition, the City will forward the position announcement to contacts in the industry and ask that the announcement be distributed to individuals or groups that may be interested or may know of individuals who may be interested. Human Resources will also identify candidates through referrals, networking and available online services.

The position will be posted for two full months (from September 23, 2011 through November 23, 2011) to allow adequate time for prospective candidates to consider the opportunity and to complete and submit an application to the City for consideration. Although the City will continue to accept applications after this date, the evaluation phase will become the priority.

Evaluation

The City will continuously review and evaluate all applications as they are received. The evaluation process includes the following:

1. Review of Qualifications

Initially, the Human Resources Department will screen applications to ensure they meet the minimum requirements of the position. In addition, the applications are sorted into categories based on their relative experience and whether they meet the qualities described in the position description. Following this initial review of paper qualifications, I also will personally review the candidate applications to determine an initial list of candidates who will be asked to participate further in the process. This is expected to be completed by early December 2011.

2. Telephone Interviews

The telephone interview is intended to reduce the initial list of potential candidates down to a more manageable number of candidates (usually between eight and twelve). An informal interview with candidates is conducted to refine items included in their application and get a better understanding of their unique skills, abilities and experience. A determination is made as to whether the candidate warrants continued consideration.

At this time, a determination is also made as to whether the overall pool of candidates is sufficiently acceptable and diverse enough that a selection can be made from the list and the evaluation process should continue. If not, the City will expand recruitment efforts to attract additional candidates. This is expected to be completed by December 2011.

3. Panel Interviews

The next step involves inviting the candidates to come to the City for a structured panel interview. At this step, the process is much more formal. Specific questions are developed and a specific routine is followed. The panels will consist of a mix of individuals to ensure that we get the benefit of many different perspectives. This step will identify more specifically the

candidate's technical abilities and other skills for the position. This has, on some occasions, included more than one panel ("Internal" and "External" evaluators).

For this position, it is my intention to have at least two different panels interview the candidate and give me their opinions. The panels will include individuals from the community who have a particular perspective or who have occasion to interact with the Police Department and can provide valuable insight to the process as well as internal individuals (employees) who interact frequently with the Police Chief or Police Department.

The panel interview portion should reduce the candidate list down to the top three to five candidates for further consideration. This is expected to be completed in early January 2012.

Selection/Appointment

Upon completion of the panel interviews, a short list of candidates will be identified and will be further considered for selection. This process will include a final interview panel, as well as other assessment tools to ensure that the candidate who is best qualified and is the best fit for the community and the organization is identified.

Final Interview

I will conduct one or more final interviews with the candidates. Typically, I will include others on this panel to again, ensure a variety of perspectives in our consideration. At this stage, management, leadership and personality traits are also considered. The aim is to ensure a highly qualified candidate with not only the technical skills to do the job, but also someone who has the appropriate other skills to succeed in our community, our organization and our environment. I expect that this step will be completed by the end of January 2012.

Other Assessments

Given the high degree of public contact that the Police Chief will have with our community, I would also expect to create an opportunity for our community (both resident and business) to have an opportunity to meet and question the candidates. This exercise is still under development but would entail a public meeting (or series of meetings) to give the broader community an opportunity to give me their thoughts and suggestions as I make my final determination on selection. The expected completion for this is January 2012.

In addition to the process mentioned above, further research and evaluation takes place. The short list of candidates and/or final candidate will also have to go through a thorough background check and criminal history check. A pre-employment physical is conducted. I will also conduct a series of reference checks on the final candidate to cross check and verify the information we have collected and get to know the candidate better. Finally, the salary, benefits and start date negotiations are conducted. This is expected to be completed in early to mid February 2012.

Commission Ratification

As the Police Chief position is a department director, the City Charter requires that the City Commission consent to his/her appointment. It is my intention to introduce the selected candidate to each of you prior to the item being heard by the Commission. You each will have an opportunity to individually meet with, ask questions of and give your thoughts to me or to the selected candidate prior to consenting to the appointment. This is expected to take place at either the February or March 2012 commission meeting (depending on dates and completion of above process).

The recruitment process and timeline described above is aggressive and should yield a highly qualified and competent selection for the Chief of Police. As previously mentioned, timelines are subject to change based on several factors including how the process progresses.

If you have any questions or need additional information regarding this issue, please feel free to contact me directly or Ramiro Inguanzo, Human Resources Director, at extension 6697.

F:cmgr/Jorge/Memo/Police Chief Recruitment

MIAMI BEACH

CITY OF MIAMI BEACH
invites applications for the position of:

Police Chief

EOE/AA/ADA/VET PREF

SALARY: \$60.75 - \$98.12 Hourly
\$4,860.30 - \$7,849.81 Biweekly

OPENING DATE: 09/22/11

CLOSING DATE: 11/23/11 05:00 PM

NATURE OF WORK:

Miami Beach is a 24-hour/7-day-a-week, entertainment / residential full service community, encompassing seven square miles, populated by approximately 90,000 year-round residents, but with a daily population of nearly 200,000. Miami Beach's international appeal brings over 10 million tourists annually to its beaches, restaurants, clubs, cultural facilities, convention center and other establishments.

The City of Miami Beach was incorporated in 1915 and operates on a Commission/City Manager form of government. The Commission consists of an elected Mayor and six Commissioners who serve as the policy-making body of the City. The City Manager ensures that policies, directives, resolutions and ordinances adopted by the City Commission are enforced and implemented. The City Manager is also charged with all the daily operations of the City. All Department Directors, including the Police Chief, are appointed by and report to the City Manager.

The Miami Beach Police Department (MBPD) is responsible for the enforcement of all laws within the City limits of Miami Beach. The MBPD has an annual budget of approximately \$90 million and approximately 500 employees (of which approximately 370 are sworn officers). The Fraternal Order of Police (FOP) represents the non-command staff sworn employees and three other general employee unions represent most other employees. The MBPD is one of approximately 20 citywide departments that all work together to accomplish the City's overall mission and vision.

The MBPD is nationally accredited by the Commission on Accreditation for Law Enforcement Agencies (CALEA). Additionally, the MBPD is currently recognized as an elite "Flagship Agency," an accomplishment attained by a limited number of police departments. Flagship Agencies are selected by CALEA based upon their past awards, current assessments, and overall professional standing in the public safety community.

The current Police Chief is retiring after a 28 year career with the MBPD.

The Police Chief is a highly responsible senior level management position that involves the planning, organizing, staffing, directing and controlling of all of the Police Department's functions and activities. This position requires extreme confidentiality and professionalism. The Chief exercises extensive independent judgment and professional managerial knowledge in the administration of a large and complex 24-hour/7-day-a-week public safety and law enforcement department to provide the highest level of protection to the City. The position requires the ability to proactively and successfully work with staff at all levels and with the City Administration to deal with personnel, safety and administrative issues. Supervision is exercised through various levels of command staff in the Police Department over a variety of sworn, technical professional, administrative, specialized, and clerical employees with assigned responsibilities in various operations of the department. The Police Chief reports to the City Manager. The Police Chief is responsible for the attainment of desired objectives, the professional management of all of the MBPD operations, and for the quality of services provided by MBPD employees to the City and its customers.

The selected Police Chief will lead the transformation and transition of the MBPD to an even higher performing organization with particular emphasis on developing a well trained and well respected organization applying traditional community-based and problem-oriented policing strategies. Special attention to the use and implementation of technology and automation to ensure increased accountability and transparency of the

department is expected. The Chief will also deal with a number of other challenges, including: (1) striking the balance between more community-oriented services delivered to our residents and the demands and workload generated as a 24-hour tourist destination; (2) Managing and policing several large scale events that take place in the City which attract large crowds particularly during holiday weekends ie: (New Year's Eve, July 4th, Memorial Day etc.), spring break, the winter season and other special events throughout the year; (3) Focusing on streamlining the organization in light of extremely challenging budget constraints; (4) Collectively bargaining with the FOP and other unions in 2012 as the current contracts expire on September 30, 2012 with particular focus on wages, benefits and pension issues; (5) Ensuring that all MBPD employees are committed and connected to the City's and MBPD's mission, vision, and values, and are held accountable at all levels and at all times, (6) Ensuring the Delivery of good customer service by police personnel and the attainment of high employee morale; and, (7) focusing on other high priority tasks to be addressed immediately.

ILLUSTRATIVE EXAMPLES OF ESSENTIAL DUTIES:

- Plans, programs, directs and evaluates all the operations of the Police Department;
- Develops annual budget proposal and controls budgeted expenses;
- Formulates and implements police policies, procedures, rules, regulations and programs;
- Prepares and reviews operational and administrative reports;
- Participates as a member of the City's labor relations collective bargaining negotiations team;
- Develops and maintains effective partnerships with local, state and federal law enforcement agencies;
- Proactively develops and implements plans to address challenges unique to the Department and City;
- Promotes, assigns and disciplines department personnel;
- Supervises maintenance of all records and materials associated with law enforcement activities or administration;
- Makes periodic public addresses;
- Attends meetings and serves on committees, boards and agencies related to promoting crime prevention and improving law enforcement;
- Ensures the delivery of good customer service by departmental personnel
- Evaluates the work of departmental personnel; and
- Performs related work as required.

MINIMUM REQUIREMENTS:

- A minimum of fifteen (15) years of progressively responsible law enforcement experience, which must include at least five to seven (5-7) years of executive management and police command staff experience.
- Certification as a Florida law enforcement officer in accordance with Chapter 943, Florida Statutes (or ability to obtain within six months of employment).
- Bachelor's degree from an accredited institution, in Public Administration, Political Science, Criminal Justice, Law Enforcement, Public Safety Management, or related field.
- Other combination of experience and education that meet the minimum requirements may substitute the education prerequisites.
- Progressively responsible senior-level police command staff experience in Florida law enforcement. **(Not a minimum requirement but highly desired)**
- Graduation from a nationally recognized executive development command-training program (i.e. FBI National Academy, Southern Police Institute, Northwestern, or other related professional law enforcement programs). **(Not a minimum requirement but highly desired)**
- Master's degree from an accredited institution, in Public Administration, Political Science, Criminal Justice, Law Enforcement, Public Safety Management, or related field. **(Not a minimum requirement but highly desired)**

APPLICATIONS MAY BE FILED ONLINE AT:
<http://www.miamibeachfl.gov>

OUR OFFICE IS LOCATED AT:
1700 Convention Center Drive
Miami Beach, FL 33139
305-673-7524
305-673-7000 ext. 6837
jobs@miamibeachfl.gov

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