

Ad Hoc Committee for Governance and Operations Structure

Study of Bifurcation of the Dual Role General Manager/Chief of Police Position

Appendix: Interviews

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CSD = Community Service District

Agencies with “Current” Shared General Manager/Chief of Police Position

Broadmoor Police Protection District

Meeting: March 18, 2016, 9 am. 388 88th St. Daly City

**Chief of Police Emeritus Dave Parenti, Broadmoor Police Protection District
Attending: Lisa Caronna and David Spath**

General Info and Background:

- COP Emeritus Dave Parenti (Past Chief Broadmoor and assisting new Chief Stellini) – Parenti is retired from San Francisco District Attorney Office.
- 2006 came to Broadmoor.
- In 2013 he retired after 10 years with Broadmoor - 3 as the Chief.
- As Chief, Parenti worked full time for with annual salary of \$162,500,
- New Chief, Art Stellini, recently hired - \$150K/year salary, no benefits and is recently retired from Lieutenant in SF.

Services:

- Police with 24/7 coverage

Stats:

- Population: Approx 4,500
- Approx 1,700 parcels and units of housing (includes apartments/condos).
- Approx. 6,000 calls for service per year and 4-6 dispatch 911 calls a day.
- Have 3 Board (Commission) members – 2 are ex police officers from other departments.
- Board selects Chief and Chief hires all staff.
- Board meetings – have posting down to a science.
- Board function follows the money. They are check and balance to all expenditures and revenue of the District.
- Administrative duties of the board include budget adoption and approval of Audit annually. No annual appropriation ordinance.
- Community participation: 6-7 people attend meetings.

Budget and Funding:

- Budget – 1 year at a time.
- Have 1,700 parcels and units of housing that pay into special tax funding for police.
- \$397 per parcel and per unit of housing (includes apartments and condos) Can raise tax up to 5% a year by law. Raised only once in 02 or 03 and at no other time. 90% voted to approve tax in Broadmoor – very supportive community. Love the police department.
- Total Revenue: \$1.7M = \$397/unit, Special Tax: \$700+ plus Educational Revenue Augmentation Fund (ERAF) money and \$100K Cops grants + tickets, which amounts to about \$60,000 annually
- No reserve set-aside. If they get into a bind, they could get a loan from County on property owned by the District if needed. This has never been an issue.

- Officer salary: \$96K/year salary + 20,128 medical + 36,480 PERS + \$6K holiday pay.
- Have 10 police cars and 2 motorcycles
- Don't put money aside for capital improvements. No capital improvements needed. Have a new building. Wait for extra money then buy extras that are desired.
- Vehicles: \$40,000/ car. They put \$10K a year into car replacement fund. Moving toward SUV's for all vehicles.

Staffing and Duties:

- Staff: 1 Chief, 1 Commander, 8 sworn officers, 3 part-time officers, 25 reserves. Of the reserves, 6 are level 1 and can ride alone, 19 are level 2 and must be with supervisor. Reserves time is about 6000 hours per year. Reserves receive no compensation.
- Have 2 Corporals, no Sergeants.
- Supervision is a Corporal or Chief at all times except one night shift with senior officer/supervisor.
- 12 hours shifts; 6 am to 6 pm and 6 pm to 6 am.
- For investigations: Hire 2 part-time people as needed for investigations. Both are retired from SF police department. Paid at \$30/hour
- Have 1 Administrative Executive who does all admin work - payroll, bills, board packets, etc.
- Chief needs to be good facilitator.
- For Police policies they use – Lexipol
- Provide 40 hr/year training time for officers.

Grievances and Discipline:

- When internal investigation is needed they use outside investigation firm.
- No conflicts of interest between board and officers.
- Corporals do the investigation on officers. If action against Corporal they go to outside investigation.
- Chief does Skelly hearing. Then goes to Board – historically.
- Opinion on binding arbitration? Don't like it.

Assistance by County:

- All money goes through the County including bills, payments, and payroll.
- County holds funds in interest bearing account.
- Dispatch services go through County dispatch.

Negotiations:

- They pay their officers in the top 1/3 for pay in county - \$90K+
- All medical is paid for and all PERS will be 3% employee contribution for next three years – up to 9%.

Bifurcation:

Pros: None

Cons:

- Likes that there is no GM over Chief – not needed. Good idea for Chief to do everything Finance, HR, Board, etc.
- GMs do not understand policing.
- Doesn't think having manager would be good idea for them. Wouldn't help. It works well now.
- Chief has have good facilitator skills.

Misc:

Pressure to consolidate? Community doesn't want Daly City to do police work in Broadmoor.

San Mateo LAFCO has recommended that consideration be given to annexation by the City of Daly City or creation of a County Service Area with Colma Fire Protection District and contract for services with a full service providing agency such as San Mateo County or the City of Daly City. (San Mateo LAFCO, North County Cities and Special Districts Municipal Services Review/Sphere of Influence Study, September, 2015)

San Mateo Sheriff already took over Millbrae, Half Moon Bay and San Carlos

Recently moved to insurance with Golden State Risk Management Authority that saved them money.

Agency with Shared Manager/Chief - Dual Role Position

Kensington Police Protection and Community Service District (KPPCSD)

Meeting: March 4, 2016, 217 Arlington Ave, Kensington, CA

Interim General Manager/Chief of Police: Kevin Hart

Attending: Simon Brafman, David Spath, Lisa Caronna

General info and background:

- Kevin Hart hired in June 2015 as Interim GM/Chief – approx. 9 months in the position.
- Spends 50 to 60 hours a week working for Kensington to get the job done.
- Always available 24/7 and tries to be available for meetings with community groups and the public when requested (KCC, KIC, events, etc.)

Services:

- Police
- Park and Recreation
- Solid Waste

Stats:

- + 5,000 population
- 2,200 homes

Board:

- 5 member Board of Directors with 4 year terms

Staffing:

- 1 Chief, and 9 officers
- 1 FTE – Admin (½ time person for minutes and admin support and for accounts payable and ½ time person for accounts receivables, property room, evidence, training coordinator (keeps logs).
- By Contract: 2 people - one for building maintenance, and one for grounds maintenance.

Estimated Division of Time Between General Manger and Chief of Police (COP)

- COP: Most of the time is law enforcement related – 85-90% of total time.
- GM : 10-15% of total time.
- Primary duties: Most of his time spent on staff reports, board meetings, agenda development, public records requests.
- Financial: Budget preparation takes time followed by monitoring budget particularly expenditures.
- Meetings: Board, Finance Committee, Parks Committee, Community Meetings (KCC, KIC), events, farmers market. When asked he tries to get there.
- Recreation: Has long-term contract with KCC for Rec and Building E maintenance.
- Park Maintenance issues are minimal – estimated at 5% of a day on average.

- Park maintenance: 5% of day
- Solid Waste: 9-year contract. Need to monitor franchise fees. Most complaints are from Bay View for debris containers that the citizens acquire from vendors other than Bay View – Total time on Solid Waste estimated at 2% of a day on average.
- MOU contract negotiations: Does not recommend being negotiator; leave to professional labor negotiator

Who do you represent when you go meet the public?

- Mixture of COP and GM representation at meetings.
- He is able to answer most questions with community as both GM and COP

What do you think about Part-time Chief?

- Big morale issue for officers. Chief will not be perceived as devoted to the force.
- Supervision needed at all times. Police deal with critical issues – need guidance.
- Potentially suffer without full time Chief. Level of crime might increase.
- Role of Chief important to set tone for the department.
- Important how Chief relates to and manages staff
- When he came on board, he interviewed every employee to learn, among other things about their expectations of him.
- He informed them of 2 things:
- Do your job. 2. I'm not your friend, I'm your Chief of Police.

Grievances and Discipline:

- COP here does notice of discipline and the Skelly hearing then appeal to Board of Directors
- More typical procedure: Usually, notice of discipline, Skelly hearing, final notice of discipline and then goes to Board as final appeal.
- Note: Board as the appeal authority cannot know details of the investigation.

What about a Captain in lieu of a Chief?

- Person making the final decision on everything who has the final authority and legal authority to provide police services - That's a Chief. Salary can vary but the role is Chief.

What if starting from the beginning/What structure might work

- Could see Part-time GM with full-time COP

Bifurcation:

Pros: Part-time General Manager – Great for the Chief, less work!

Cons:

- Funding if both full-time GM and COP
- Police business is the majority of the workload – 80-95%. The remaining 15% can be accomplished with the right Chief with experience in budget, finance, contract issues, workers comp, human resources. Individual expertise most critical factor.

Note: He can see why it's only been one position.

Agency with Shared Manager/Chief - Dual Role Position

Note: Typical for all Fire Protection Districts - Fire Chief is also Administrative Manager

Rodeo-Hercules Fire Protection District (RHFPD)

Meeting: March 17, 2016 9 am. 1680 Refugio Valley Road, Hercules

Fire Chief Charles Hanley, Rodeo-Hercules Fire Protection District

Attending: David Spath, Lisa Caronna

General Info and Background:

- Chief Hanley has been with the RHFPD for 5-1/2 years (Prior to that he worked for 27 years with Santa Rosa Fire Department)

Services:

- Fire Protection and Emergency Services

Stats:

- 2 fire Stations in FPD. 1 in Rodeo and 1 in Hercules. Serves approximately 35,000 pop.

Board

- He is in frequent communication with the City Manager, Board Chair and with individual board members.
- They have 11 Board meetings a year (December is Black).

Budget and Funding:

- Budget about \$7M
- Has a 1-year budget plan. He does it himself.
- RHFPD is not fully funded – big problem. Other FPD's such as Moraga, San Ramon Valley, Menlo Park and Southern Marin are fully staffed and funded. Those FPD's are not like FPD's in heavily urban areas.
- He needs more funding sources! Education Revenue Augmentation Fund (ERAF) monies taken away as well as other sources of revenue such as reduction in property taxes paid by refineries. Funding is huge issue right now. They have 2 fire stations and may need to close one as they did previously during difficult budget years.

Staffing and Job Duties:

- Existing Admin Staffing: 1 Chief, 1 Battalion Chief, 1 Administrative Assistant
Note: He had Administrative Service Officer but the position was eliminated with budget cuts and brought back at a lower position.
- The Fire Chief typically plays both roles as Chief and as top administrator for the fire districts – no matter how big or small. Has a dual role function.
- As Chief and top Administrator, need to be subject expert on all aspects of fire ops and overall governance. He has Masters in Public Administration.

- Skills needed to be Chief and Administrator: good management style; know about funding; how to implement revenue measures; Human Resources
- Need to raise training level to do the job. California Special Districts Association has Leadership Academy focusing on all aspects of administrative leadership, working with boards and staff, board responsibilities, fiscal accountability and general good governance skills. i.e., need diverse skills to be top administrator.
- Administration part of position almost 100% of his time.

Grievances and Discipline:

- Discipline: Fire Fighters Bill of Rights governs many issues.
- He is typically the 3rd level of disciplinary appeal for firefighter.
- Don't have and prefers binding arbitration. It forces folks to work together to avoid arbitration.

Negotiations:

- Uses IEDA to negotiate union contracts; At the table providing direction to negotiator if necessary.
- He has negotiated contracts with L1401 and L1230 and negotiates all concession bargaining.

Bifurcation:

- Pros: NA
- Cons: Don't need separate General Manager position. Need Administrative Services Officer who functions as Clerk of the Board. That would be enough. Do need another set of eyes and someone to flesh out issues facing the District. Having another high-level staff person to bounce ideas and strategy with is important.
- Part-time verses full-time GM? Reporting to part-time GM doesn't work. Extremely difficult for a full time manager to report to a part-time administrator. Need full-time to cover.

Miscellaneous:

- Fire Districts are vulnerable if someone is suing. A city has more resources that get spread around whereas a fire district loses funding directly which impacts fire services.
- Difference between Police and Fire: Police have POST which is training mandated by law. Fire has training "inferred by law" based on industry standards, which are not as well defined and much more difficult to train for - the scope and impacts can be very broad leaving the fire departments more vulnerable to lawsuits.
- Small special districts better off contracting out: Neighboring city based on lowest bid; County: may be too expensive – Pension cost much more due to de-pooling; probably would be able to pay more in salary to keep employees.

Agencies with Split Positions and Similar Services

City of Sutter Creek

Meeting: February 23, 2016 Telephone Interview

City Manager Amy Gedney

Attending: Lisa Caronna

Amy Gedney started as CM in Sutter Creek in 2014

Population 2,200 (small)

Entire Sutter County population only 33,000

Amy Gedney was CM in Justine and they previously had shared CM/COP until 1999 when it was split into 2 positions.

Sutter Creek: Police Department: Budgeted for 1 chief and 4 officers. Currently recruiting for part-time Chief, hoping to get 5th officer and reduce over-time.

Officers work four 12 hour shifts to have officer on duty at all times and then use OT as needed.

State Attorney General had report on conflicting role of shared position - wasn't against the law but recommended it be split.

Sutter Creek had a shared dual position of GM/COP but it had been separated for 4 years when she entered the job.

Sutter Creek began the arrangement of the shared position prior to city encountering budget difficulties. Then they hired Assistant City Manager Sean Rabe as the CM. Sean is now the CM for City of Colma.

Part-time police chief. How does that work?

They have sergeant for day-to-day patrol and need an administrative Chief.

Looking for PERS retired Chief that can keep under the 960 hours/year and perform the job.

Need administrative duties to be fulfilled.

Chief needs to fulfill what the community wants and needs. They want someone who:

- can meet and work with business community
- provide guidance and direction to young officers
- be in charge and "mind the store"
- motivate officers and complete proper training
- be community oriented

- Chief provides the leadership!

Maintaining POST training a big deal for officers.

Mindset of cops today is different than 20 years ago. Multiple studies on why people become cops. Young cops need guidance.

It's a career choice to be a Chief and it's a profession with standards and expectation of duties including leadership.

As CM, she needs comfort knowing that the police are performing within acceptable guidelines and standards.

Budget for full-time chief.
\$103K full-time salary and approx. \$165K loaded.

As regards possible discipline of the chief? Hasn't come up but she might hire outside investigator for fairness issues.

Agency with shared City Manager/Chief of Police Position – “Past”

City of Sutter Creek

Meeting: March 18, 2016, 11 am, 1188 El Camino Real, Colma CA

General Manager: Sean Rabe, City Manager of Colma and previous City Manager for Sutter Creek

Attending: David Spath, Lisa Caronna

Meeting Notes:

Sean Rabe’s experience in City of Sutter Creek

General Info and Background:

- When the City Manger left Sutter Creek, the Council asked the Chief of Police to take on the dual role CM/COP.
- This shared role position in Sutter Creek was for approximately 8 years.
- The 3 primary functions were: City Manager, Chief and JPA Sewer Manager.
- A skilled lieutenant was assisting in the running of the police department and other admin duties. When the lieutenant left, Sean was hired in an administrative position as Assistant City Manager.
- Sean Rabe’s career with Sutter Creek started as Assistant City Manager.
- Grand Jury Report indicated CM/COP exceeded his expenditure authority when upgrading wastewater treatment facility. CM/COP was shifted back to Chief of Police partially to address perceived span of control issues and difficulty in managing both PD and General Admin.
- The position was then bifurcated and Sean Rabe was promoted to Interim City Manager and Chief position went back to Chief only.
- Building good will was very important at that time.
- When Sean became CM there were 5 police officers budgeted (including the Chief)
- As CM Sean spent 70% of his time working on General Administration versus 30% on waste water / sewer JPA
- Note: City of lone (in approx 2003-04) had a shared CM/COP for 2 to 3 years. They ran into same issues. Hard to be at all places at all times. They went back to split positions.

Services:

- Police
- Parks (contracted out to JPA)
- Planning and Building Development
- Refuse
- Wastewater

Stats:

- Population approx. 2,400
- Approx 3 square miles

Board

- 5 member City Council

Budget and Funding:

- \$3.7 Mil annual budget
- GM/COP salary was approx \$110 K for all tasks.
- Refuse, Finance, and Planning contracted out
- Fire provided by a special district
- Not enough support in community to pay more for services.

Staffing:

- City Manager
- Police Dept: Chief, sergeant and 3 officers.
- Not a lot of crime. Lots of mutual aid and assistance. If help needed they call and help is available from adjacent jurisdictions and the County.
- Full time City Clerk, Admin. Analyst, three public works maintenance employees.

Grievances and Discipline:

- Doesn't know of serious discipline issues in Sutter Creek.

Assistance by County:

- Contracted with Sheriff for 911 dispatch. Dispatch would call the on-call officer on an as needed basis. Not a problem. Works OK. Not much crime.
- Looked at contracting out with Sheriff but it would cost more money.
- Good relation with DA's office. DA would do the investigation and other services as needed.

Negotiations:

- No discussion

Bifurcation:

Pros:

- Need someone good at multi-tasking and looking at the good of the entire community.
- Combined roles works in short time-frame as interim measure but not as a permanent solution.
- Part-time General Manager? Strong staff make the difference. A part-time General Manager cannot be expected to know all financial specifics. With strong support a part-time Manger could work. Sean recommended that Sutter Creek consider a part-time City Manger when he left that position due to budget constraints and lighter workload.
- Would avoid any potential conflict of interest issues although not necessarily a problem
- In Kensington he thinks we might consider a part-time older, experienced person as GM to help steady the ship and work with COP.
- Need separation of duties so public is comfortable reporting staff issues.
- Part-time JPA manager works for him as dual role because no employees to supervise.

Cons:

- Police officers resented the time that the dual CM/COP was spending on non-police issues.
- Lieutenant shouldered the workload of Chief and Administrative duties.
- Unrealistic to think that full-time CM/COP could do everything.
- Separate CM and COP can be expensive
- Part-time CM hard to find who will stay in that position. Plus, new PEPRA rules don't allow PERS employee to work more than 960 hours a year and not multiple years unless the terms of the temporary position are clearly defined. Annuitant can't fill permanent position has to be temporary and time limited with term and end of term defined.

Sean Rabe City Manager of Colma – a few notes

- 1,400 people in town above ground and 1.6 million buried.
- \$13.7 mil (not including Capital Improvement projects at \$1.8M) budget
- 3 sq miles.
- Police, Public Works/Planning, Recreation
- Colma – CM has ultimate authority for hiring and firing.
- Contractors can't oversee employees – must be employee.
- 140% in reserve when he started. 120% now – good revenue sources with retail sales tax the largest revenue source
- 20 officers = 9 officers/1,000 residents
- Have 2 BART stations, car dealers, 80,000 people on weekends – shopping mostly
- 4 people come to each Council meeting and love the Council.

Agency with Part-Time Chief – Shared with Another Jurisdiction

City of Belvedere

Meeting: April 7, 2016, 1:30pm – Telephone Interview

City Manager, Mary Neilan

Attending: David Spath, Lisa Caronna

General info and background:

- Belvedere hires a ½ time Police Chief, Tricia Seyler, and Tiburon hires her as a Captain for the other ½ time creating a full time shared position.
- Historically Belvedere contracted with County of Marin Sheriff office. Belvedere's Chief was through the Sheriff's Office. Chief Seyler was working for the county as Chief in Belvedere when 2 things happened:
 1. She retired from the County in July 2015 and the City wanted her to stay on in Belvedere. Since it had a different retirement system it was possible.
 2. Tiburon has a larger police force and they had a captain vacancy they wanted to fill. They knew Tricia so the Tiburon Chief and Town Manager came to Mary to share Tricia and the position.
- It was really based on this particular individual. Tricia knew both cities well and they knew and valued her work.
- In April, 2015, they agreed to a contract to share her position 50/50. This started as a trial and it is now permanent.
- Tiburon gets a better deal. She's working harder in Tiburon as Captain because it's a bigger force with bigger issues.
- Captain's job is more on duty position dealing with schedules and details of operations and assuming the Chief's role in his absence.
- If Chief in Tiburon retires, Tricia would likely be Chief for both cities.

Model for others?

- It's the person, Tricia Seyler, who makes it all work smoothly.
- Her visibility part of the job has not changed; public does not look at her as part-time Chief
- The 2 positions required different levels of time commitments. Chiefs can share multiple jurisdictions. Marin County is model – Twin Cities police now Central Marin Police Authority where 3 communities joined together into one police force.
- Could merge the Belvedere Department with Tiburon but community wants identity of their own police department in Belvedere.
- Officers would prefer full-time Chief but probably more about merging issue.
- Officers don't want to merge with Tiburon. Tiburon bigger with bigger issues. Officers like the residential community focus of Belvedere.
- Not sure what they would do if Tricia left – hire full-time chief, part-time, or share Chief with Tiburon.

Staffing:

- Belvedere: 1 Chief, 2 sergeants, 4 officers = 7 sworn + 1 secretary
- In PERS system
- Investigations follow-up by Secretary who supports investigation work - making calls, following up on leads, etc.
- IT support is managed city-wide. They contract out IT.
- County of Marin provides dispatch.

Coverage:

- 24/7 coverage; One officer is on patrol 24 hours/7 days a week
- On Thursday, Friday and Saturday there is double coverage until 3:00am.
- When no supervision of officer on duty, they can make calls to Tiburon with questions when/if they are in a bind. Supervisor always on duty there and they have strong relationship of cooperation and working together.

Part-time Chief Issues:

- Officers in Belvedere would prefer full time Chief. However, the 2 departments are 5 minutes apart by car. In practical sense no difference.
- Tricia makes herself available when needed – much like larger dept with multiple divisions – the Chief floats around.
- Crimes of opportunity are the biggest issues in Belvedere. Mostly property crimes, crime associated with construction activities, burglary, and identity theft.
- Traffic speed always an issue. Belvedere is residential only so no through traffic.
- Have license plate readers for Belvedere and Tiburon.
- Cameras - Very “very” effective deterrent with only 3 roads in and out.
- Installed 2 license plate readers at each of those 3 intersections for total of 6 cameras. Total cost for cameras of \$75,000. One in each direction on each pole. Annual Cost: 10,000/yr + installation 2,500 per installation.
- Community Policing is big – community engagement and personal contact
- Chief visibility with the community hasn’t changed – because transition was smooth and familiar for residents.
- Depth of resources makes a difference – bigger department has more flexible services.

Board:

- Chief meets with City Council every month and attends special meetings - working currently with Council on block captain project, full community presence.
- Tiburon – As a Captain she doesn’t go to Council meetings.

Budget and Funding:

- Chief responsible for her own budget and monitoring.
- Chief proposes police budget; then gets reviewed by City Manager and Finance Officer
- City Council sets policy/goals
- They pay a modest salary for Chief compared to the other Chiefs in Marin County. Would be 5% more to hire Chief who is not a retiree.
- City Manager negotiates the MOU with the Police Officers Association

Grievances and Discipline:

- Chief is first step in grievance process; City Manager is second step
- No grievances in past 3 years since Mary's arrival.
- Chief conducts discipline evaluation and take disciplinary action on officers.

Pros of part-time Chief:

- Cost savings

Cons of part-time Chief:

- Officers want full-time Chief
- Might be hard to find qualified part-time Chief

Agencies with Split Positions and Similar Services

City of Clayton

Meeting: March 29, 2016, 11am 6000 Heritage Trail

City Manager: Gary Napper

Attending: David Spath, Lisa Caronna

General info and background:

- Gary Napper has been City Manager for City of Clayton for 15 years.
- Has worked with 5 Clayton Chiefs in past 15 years
- 32 years experience as a CA City Manager; MPA degree.

Services:

- Police
- Stormwater
- Parks and Street Maintenance
- Planning and Land Use
- Code Enforcement
- Contract out for Recreation: Gym/ Sports Field use

Stats:

Board:

- 12 meetings a year plus special meetings
- Board meetings – On regular basis, only CM and City Clerk attends meetings – no other staff attend unless they have an item on the agenda.
- Have 2 standing committees: Planning Commission, Trails and Landscaping Committee – He does not attend these meetings.

Budget and Funding:

- Clayton gets 7% of the 1% property tax – that's all.
- Have reserve of \$5mil ± 120% of annual budget.
- Contract for dispatch services with Concord
- 10 vehicles – 1 per officer
- Budget – Finance Manager develops the prelim budget for the police department, City Mgr. reviews/changes it, City Council approves it, and then turns it over to the Chief for implementation. Overtime issue: Fixed amount, Chief has to work with it.
- When he came into the CM position, he implemented zero based budgeting and established new budget lines for City operations.

Staffing:

- Police department staffing: 10 + Chief = 11 sworn total
- 1 Chief, 3 Sergeants, 7 officers; plus 2 civilian police employees

- 1 Reserve officer is class 1 level 1
- Have up to date tools and equipment.
- Chief's base salary \$122,000
- Vacancies a few years ago when 4 left. 2 of those officers returned because they were better suited to the smaller Clayton community.
- They are going to lose 3 officers to Oakley in October (New police force in Oakley; former Clayton Chief is now new Oakley Police Chief)
- The new Chief in Clayton is retired Commander of Sheriff's Office, was a former Danville Chief working through the County Sheriff contract – now in Clayton.
- Currently has approval for over-hiring 3 replacement officers in anticipation of officers leaving.
- CM is the hiring authority for all personnel; officers approved with Chief's recommendation

Working with Police Chief:

- Good relationship – CM provides guidance regarding expectations of the Clayton community.

Grievances and Discipline:

- Discipline – CM imposes the discipline after recommendation from Chief and Skelly Hearing; then goes to outside hearing officer (non-binding) – then from hearing officer to City Council.
- He works with the Chief to resolve issues early on when possible.
- Grievance – 1st step Chief; 2nd step CM; 3rd step City Council whose decision is final. No binding arbitration.

Assistance by County:

- County provides building permits and animal control services.

Negotiations:

- Negotiations are difficult and done by Gary for City.
- POA bring in their union negotiators.
- Gary works with City Council to set parameters.
- PERS - Clayton – has 1st tier for 3% @55 (hired before 7/2010); has 2nd tier for 2% @50 (hired after 7/2010) and 3rd tier for 2.7% @57 (hired after 1/2013, subject to PEPRRA) Employees pay full employee contributions except Classic Tier 1, which pays 3% this year, 6% in FY 2016-17, and full 9% in FY 2017-18.

Bifurcation of the dual role position:

Pros:

- CM's and Chiefs are 2 different disciplines.
- Need generalist background for big picture.
- Visionary aspects to the GM position are important.
- CM background includes different expertise in Land-use or Finance where Police looks at existing public safety.
- CM can be used as scapegoat to implement elements that the officers may not like.
- More community sensitivity with CM in place

- Example 1: CM involvement: Oak tree on State Parks land fell on property in Clayton. Clayton has no jurisdiction in State Parks but through CM contacts with other agencies, situation was able to be resolved.
- Example 2: City Manager Richmond, Bill Lindsey: When he got there the city had entrenched resistant staff.. He turned that around because he was able to implement a cultural change within the organization.
-

Cons:

- Resources – costs more!
- Part-time GM possible with very limited services – need to find the right person with the right skills.
- GM/Chief dual position needs strong admin assistant particularly with financial skills.
- Part-time GM might work but it's the style of management: "All about the right fit."

Qualities of Chiefs in small agencies:

- Type of officer attracted to Kensington similar to Clayton. Quieter community with less heavy action. Typically not "A-team" of top notch officer candidates applying due to pay scales.
- Chiefs who come from big agencies need to be more hands on in small operations. Understand that even smallest of issues need to be addressed.
- Small agencies have less resources than bigger organizations - cultural adaptation issues for the Chief from larger organization.
- Most importantly Chief needs to understand community expectations and values. Must be more public service orientated.

Misc:

- City of Livingston, CA in 90s may have shared City Manager/Police Chief position for awhile.

Agencies with Split Positions and Similar Services

Marinwood Community Service District Interview

Meeting: March 22, 2016, 1pm 775 Miller Creek Road, San Rafael CA

General Manager: Eric Dreikosen

Attending: David Spath, Lisa Caronna

General info and background:

- Eric has been in the General Manager positions for just over a year. Eric is the 3rd GM for Marinwood since 1960.
- Previous experience: Non-profits – Boys and Girls Clubs – Napa 7-1/2 years and prior 13 – 14 years. Total of 20 + years with Boys and Girls Clubs.
- He was on the Park & Rec Commission of Marinwood CSD prior to be selected through a recruitment process.

Services:

- Park Maintenance
- Recreation Services
- Fire Protection and Emergency Services
- Street lighting

Stats:

- Marinwood is in an unincorporated part of Marin County
- 4,800 population
- 2,200 households

Board

- 5 member Board of Directors with 4 year terms – Primary responsibilities of the Board is governance and setting policy.
- Agendas: Marinwood has one Board + 2 Advisory Commissions (1 Park and Recreation, 1 Fire) - Minutes by admin staff and Fire Chief
- Have 13 meetings a year for Board + Special Meetings
- 2 Commissions- each meet once a month
- GM along with Fire Chief and Rec Director attend all Board meetings + Admin staff take minutes.

Budget and Funding:

- Annual budget \$4.9 (Expenses) - \$5.2 Million (Revenue)
- Budget approx: 50% Fire Dept and 50% Parks & Recreation
- District gets 20% of the 1% property tax.
- No reserves!
- Have unfunded liabilities

- Have revenue challenges
- Capital improvements through Measure A in Marin County Receive \$80K/yr for 9 years for park maintenance.
- Lease fire engines. \$43K /yr.
- Contract out street landscaping
- Have 2 special taxes: Park Maintenance and Fire assessments. CPI built into them. They typically raise taxes to maximum allowed annually.
- Parks Tax: Recently passed a measure for the parks tax to change reading from each “parcel” to each “unit” in the District. This should bring in more revenue funds. Have a couple of commercial centers and registered second unit. \$189/unit.
- Fire Tax: Brings in \$1.02 mil and is based on square footage.
- Once the budget is set and approved, then GM and Chief work together. They provide fire service to County Service Area (CSA) 13

Staffing:

- Fire Chief + 10 firefighters (include 1 relief person) for full coverage. Firefighter schedule: 2X4 schedule (2 days on and 4 days off) with 3 FF per 2-day shift.
- Can be difficult to maintain coverage so they also have Agreements with San Rafael: Shared services agreement, + mutual aid + staff sharing at time and 1/2. They reconcile quarterly and pay each other).
- Parks and Recreation Director
- Parks Maintenance staff: three (3) full-time maintenance staff.
- Recreation Staff: three (3) full-time positions: 2 Recreation Supervisors with individual responsibilities and a Senior Administrative Assistant primarily serving this department.
- The Rec department also employs approximately 175 seasonal staff for summer camps and pool operations.
- Total Admin = 1 Full time GM and 1/2 time Admin Assistant. Budget for full-time admin assistant position in July 1, 2016. Assistant performs accounting, HR processing, clerical, meeting minutes, etc. – everything.

Working with Fire Chief:

- Works well – GM stays out of the management of fire dept. Fire management and operations by the Chief.
- Fire chief is there for a reason and has the expertise on operational and administrative management specific to a fire department. GM lets him do his job.
- GM helps Fire with legal and HR issues.
- GM is resource to the firefighters in potential conflict between the Chief and Firefighter personnel. Not an issue currently in Marinwood.

Grievances and Discipline:

- Most grievances taken care of by Fire Chief
- Chief has full authority to discipline firefighters. No review by GM has been required as yet. Per MOU the process is Chief, then GM, then Board. GM serves as Skelly Officer.

Assistance by County:

- Legal - County counsel is the counsel for Marinwood

- County is the bank for Marinwood. Cash flow loans (0.25% interest rate) are attained while waiting for tax installments.
- Accounting systems are currently the same as County but may change with new County system being implemented.

Negotiations:

- General Manger in the room during the negotiations with contract negotiator taking the lead. Fire Chief not involved in negotiations. Strains relationship with Firefighters for Chief to participate.
- Note: have lowest firefighter pay in the County on salary – with OT and other benefits gets higher.

A few years ago Board initiated Sustainability Study that looked at options particularly organizational changes for District to address loss of revenue and increasing health care costs and retirement obligations. Sustainability Study looked at options including:

- Combining Fire Chief and GM
- Contracting out for part-time Fire Chief: Marin County Fire, San Rafael, & Novato
- Recommendations of Sustainability Study included:
 - Contract w/San Rafael for Battalion Chief to serve as part-time Fire Chief.
 - Consolidating other management positions including District Manager with Fire Chief or eliminate Parks Manager
- Board decision
 - Keep existing structure of separate District Manager and Fire Chief; do not contract for part-time Fire Chief; eliminate Parks Manager

Special Districts with Fire Services in Marin: So. Marin FPD, Ross FPD, Novato FPD, and Marinwood CSD's

Bifurcation:

- Pros: Technical expertise as well as subject matter expertise.
- Cons: None mentioned

Expense:

- GM: 1 year in job: Salary: \$98K; 4 weeks paid vacation; 12 sick days
- 90% health – 100% on dental, vision, life Ins. Pension: 2 @ 62 PEPRA (employee pays 100% of employee share)
- Fire Chief: 14 years in job: Salary: \$107K; 4 weeks paid vacation; 12 sick days
- Health: 80% - 100% on Dental, Vision and Life Ins.
- Pension: 3@50 (employee pays 100% of employee share)

Agencies with Split Positions and Similar Services

Lake Shastina Community Service District

Meeting: March 24, 2016, 11 am - Telephone Interview

Interim General Manager: Mike Colombo

Attending: David Spath, Lisa Caronna

General Info and Background:

- Mike Colombo – Interim General Manager since January. Has been with the District for many years in waste water division.
- In the past year they have had 3 GM's acting in the position. Currently recruiting to fill it on permanent basis.
- He came up in public works field, entered into management, was appointed to the interim GM positions and has applied for permanent position.
- Currently he has dual role of Interim GM and supervisor for waste water.
- Lake Shastina started as a private planned development. In the late 70's the developer went bankrupt. Special District was created at that time for the area.
- Always had full time General Manager.
- For a period of time in the past, police and fire were combined in one "safety" department with one chief for both agencies. There were problems with that structure because the Chief was spending more time with fire and not enough with police.
- At one point in time, the Property Owner's Associations (POA's) contracted with District for administrative and General Manager services – but stopped that about 2 years ago.
- POA's share some costs for ½ of admin building for office space and ½ of clerical salaries.
- Community polarized due to recent bond measure failing.

Services:

- Water
- Sewer
- Police
- Fire
- Animal Control
- 4 property owner associations provide supplemental services such as recreation and roads

Stats:

Population – approx 2,800 people and 1/3rd built out.

Board

- 5 Board members
- Board meetings once a month. Also many special meetings. Trying to limit the number of special meetings.
- Fire and Police Chiefs attend board meetings for monthly update and reporting

Budget and Funding:

- Budget process: Standing committee appointed by board and includes board members, community members, GM, and dept. heads. Each department is reviewed separately and then the whole package goes to board.
- Annual budget – not multi year.
- Trying to save for Capital Improvement budget. Infrastructure is old – late 70's construction. No proper maintenance. Water and wastewater need capital funding. Present Multi-year Capital Improvement Reserves (5): \$1.5M – \$2.0M (includes GF, Sewer, Water, Police & Fire)
- Police budget a problem – no new bond passed since 1997 for police. Tax set at that time. Approx \$65/yr. X 3,900 parcels + \$100K COPS grant (pays for 1 officer) Total for police = approx \$350K/yr.
- Fire District has a tax
- No other property tax; do not get any of county property tax
- Water and Sewer charges fees for service.
- Required to have reserves for water and sewer and fire department + small reserve for police department.
- They recently moved to Teamsters medical benefit and saved \$48K/yr.
- Public Works staff are in PERS system but not Police.
- Police Salaries: Poor county can't afford to pay what others pay in police salary. Same problem throughout the county.
- Every agency has openings for police officers. \$5K - \$15K signing bonus is common in the area to attract police officers.

Staffing:

- Full time GM
- Public works supervisor – 4 positions includes supervisors – 6 total
- Chief plus 3 police officers (Chief works part-time on patrol)
- Just created Sergeant position to act as Chief in his/absence.
- Currently have 2 full time officers and one half time officer.
- Police: 2 shifts and agreement with sheriff to cover 11 pm – 6 am. Plus, on-call officers responding as needed. Reserve officer program also helps with shift issues. Sheriff provides investigation support through mutual aid agreement.
- At the end, 4 positions in the police department.
- District took over animal control from the county years ago and wanted to give it back but county said no; money loser.
- Fire department has Chief and 22 volunteers – all volunteer fire dept.
- Clerical staff: 3 in finance – accts receivable, billing and oversee administrative tasks.

Working with Fire and Police Chiefs:

- He allows Chiefs to run their divisions but they need to keep GM informed so GM can inform the Board.
- Good communication is critical

- No conflicts between the 2 Chiefs and GM.

Grievances and Discipline:

- Discipline – Chief is the 1st line to take disciplinary action: Grievance goes to GM as 1st level for decision, Chief can deny request for reconsideration but GM handles grievance.

Hiring:

- Chief does the legwork and GM and Chief do hiring together. GM goes to outside agency for person on the interview panel for neutral opinion. Recommendation to GM for final selection

Assistance by County:

- Sheriff provides 911 dispatch. Contract with Sheriff for all supplemental services covered under mutual aid agreement.
- They have no contracts with outside services. Just mutual aid agreements.
- Waste collection by county.

His thoughts on contracting out Services:

- Depends on what is contracted out. Must have person making sure the contract is implemented and the work is getting done to the level that is required. Previously contracted for wastewater but it doesn't work. Too much to monitor and repair. Work actually must get done. Must oversee the work and comply with regulatory agencies.
- Refuse works better because easy to monitor and know if they aren't doing their jobs.
- Contracting out must be services that are easy to monitor.
- Looked at contracting with Sheriff Office for police services; found to be too expensive
- Long-term contract for legal services

Negotiations:

- Negotiations include Board member, District Lawyer, GM, and one person from the community. Made lots of progress since he's been there. Only GM and Lawyer talk during negotiations.
- Unions have head of Teamsters Local representing them so the District also needed professional negotiator.
- Recommends independent negotiator specializing in negotiations.

Part-time Chief?

- Retired person or officer with a couple years left and wants easier job with salary and benefits to get to retirement might be good candidate for part-time Chief.
- Note: PERS very strict on what retirees can and cannot do.
- In small communities, part-time Chiefs are common. Police Chief also provides patrol.

Part-time GM?

- GM full-time verses part-time is related to number of services and complexity. With 4 departments and turmoil they need full-time GM.

Bifurcation:

Pros:

- General Manager job takes all his time. Can't dedicate time to other primary service areas. Example: Currently he does minimum for waste water division.
- GM shared role with another major service area is problematic because don't have time to do 2 jobs at the same time.
- Doing justice to 2 primary areas of an operation can be difficult.

Cons:

- If you are single service District and if that person has good support from lead (such as Sgt. for Police) to deal with day-to-day operational issues, a dual position GM/Chief might work.
- The person in the position matters – needs to have expertise in both positions.

Agencies with Split Positions and Similar Services

Stallion Springs CSD

Meeting: March 24, 2016, 2pm - Telephone Interview

General Manager: Lori Rogers

Attending: David Spath, Lisa Caronna

Meeting Notes:

General Info and Background:

- Lori Rodgers has been the General Manager for Stallion Springs since July 2015
- She was previously with Kern County Department of Agricultural and Measurement Standards – 15 years
- Stallion Springs CSD originally designed as retirement community. Now 50-50 retired and young families. Many workers nearby at CCI (prison) and Edwards AFB.
- Chief of Police is also Assistant General Manager. Dual role for him. He is responsible for wastewater treatment reporting and public works along with other low priority duties as needed. It works well.
- David Aranda was GM and he left in 2010. Then there was another GM till Oct 2014. Then current Chief was interim GM (3-4 months), then David Aranda returned until 2015 when she took the position.
- Always had separate GM and Chief: Too much for one person to do it all.

Services:

- Water
- Waste Water
- Solid Waste under contract; residents bring waste to transfer station for pick up
- Police
- Roads
- Park and Recreation
- Mail Boxes for USPS delivery/pick up (provide and maintain)
- Arts Commission - (CCNR's compliance review)
- Note: Property Owners Association provides enforcement of CC&R's. Conduit of info between Board and residents.

Stats:

- 2,800 residents
- 1300 homes – fast growth in the area.
- Cost of homes low \$200K to \$500K
- 500 sewer lots – Area called Basin has higher density. ¼ to 1/3 acre parcels.
- Bigger lots - ¾ acre to 3 acres – have septic system
- Area: approx 400 acres. - 0.625 square miles

Board:

- Board of 5 - Regular monthly meetings and Special meetings
- No standing committees – want finance committee in the future.

Budget and Funding:

- Budget is currently being developed by GM working with past GM as a consultant. Work with department heads of other units: present available funding, consider wish lists, develop budget and then present to the Board.
- Have capital reserves for all departments
- Contract out IT - \$500/month for regular monitoring + extra for fixing problems; Police Chief is also the webmaster, maintains web site
- PERS employees pay and district pays. Both employer and employee contributions.
- Medical through Blue Shield; not PERS
- Revenue: Property Tax mostly. County now takes 25% of property tax for admin of property tax and County stopped doing any payroll.
- Solid waste contract has a fee that is included in the water bill.
- They are just above disadvantaged community status so it's hard to get grants.
- Contract out legal services: Mostly regulatory ground water management issues.
- Partnering with Tehachapi Recreation for pool maintenance.
- Police get funding from SLEF and AB109
- Road assessment has stayed the same last 20 years: \$150/yr/parcel
- They passed a new tax for a police officer when assessment from loan for capital funding was complete. Same dollar amount for new purpose.
- Parks/Rec operates in the red: \$65K revenue and \$135K expenses to date (Feb. 2016)
- County did payroll under contract; now in house

Staffing:

- Admin: 1 GM, plus 3 office staff (financial officer, office administrator, part time admin assistant)
- Police: 1 Police Chief, 1 Sergeant, 1 full-time officer, 1 part-time officer (to be full-time in 2017.)
- Chief takes patrol shifts, use standby: They have 12-hour shifts with on-call overnight and they also work with Sheriff for assistance through mutual aid agreement.
- Public Services (water, wastewater, roads): 5 field staff
- Park and Rec: 2 rec positions and 1 park coordinator. Big summer staff.
- Uses Volt: part-time temp service for seasonal employees.
- Fire (no personnel): Kern County Fire – They have small engine house on the property that fire uses.

Working with Fire Chief:

- No issues mentioned

Grievances and Discipline:

- Grievances begin with employee to supervisor: With police, the Chief is first level, GM is second level. GM makes decision in 5 days – then goes to Board as final determinant.
- Discipline: in process of revamping. Sgt, then Chief (Chief could initiate as well)

Assistance by County:

- Sheriff provides police dispatch services.

Negotiations:

- No unions

Notes:

- Not looked at part-time GM or part-time Chief.
- Looked at contracting or merging with another police agency. Not implemented
- Waste water thinking of joining with other agencies. Not implemented
- Merging the district? Not really discussed. Only have 500 sewer lots with only 300 active. Revenue is set.
- Waster water treatment – want to go tertiary and sell recycled water. Looking into State Revolving Fund financing.

Bifurcation:

Pros:

- Too many pieces to share GM with another major role.
- Need GM who is looking out for the whole community.
- More services require more time by GM.

Cons:

- Limited services allow for easier dual role position.

Agencies with Split Positions and Similar Services

Town of Ross

Meeting: March 17, 2016, 2pm. 31 Sir Francis Drake Blvd. Ross

City Manager Joe Chinn

Attending: David Spath, Lisa Caronna, Garen Corbett (phone)

General Info and Background:

- CM Joe Chinn, 8 months with Town of Ross. Formerly worked in City of Rancho Cordova as Assistant City Manager for 8 years and prior to that in Elk Grove and Sacramento as the finance Director and administrative Services Manger.
- Joe Chinn has experience with CSD's and was on the Board of El Dorado CSD.
- Did Consulting including Incorporation Studies

Services:

- Police
- Parks and Rec
- Planner + contract out some planning services
- Public Works
- Contract out Fire services

Stats:

- Population: approx. 2,400

City Council:

- 5 members 4 year terms – annual rotation of Mayor
- Meet monthly + Special Meetings

Budget and Funding:

- \$8.2 Million annual budget
- Their recreation budget is \$1million revenue and expenditures – big for small town.

Staffing and Duties

- Total FTE's 22 (many part-time recreation staff)
- Police department: 1 Chief, 2 Sargents and 5 Officers – total of 8. Provide 24/7 coverage with one officer always on duty. He thinks that works for their needs and for coverage.
- Town Manager authority to appoint and terminate Police Chief

Grievances and Discipline:

- Note: No discussion on this topic

Union Negotiations:

- They hired outside negotiator when union hired their negotiator. Don't use department heads.

Bifurcation:

Pros:

- Police services need a full time chief.
- Hard for Police Chief to view overall community issues
- GM provides the professional staff to the committees
- A GM is not specialized – has good skills to deal with multiplicity of community issues and for working with and for the total community. Need Finance, HR, IT.
- GM also good at strategic planning for future. Professional Manager makes a difference.
- GM is community liaison to meet with adjacent agencies and meet with the County.

Cons

- GM salary can be high and an issue for small agency. One option might be a senior analyst level of staff would have a lower salary and a clear structure to assist the Chief/GM dual position.

Part-time verses full-time GM

- After discussion of Kensington services, he thought a part-time GM and full-time COP could work but he felt that a senior "seasoned" GM would be important for a manager over the police or Fire Chief.

Misc:

CSD is not like an incorporated Town. Town has more services than a CSD. Finance and HR are the same.

Town Manager: Salary: \$191K; Deferred Compensation - 6% of salary; Employee pays full employee PERS contribution; Town's Medical/Dental Plans for family coverage; Vacation/yr – 20 days; Management Leave/yr – 6 days; Life Ins: \$50,000

PERS: 2% @ 60 formula

Police Chief: Salary: \$131.8K (Eff. 3/16/2016), additional increases 2.5% on 8/2016, 2% on 3/2017, 7/2017 and 3/2018 (\$143,318); Employee pays full employee PERS contribution (9%) to increase to 12% on 7/2017; Education pay of \$250/month; Medical Plan: Family coverage up to CalPERS Bay Area Kaiser rate with Town paying 90% and employee paying 10%; Dental Plan: Town paid (Delta Dental), one thousand (\$1,000) plan; Vacation/yr – 15 days; Management Leave/yr – 64 hrs

PERS: 3% @ 55 formula

Agencies with Part-Time General Managers

Mountain Meadows Community Service District Meeting: Feb 18, 2016 - Telephone Interview

General Manager David Aranda
Attending: Lisa Caronna

David Aranda recently started with Mountain Meadows after retiring from Stallion CSD as the GM for 16 years.

At Mountain Meadows he gets no benefits and works about 15 hours week - has pension from previous PERS retirement.

Total annual budget for Mountain Meadows approx. \$160,000/yr. – Small budget

Services: Roads, Drains, Signage

Board - 15hrs/week estimated working with the Board

Board meets once a month with future goal of meeting once a quarter.

He has flexibility on his time and hours or days he works.

The District had no employees for many months - Board Member takes minutes when he's not there.

New Grant: Grant provides for 12 employees who will work on maintenance issues throughout the District. Engineer will do a small road contract. Engineer oversees the work.

Aranda is day-to-day GM and oversees what the community needs.

Board members should NOT get into day-to-day activities of the District.

The only CSD's with true Police Services are: Stallion, Broadmoor, Lake Shastina, Kensington, and Bear Valley CSD - The rest are security services - not the same.

Aranda's Stallion Springs experience:

- Stallion had a Police Department and a Police Chief.
- They looked at combining GM and COP and decided not to take that route. The Police Chief, however, does have dual roles as Police Chief /Assistant Manager
- The General Manger is full-time.
- During emergency police activity – GM would typically not get involved.
- In Stallion they have book-keeper and payment processor positions. GM reported to the Board personally. Police Chief did not attend Board meetings on regular basis.

- If there was a Police issue at Board, the GM was instructed by the Board and then reported back.
- When Stallion looked at contracting out with Kern Co Sheriff. Numbers didn't pencil out at all. Too expensive.
- Stallion police department: 20% budget, 30% manpower. GM spent minimal time on police issues.

Pros:

- GM has "overall responsibility of the community"
- Community and staff in the police department could come to GM with issues about police.
- Before, during or after action by police or, if the community feels something not done correctly, they have top person to go to without fear of retribution.
- More ability to discuss police issues of all kinds with Board.

Cons:

- GM must get along with the Chief and work together. The relationship matters!

Notes:

David interested in data on consolidation issue and Committee will send to him once completed

Recommended contacting Pete Kampa who contracts with smaller CSD's who can't afford or don't require a full-time GM.

Agencies with Part-Time General Managers

Peter Kampa of Kampa Community Solutions Part-time General Manager Services for Community Service Districts

Meeting: March 29, 2 pm – Telephone Interview (includes follow-up email)

Agencies represented are:

- **Lake Don Pedro CSD**
- **Saddle Creek CSD**
- **Los Osos CSD**

General Manager: Peter Kampa

Attending: David Spath, Lisa Caronna

Discussion on roles responsibilities and criteria for part-time General Manager for Special Districts.

Important questions for the an agency considering a part-time General Manager:

- Is the organization capable of supporting the structure of a manager not being there on daily basis?
- Are policies in place that allow the rank and file and management to make decisions?
- How many day-to-day decisions need immediate response?
- Can decisions be packaged and be dealt with when Manager has time?
- Can daily duties currently handled by a full-time GM be moved to another position?
- Can issues be handled electronically?

To have part-time manager be successful:

- Think about the GM role and responsibility in terms of effectively implementing the Board's policy and achieving specific and measurable goals and objectives toward achievement of your plans, and not part-time verses full-time.
- Given the right personnel resources, policy direction and authority from the Board, and a clearly articulated vision supported by achievable goals and objectives, the primary role of the GM becomes one of team motivation, general oversight of staff and informing the Board and community of your successes.
- If the GM's resources are limited and squeezed where the GM becomes the "go to" person for everything, they will be bogged down in the daily operation.
- Hire good department managers, such as the Police Chief, give them administrative support staff, and allow the GM to delegate the operations to those closest to it.
- Policies/procedures might be needed to ensure that the GM has clearly defined authority to act in accordance with the wishes of the Board.
- Determine pure management functions from other work and reassign as needed. Many activities GM's perform are non-management tasks more appropriately assigned to staff such as accounting and administrative assistants.
- Responsible people need to be in key positions and be able to take on more work, or hire part time or temporary help during high workload periods.

- Either decisions get made on the spot by mid-management or they have to wait for GM to respond. With part-time GM you need time to respond. The part time GM must be a good delegator and have good communication systems to ensure that mid management acts in the same manner as the GM.
- A strategic plan needs to be developed and adopted by the Board. Clear goals are important. GM is the technical special district expert and should lead or be part of the strategic planning process. The Board sets the vision of where it wants the District to be in 2, 5, 10 or more years, from a 30,000 foot level, and asks the GM to propose means, methods and actions to lead the District to achieve the Board's vision. Portions of the planning process can be initiated and completed by Board members within their specific areas of interest or expertise, but leaving the management decisions to the GM. They can take the load off the GM to make them more productive in a shorter period of work time by allocating personnel and financial resources where necessary on a short term basis to absorb high workload.
- Board needs to be clear about what they want to get done. Example: In 5 years community will be well educated about ways to avoid property crimes resulting in a 20% decrease in property crime.
- Comprehensive policies and Board procedures, forward thinking plans, solid management objectives that support the Plan, and a system to measure performance will result in continuity of Board and management's understanding of the roles, responsibilities and expectations of each. This continuity lives on past changes in Board members and managers to provide for a continuously efficient and accountable operation.
- If the "face" of management is required most of the time by the Board and/or the community then it's probably not a good fit for part-time GM position.
- Sometimes there may be too many time demands such as citizen requests or activists to consider a part-time GM.

How he works:

- Uses "Go-To-Meeting" computer video and staff meeting recording program to resolve issues from afar.
- The agency scans payroll, accounts payable, invoices and other documents for his electronic review and approval. Need people to handle getting the information to him.
- Manager needs to be face of District with the community – More important in certain areas or with certain services. Need to identify the services that are most important to community
- Depending on what is happening in the District, demand on GM time could be significant. Example: Water district – has emergency water project going on for 1 year! When project is complete, he will drop back to being 50 – 75% GM. Other consultants can fill the gap during high workload such as communications professionals.
- GM could be more administrative with intergovernmental relations verses in person. Examples: Working with LAFCO, Tax Measures, Elections.
- 2 Districts that he works for have had revolving door with GM's. They didn't know what they wanted or needed. He prepared specific scope of work that is identified in the contract.
- The contract needs flexibility – example: Los Osos, bankruptcy, controversy, big issues to deal with – time uncertain. Started with a three month introductory "get to know each other" period, then role and cost determined for longer term.
- Human Resources: He makes decisions on quality of key staff, expects performance, measures success and takes action to let them go if there are significant problems. He also interviews individuals for key positions. HR can take time!

- Might need to add staff to pick-up non-GM administrative work needed in the District with part-time GM.
- Of the 3 GM contracts that he has, one has hourly time of 24 hours a week for that District. He managed that same district as a full time manager 20 years ago, but it now has solid mid-management staff. The others are by scope of services.
- The contracts all have standard consultant services sections.

Saddle Creek CSD

- Smallest and least complex. – letter agreement for services. Provides road, street lights, mosquito abatement, common area maintenance and wetlands management services
- Staff: 6 staff + 2 part-time bookkeeper and admin person. 560 homes
- Fee: Saddle Creek \$62K +/-

Lake Don Pedro CSD

- Provides water service to 1450 connections
- Staff: 5
- Population: 3,000
- \$75K base fee

Los Osos CSD

- Population: 15,000
- Staff 12 (+25 reserve volunteer firefighters)
- Fee: \$75K base fee + \$21K travel expenses
- 3 month introductory rate on contracts Develop the scope of work and from there move on.
- Los Osos was without accountant. He brought in prior accountant he'd worked with and then hired CPA firm and contracted out the work, saving 50% of accountant's salary.
- Negotiations: Unions in Los Osos. He will be negotiating in the future. Legal counsel very involved in all aspects of Los Osos CSD.
- Los Osos has Schedule A contract with firefighters which lays out procedures for all aspects of management of a district managed firefighter reserve program of 25.

Discipline and Grievances:

- Can fall on the GM. Needs to train his managers and employees on process. He does investigation as needed. Also conducts Skelly hearings for employees.
- He's involved in pre-discipline with supervisory staff. Dept. Heads take action. He is Skelly officer. Then to Board of Directors or a sub-set of the Board depending on the District.
- Chief of Police must understand need for formal record-keeping on discipline.
- HR can take time – need processes in place and training of staff.

Misc:

- Hard time finding part-time managers.
- As a consultant, PEPRRA doesn't apply to his contracts.
- He hasn't worked as a part-time GM with police Chiefs – no experience on working with police departments but has managed fire chiefs and fire departments. Had following thoughts.
 - Quality of COP would be important

- GM should have enough knowledge of police services to determine if COP is doing good job
- Leave hiring within Police Dept. up to COP

Agencies with Part-Time General Managers

Muir Beach Community Service District

Meeting: April 8, 2016, 2pm – Telephone Interview

General Manager: Bill Hansell

Attending: David Spath, Lisa Caronna

General info and background:

- Bill Hansell was hired as a part-time General Manger for Muir Beach in November 2015
- He is an Architect
- He was on the Board of Marinwood CSD for 9 years. He learned a great deal on Board of Marinwood. Prepared fire tax measure, negotiated with Unions, etc.
- He is currently meeting with personnel committee at Muir Beach to review job time commitments.
- Previous General Manager was District resident for part-time position who also volunteered some time.
- Muir Beach is somewhat isolated and built on volunteerism. Over time there have been added regulations and mandates for CSD's that require compliance.
- The premise when Hansell entered the job was that they didn't need full-time person but reality is that workload is more than part-time.
- Now need resources to do what is necessary and required by laws/regulations.
- For Part-time General Manager, need to determine the actual work needed and allocation of time to complete the tasks.

Services:

- Volunteer Fire Department
- Water supply
- Recreation
- Roads: 5 roads maintained by CSD
- + interagency meetings and coordination. National Parks Service, State Parks, Muir Woods parking restrictions and more people parking outside and blocking roads, etc.

Stats:

- Population: Approx 300 residents
- Approx 160 houses

Board:

- Once a month board meetings and 25 people attend – good attendance

Budget and Funding:

- Operation budget: \$250K – \$300K
- Revenue from property tax, fire tax, water use fee plus capital improvements assessment for water, Measure A recreation funding from Marin County sales tax.

- Reserve \$600K-\$700K.
- His original part-time GM contract was for 20 hours/week average. Salary with no benefits except medical.
- Board recently agreed to alter contract to be actual time spent.
- In June the Board will revisit the GM position.
- Currently \$55K for 20 hours a week. + medical Kaiser plan \$850/mo +/- . Temporary agreement will continue to pay at the same hourly rate for hours worked above 20 hours/week.

Staffing:

- ½ time GM, ½ time Water Manager, 3 part-time handy persons.
- Has contract with book-keeper.
- Has contract secretary for board minutes.
- No recreation staff (volunteers)
- No fire staff (volunteers)

Assistance by County:

- Use County Council for legal issues – except for those where there is conflict of interest.

Criteria to determine part-time verses full-time GM:

- Determine what is minimal workload and what is ideal workload,
- Determine what are long term issues and what are temporary issues.
- Start with policy of services, determine what services are required and level of service desired.
- Board and public need to know expectations of services. Then develop job description and move forward.

City Manager of City of Turlock (Former Career Police Chief)

City of Turlock

Meeting: April 7, 2016, 11 am - Telephone Interview

City Manager: Gary Hampton

Attending: David Spath, Lisa Caronna

General info and background:

- Gary Hampton has 33 years in law enforcement and was the Chief for 15 years.
- Last 8 years served as needed in the interim role as City Manager. Also was head of Public Safety department in Tracy in charge of both police and fire.
- At one time he also had oversight for Economic Development/Community Preservation.
- In all roles there are recurring challenges with incompatible areas of conflict.
- 7-8 months he was the interim City Manager in Turlock and also in Tracy for period of time. It's common for police chiefs to have interim role with both positions during recruitment and transition periods.
- Check with Fair Political Practice Commission (FPPC) – Interim role determined to be not holding two offices. Might have issue of incompatibility.
- Further inquiry with FPPC. Written opinion with FPPC on whether it falls into incompatible offices. Want something in the file from the FPPC.
- Also, find out if there are business and professional code responsibilities vested by the office.

Grievances and Discipline:

- Serving in both roles could create some conflict with due process on personnel actions. Weingarten rights, or Labor groups with rights.
- When Police Chief is also the appeal person they need to separate themselves from disciplinary action until they hear the appeal.

Citizen Complaints:

- Within police department, citizens complaints must have clear process to accept complaint. Penal Code mandates process to take in complaints on peace officers. Also must have Skelly hearing officers. Rains (attorney for Police Unions) will argue that Police Chief cannot sit as hearing officer if they have been involved in hearing citizen complaints. Need to designate CM as hearing officer, or, Chief must divorce himself as the person involved in the investigation of the complaint or in taking the findings of investigation and applying discipline.
- Police Officer's Bill of Rights (POBOR) and Penal Code both have rules on receiving and processing complaints.

Dual role:

- He sees no difficulty with dual role of PC and CM in a small service District such as Kensington when it has clear policies and procedures in place.
- Can be landmines with police chief and manager as one. Be clear on process for discipline and have clean break for GM/PC to be Skelly officer.

- He thinks Town of Rio Vista has a shared Police Chief/CM.

Skills related to combined position:

- POST certificate mandatory. California Police Officer Certificate. Expires in 3 years if no longer doing police work.
- Good candidate needs diversity of experience. His experience is that in large agencies the police jobs at Sgt./Lt/Captain level are more limited in scope – more specialized. Small agency (100 officers or less) skills are more diverse because the officers perform more diverse activities. Because of the need to handle more diverse issues in a smaller agency a broader skill set is developed.
- Mid-size police agency the best source to find candidates for dual role position.
- GM/Chief needed to keep district out of trouble – need 15 years experience.
- Recommend looking for: Lieutenant or Sergeant level in 50 to 100 sworn agency.
- Need leadership skills for both Police Chief and CM, Management skills.

Biggest challenges going from Chief to Manager:

- Planning and Development: Finer points of development agreements, planning, engineering, CEQA
- Financial: comprehensive annual reports, CAFR's, unfunded liability, annual audit, etc.
- Administrative costs important
- Turlock - Use consultants for services. Have very lean staff in Turlock.
- Financial services are augmented with consultants although use of such services ebbs and flows based on City Council's attitude towards spending on external services versus building in-house resources.

Example of transition to CM:

- He learned on the job: 2009 he entered interim CM position in Tracy with \$3.6 mil budget deficit that had to be resolved in 5 months.
- For the 5 month \$3.6 mil deficit he met with all the labor groups and in 3 weeks everyone came back with 5% reductions. Priorities were developed to determine cuts. City Council wanted mix of reductions while ensuring comprehensive services preserved, not just public safety. Council chose to cut safety while keeping certain level of policing and maintaining quality of life for the community. Fire was cut 10%. Police 18%, Administration was cut 34%, and Recreation was decimated. They lost managers and doubled up on job duties. The job was done!
- CM administers Council policy. Responsible manager administers the will of Council vision.
- City Manager is a learned profession – not education based. No college courses on the CAFR.
- As CM he has moral obligation to the District to maintain cost as low as possible.
- Raised in Antioch area. Know lots of people. 6 police chiefs in the state are from his past police departments.
- Many City Managers have been Police Chiefs. Bob Murray, former COP the CM 3 years then opened head hunter firm. ICMA might have other examples.
- Roy Wasden hired as Police Chief in Modesto and then hired as City Manager for Turlock. He worked with divided Council for – 5 years.

- For Roy Wasden to be successful City Manager the Council knew that he had a strong work ethic, strong ethical/moral background, unquestioned integrity in the County, capacity and personality to resolve conflicts between Councilmembers

Hiring retirees:

- PERS and PEPRA rules: 6 months separation from PERS, then limited on number of hours/year they can work.
- Need to determine if Chief/Manager is safety verses non-safety with PERS?
- Further due diligence with FPPC – get that in order.
- GM/Chief: Make them a contract employee 401A (not PERS). Non-safety position. Would get lots of applicants!

Police Chiefs from City of Berkeley and City of Albany

**City of Berkeley, Chief Michael Meehan and
City of Albany, Chief Mike McQuiston**

Meeting: Feb 25, 2016, 2100 Martin Luther King, Berkeley - Public Safety Building.

Attending: Simon Brafman, David Spath, Lisa Caronna

Both Chiefs agreed on the need for 5 officers minimum to cover one beat 24/7 assuming a 70% show-up rate (normal for vacation, training, sick leave, etc.)

These positions all require supervision over and above the 5 officers.
Always should have supervision of officers. Line supervisor is critical.
There are liability issues with no direct supervision of officers.

There are approx. 18,000 state and local law enforcement agencies in United States and approx. 50% have less than 10 officers in the force.

Both Chiefs wondered how our small department kept up with training – which is critical. Staff development is important, requiring ongoing training to maintain and improve skills and keep up with emerging policing procedures.

State of California Police Officers Standards and Training (POST) Commission minimum training is approx. 24 hours/every 2 yrs. Berkeley trains officers approx. 60hrs/yr. With a bigger force they have more opportunities for training. Berkeley does most of their training in-house by sending officers to “train the trainer” programs.

Berkeley police officer job criteria includes requirement of two years of college credit – a high standard held by only 10% of police departments nationwide. The Field Training Officer (FTO) program is based on the San Jose model. Once recruits go through the police academy, they have daily written evaluations on performance while they undergo field training. The officers have a 2-year probationary period. Albany officers have 18 mo. probationary period.

Both Chiefs confirmed there are no strict national standards for officers/1,000 population. Trends are generally 3/1,000 on the east coast and 1.5/1,000 on the west coast.

Both Chiefs indicated that they developed their own budgets based on parameters set by the City Managers. Berkeley Chief benefits from administrative budget specialist staff while Albany Chief essentially develops his own budget.

Both Chiefs had the authority to take disciplinary action against officers. Berkeley Chief was limited to three day suspensions. Anything longer or more severe requires City Manager action. Albany Chief indicated greater latitude in taking disciplinary action.

- Both felt that having a Chief as the lead verses Captain or Lieutenant was important. Reasons cited include:
 - Paramilitary organization use to hierarchy
 - Leadership and vision for the department is critical
 - Important for morale of officers

Might not get good people to apply without Chief (not perceived as a real police force)

Chief means something in that the officers are working for one person in clearly defined role

Job requirements to be a Chief vary from agency to agency. Credentials could include: Police Officers Standard Training (POST) offers both a Management Course and an Executive Development Course. Another resource is a book by Police Officers Research Forum (PERF) titled: "Command Performance"

Advantages to being part of the [CA Police Chiefs Association](#) include mentoring, networking, professional development, current affairs, and legislative and legal updates. Possibly could be a member with lesser rank. Need to check. Aside from Chiefs, members include CHP Captains and cities that contract with the County Sheriff and hold the title of Chief in name only as temporary assignment.

Examples of Part-time Chiefs? No examples and both Chiefs did not recommend part-time Chiefs – need point person full time.

Positions that share City Manager or General Manager with Police Chief? No good models. Cleaner approach is clear separation of duties. Although it's not uncommon for Chiefs to oversee other area such as animal control, parking enforcement, etc. The check and balance is still the City Manager position separate from the Chief.

The best management is through leadership and example – not discipline. More important to set standards for all to meet. Significant change can take time and comes through the culture, peer pressure and strong leadership.

One example of sharing a Chief among cities is Central Marin Police Authority JPA that merged small police departments in a new agency with one Chief that includes Larkspur, Corte Madera, San Anselmo, and portions of Greenbrae.

[Lexipol](#): Writes policy for many police agencies. Policies based on state law, case law, and state and national standards including [IACP](#), [CALEA](#), etc. Excellent source to keep up with policy issues. Policies can be modified to fit local needs and ordinances. Albany Chief said he believed KPD was looking into this circa 2003, unknown if adopted.

Chief Meehan passed out a few samples of part-time Chief job articles from around the country from a brief web search. This was based on subcommittee email where we indicated that as one area of interest.

Joel Bryden, Murray Associates – Executive Recruitment Firm

March 14, 2015 4pm – Telephone Conference

Attending: Simon Brafman, David Spath, Lisa Caronna

1. Intro question – Briefly describe your experience and the services you provide related to recruiting police chiefs.

Police Chief Walnut Creek for 25 years. Now works with Bob Murray part-time. Handles 4-5 executive searches at time. Completed approx. 35 searches in 2-1/2 years – approx. 10 were for Police Chiefs. He is one of 3 career Chiefs working at Murray Assoc doing recruitment work. Bryden also teaches a course on the role of Police Chiefs for the California Police Chiefs Association.

2. What do you think of the Chief of Police holding multiple job duties at the same time?

Police force doesn't like part-time Chief with other primary duties. Officers would appreciate a full time Chief.

In San Diego as Chief, Bryden was responsible for big events. Attended numerous meetings. He needed to decide when to wear a suit or a uniform, i.e.; when to present as the Chief and when to be the Department Head.

3. Does size of the department matter for full-time versus part-time Chief?

It might make a difference but anything can happen anytime so Chief must always be available 24/7. The smaller the department and the less activity and community meetings, etc., the more an agency might try to hire a part-time. He doesn't know of any part-time Chief positions.

4. Kensington has one shared GM/Chief of Police position that has dual roles. Other than Broadmoor, know of any other agencies that share this position?

He thinks Monterey County had a similar position in the past but would need to check. There was also a Chief for two separate police departments - he thinks they may have merged.

5. For chief of Police positions, are there any government codes or laws that apply to the job duties and/or qualifications?

POST - has information. Years of management experience typically required. There are training and certificates appropriate for Chief positions - management certificate is baseline with 4 year degree plus higher education – then executive certificates.

6. Any examples of Part-time Chiefs? What conditions make this a good option?

With lack of oversight - little things turn into big things. Example: use of force policy - make sure it's legal and follows department procedures. People may cut corners without proper oversight. Problems can cost lots of money. Need good oversight.

7. If there's a window of time when there isn't a Sergeant on duty to supervise an officer, what do you think of that?

That could be a problem depending on the professionalism of the department. With a shooting or a serious auto accident the responding officer needs to handle the situation perfectly – those incidents require more than one person and officers may need guidance. Always should have 2 officers on duty for safety.

Also need to worry about burnout of the officers. Need to be careful with overtime.

8. Any examples of Captain or Lieutenant verse Chief as the head of a police department?

Not permanently. Often as interim solution – Typically 2-4 months during Chief recruitment period. Longest was City of Arvin where a Sargent was running department and CM for 14 or 15 months. The highest rank is called the Chief.

9. When recruiting for Chief position, how often do people apply who are retired from another agency? pros and cons?

Yes, happens frequently - he worked 5 years with Walnut Creek after retiring. Fort Bragg Chief started second career at 50.

Con: Cruisers don't work – need full energy to lead Police department.

Pros: Experienced officer from larger police department can bring high standards to another agency.

Normal commitment is 5 years when coming from another retirement system. After 5 years the Chief gets additional service credit. Increasing retirement benefits is the biggest reason to work after retiring from another police department.

10. Typical person to apply for Chiefs position in a small agency?

Mostly positions lower than Chief would apply for Chief job in smaller agency.

Typical age is 50, 51, 52 for Chiefs jobs post retirement.

11. Can Kensington hire retired police officers in the PERS system?

Most officers come from PERS agencies. PERS cracked down on retirees coming back to work for other agencies. There are requirements such as need to show emergency need for hiring PERS retirees. They can work for a 6 month period and then can't do it again with PEPRA rules.

12. Is it a good idea and/or necessary for a Police Chief to have a supervisor such as a general manager or city manager? If so, why?

Yes, generally true. Main reason to separate decision making. Chief decisions based on law enforcement and separate from any political pressure as might happen if they reported directly to Board.

Example: Alcohol at Walnut Creek - staggered closing times of establishments serving liquor in downtown area. Chief needs to make decisions based on what is best for the community and give his best advice – not a political perspective.

Another example: Martinez Chief reported directly to the Council and then they changed so the position reported to the City Manager. Buffer is good for decision-making. Having a non-political Chief position is preferred.

Is there a conflict of interest with the shared position related to discipline and appeals? Chief should not be the first level of discipline. Their decision should be final. POBOR and Penal Codes also

apply. Need separation and clear processes.

What about binding arbitration?

Don't like binding arbitration. Arbitrator could render decision detrimental to police department. Example: SF had to take the officers back due to timeline on text messages per arbitrators decision.

After describing the non-police services in the KPPCSD we asked:

Could you see part-time GM and full time COP?

Yes, could see that happening. Better to have part time GM and full time COP.

He also thought we could find a Chief who could also handle the limited GM duties.

Chief has skillset to fulfill the role of GM. Chief is typically the most high profile position in a City. They typically have skills for community interaction, finance, budget, public policy, etc. Need to find the right person.

Richard Pearce, Fire Chief, City of Tiburon and President of Fire Protection District Association of California

March 4, 2016 4pm – Telephone Conference

Attending: Lisa Caronna

Richard Pearce is on numerous boards including President of the Fire Protection District Association of California, the Risk Authority Board, Workers Comp Board, and others.

Possible examples of where Police and Fire are or have been together in the past:

- Marinwood, CSD
- Elkgrove CSD
- Copperopolis CSD (one Chief with 2 Fire Districts)

Possible examples of past or current Consolidated Police and Fire

- Sunnyvale
- Rohnert Park

Fire Protection Districts: Subject to Health and Safety codes – more finite focus. Fire District services can include:

- Fire Suppression
- Emergency Medical
- Rescue
- Public Education
- Prevention

A Fire District cannot take on non-fire services.

Yes, Fire Chief is also the top administrator for the Fire Protection District.

As regards the dual role inherent in the Chief's job, need to watch out for the Fire Fighter's Bill of Rights! The bill has extracted the Board out of the personnel issues. Any discipline stops at the Chief. He needs to keep Board advised but not in the decision-making.

As Chief, he has others conduct investigations and make discipline recommendations to him so he can be the final decision maker. They have layers including Battalion Chiefs and others to handle investigation and make recommendations to him.

Harassment claims go directly to him as the Chief. Recommends outside investigations for harassment claims.

In Tiburon, appeals go to binding arbitration, not to the Board per their MOU. Arbitration decision is final. They are all stuck with it.

In Tiburon, he has finance officer and prevention bureau division. In small Districts, the Chief is also the CEO and works with the Board.

They have 26 fire fighters and 3 support staff.

Police and Fire are totally different disciplines. Single focus department is clearer and easier to focus.

Fire suffers when people have competing Districts. Similar to cities where cuts happen.

There are some Fire Districts with Part-time Chiefs.

Leslie McGill, California Police Chiefs Association

March 25, 2016 4pm – Telephone Conference

Attending: Lisa Caronna

Kensington is the only Special District with police services that is a member of the California Police Chiefs Assn. The rest are Municipal Police Departments. There are numerous small police departments within small cities.

She knows of 2 examples where there was one Chief overseeing 2 agencies. In both cases, it didn't work out and they separated.

Part time Chiefs: Some small agencies in SoCal have police Chiefs that are technically part-time but not referred to that way. Sierra Madres is one example. Typically the Chief is a full time position.

Captain is in charge of police department only as an interim or acting role while recruiting for Chief. They are given the title "Acting Chief" during the time it takes to recruit permanent Chief. Sometimes the duration is a couple of months, sometimes up to 2 years. It's typically a cost saving device when it is extended for 2-year period of time.

Not uncommon for Chief to serve as CM during recruitment of CM. Typically another high-ranking officer acts as the Interim Chief. Example: Moraga, Chief became Acting CM and moved another officer into Chief role. Pasadena also.

League of CA Cities is good resource for dual role City Manager/COP

Believes that dual role is usually done in very small agency for limited time.

Police Chief can also be the Fire Chief for limited duration and also dual role as other department heads for limited periods.

Qualifications by Chief to be City Manager? Depends on the individual. Lots of examples of COP becoming CM's

Possible Contacts:

- Chief Gridley, Biggs, CA – Police Chief is also Assistant City Manager.
- Tracy Chief left to be the City Manager of Turlock where he used to be the Chief of Police. Turlock has history of hiring police Chiefs to be CM's. Last CM was prior COP in Modesto.

POST – must be sworn CA police officer to be police Chief in CA – recommend contacting POST for more details on training requirements.

California Police Chiefs Assn also has training on role of Police Chief.

Requirements to be Chief: Most have supervisory or management training in POST, FBI academy, etc. + advanced degree typical for Chiefs and Bachelor's Degree is basic.

Ms. Catherine Smith, Fire District Association of California

February 29, 2015 – Telephone Conference

Attending: Simon Brafman, David Spath, Lisa Caronna

Attending: Lisa Caronna

Fire Chiefs also act as GM's – Have dual role without the dual role title.

No cookie cutter plan for Fire Districts. Can be flexible to meet needs of community.

Services and staff are determined by the Board — what they want and can afford.

Most Fire Chiefs have other duties along with Chief role.

Recommend contacting David Aranda for info on CSD's

Recommend contacting Fire Chief at Tiburon - Richard Pearce - for detailed info on Fire Districts

Fire Chiefs fundamentally act as both Chief and GM. Dual roles and issues are similar.