



THE CITY OF SOMERVILLE SEEKS A HIGHLY MOTIVATED, ACCOMPLISHED AND VISIONARY LAW ENFORCEMENT LEADER TO SERVE AS THE NEXT...

THE COMMUNITY

Somerville, Massachusetts, is a culturally and socially diverse city in Middlesex County. Sharing borders with Boston, Cambridge, Arlington and Medford, Somerville is geographically small (just 4.1 square miles) but the 2012 estimated population is 77,104, making Somerville one of the most densely populated cities in the United States. Rapid population growth is anticipated in the next decade with substantial residential development in progress or planned within that timeframe. In 2009 Somerville was named an All-America City.

Somerville offers a number of advantages to a diverse array of different demographic groups, including close proximity to downtown Boston (much closer than many neighborhoods located in Boston proper); a wide variety of housing stock at relatively affordable prices; a long history of welcoming and successfully assimilating waves of immigrants; and its proximity to three major universities (Harvard, MIT and Tufts). Somerville is home to a mix of blue-collar families, young professionals, graduate and undergraduate college students, and recent immigrants from El Salvador, Haiti, Brazil, Portugal, Nepal, and many other nations. A survey of the students in Somerville's Public Schools revealed that over fifty different languages are spoken in the city's homes.

POLICE CHIEF

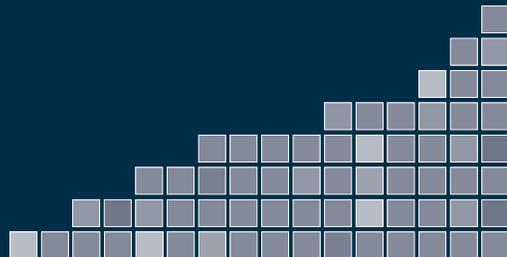
MUNICIPAL ORGANIZATION & GOVERNANCE

Somerville's municipal government consists of the Office of the Mayor, the Board of Aldermen, the School Committee, a number of appointed boards and commissions, and executive departments, such as the Police Department, Fire Department, Department of Public Works and others. The city is led by an elected Mayor, Joseph A. Curtatone, now in his sixth two-year term. He is responsible for all executive decisions. All departmental directors report to the Mayor and the Mayor appoints all members of the city's boards and commissions.

The Board of Aldermen serve as the city's legislative branch. Members are elected every two years on the odd years. Four members serve at large and seven members represent individual wards. The Board passes ordinances on a broad range of issues, from setting public safety, health and zoning laws to creating boards and commissions. It also has the power to cut funds from the budget presented yearly by the Mayor. The City's operating budget for fiscal year 2014 is \$195.6 million and it

employs approximately 2,300 Full Time Employees, including the municipal and school employees.

City departments operate under a data-driven style of municipal service delivery called "SomerStat," based on Baltimore's CitiStat model. Somerville also instituted a 311 "One Call to City Hall" Customer Service Center in which residents can access a central telephone number for information and access to municipal services. (Somerville also subscribes to the Connect CTY mass notification systems, which allows designated communications and public safety personnel to issue high-speed outgoing phone calls to the entire city or any portion thereof.) Somerville has adopted a progressive municipal budgeting system that focuses on outputs as opposed to inputs, with emphasis on customer service and responsiveness to residents' needs.



THE COMMUNITY (Continued)

The community is known for its vibrant squares, which help mark neighborhood boundaries while also featuring bustling business and entertainment centers. Somerville's development future is bright, with large-scale planning and permitting for a mixed-use urban village at Assembly Square, as well as the rezoning and revitalization of Union Square and the Brickbottom neighborhood. The Assembly Square development will add over 3,000 residential units as well as substantial retail and office space. The State has recently reaffirmed its commitment to a large-scale transit expansion with at least five new stations to be built over the next ten years.

The racial makeup of the city is about 77% White, 7% African American, 6.5% Asian and about 5% from two or more races. About 5% of the residents are listed as "other races." Latino residents of any race total about 9% of the population; however this segment of the City's racial composition is the most rapidly increasing. The per capita income for the city is \$32,602. About 8.4% of families and 12.5% of the population lives below the poverty line, including 14.3% of those under age 18 and 13.6% of those age 65 or over.

In summary, Somerville is an active, historic and diverse community with a colorful past and a promising future. The next Police Chief will find a professionally challenging and rewarding opportunity in leading its Police Department. To learn more, visit www.somervillema.gov.

SOMERVILLE POLICE DEPARTMENT

The Somerville Police Department, a modern and highly progressive law enforcement agency, has a current staffing of 131 full-time members, 117 of them commissioned police officers. The Department also has fourteen (14) non-sworn members, including a Financial Analyst, 2 Crime Analysts, a Secretary, a Mechanic, a Motor Vehicle Repairman, a Head Clerk, a Detail Clerk, a Junior Clerk, 3 Records Clerks, and 2 Neighborhood Customer Service Representatives. In addition, the Police Department is responsible for the operations of Emergency 911, with 14 full-time staff, and 2 full-time Animal Control Officers. The Department's operating budget for Fiscal Year 2014 is \$15.45 million.

Officers within the Police Department are represented by two bargaining units, Police Officers by the Somerville Police Patrolmen's Union and Sergeants and above by the Somerville Superior Officers' Union. Both bargaining units have recently made "zero increase" concessions to assist the financial stability of the City. In recent budgets, the City has modernized the fleet, acquired new technology, including a new radio system and

hand-held radios, upgraded duty weapons and protective vests for Police Officers and acquired in-car mobile data terminals. The City of Somerville has focused on officer safety and tools needed to provide the best possible services to the community and has the most modern and up-to-date equipment in New England.

The Department has implemented a reorganization plan that prioritizes increased officer presence on the street and has increased its focus on communications with residents and responsiveness to problems in particular neighborhoods. Two police substations place officers closer to residents. Community-based initiatives include proactive engagement of students and teachers to increase drug and alcohol awareness, increased awareness of gang issues and conflict resolution. To facilitate community policing within Somerville and to maximize productivity and accountability, the Department is emphasizing training and development of existing staff and quality recruitment of new staff as vacancies occur.

MISSION STATEMENT

To provide effective and efficient law enforcement, emergency services, and community oriented non-criminal services that enhance the quality of life and reduce the fear of crime through compassionate and vigilant leadership in cooperation and conjunction with the citizens of Somerville.

POSITION PROFILE

The position of Police Chief is appointed by the Mayor with concurrence of the Board of Aldermen and reports to the Mayor as provided by the City Code. The Police Chief is an integral part of the municipal organization and a recognized community leader, providing leadership and vision for the Police Department, advice and recommendations to the Mayor and Board of Aldermen, and leadership and education to the community. The position was created by the resignation of the incumbent after three years of service in the Police Chief position.

Although strong expertise in all facets of law enforcement and crime prevention is sought, the selected candidate will have excellent leadership and administrative skills, outstanding communication and presentation skills, the ability to solve problems, and a personal and professional background that can withstand extensive scrutiny. Candidates must demonstrate a track record of professionalism

and integrity, striving for the highest ideals of public service and personal conduct.

The selected candidate will be fair and equitable, able and willing to listen to the staff and the community, and be comfortable working with people of diverse origins and cultures. The Chief must be willing to hold himself and others accountable for an exemplary record of customer service and interaction with the community. The ideal candidate will be accessible, diplomatic and direct, establishing him/herself as a credible leader and community resource. The position of Police Chief is an outstanding opportunity to be a part of a highly diverse, engaged and inviting community, to make a difference in the life of the community, and to provide an outstanding level of public service. The Chief will welcome and be comfortable in engagement with citizens and visitors of all genders, racial and ethnic backgrounds and lifestyles.



CURRENT ISSUES & CHALLENGES

The following discussion points were determined to have relevance for the new Chief after discussion with Mayor Curtatone's staff, the Police Chief Selection Advisory Committee and key community stakeholders. The discussion points are not intended to establish fixed priorities but are representative of the types of issues that the new Chief must deal with in his/her first year to 18 months of employment.

- ☒ Personnel and Labor Relations - The City and the two police bargaining units have a respectful and responsive working relationships. The new Chief must be willing to represent the City's views and positions while maintaining a highly professional and constructive working relationship with the unions.
- ☒ Facilities - The current Police Headquarters is aging and rapidly becoming outgrown. A review of the current facilities and recommendations regarding substations, storefronts or similar will be a priority.
- ☒ A Somerville Police Advisory Group, a citizen's panel appointed by the Mayor, reviewed the state of the Police Department in detail during 2005 and made several key

recommendations to improve effectiveness and morale of the Department. While the majority of their recommendations have been adopted, the new Chief will continue to monitor their adoption and implementation and advocate for continued progress and modernization.

- ☒ As a community with a diverse population and one that speaks numerous languages, the Department is challenged to effectively communicate with the entire community and in recognizing the cultural barriers that affect effective interaction. The Chief must provide leadership and mandate all levels of the agency to achieve more effective communications and interactions with the entire community, regardless of national origin and/or cultural differences.
- ☒ Leadership and Stability - The Somerville Police Department has experienced numerous Police Chiefs over the past decade. The Mayor, Advisory Committee and the men and women of the Police Department are seeking an individual who aspires to a long-term and highly effective tenure as Chief.

CANDIDATE PROFILE

The ideal professional background, qualifications and characteristics for the Somerville Police Chief include:

- ☒ Experience in financial management, budgeting, innovative practices in police operations, and information technology in a police-related environment.
- ☒ Strong leadership and supervisory skills, excellent communication skills, experience in labor relations, community relations, mediation and facilitation skills.
- ☒ State-of-the art enforcement practices, staff development, training, community policing, and the utilization of crime and traffic data for deployment and decision-making.

The City of Somerville is seeking candidates with a strong commitment and interest in:

- ☒ Fair, consistent and equitable treatment of all residents and visitors to Somerville.
- ☒ Resolute commitment to enforcement practices that are

constitutional and consistent with the above principles.

- ☒ Frequently communicating with the community on an individual and departmental basis.
- ☒ Intergovernmental cooperation and interaction with schools, Tufts University and adjacent local, state and federal law enforcement agencies.
- ☒ Researching and advocating for the most current technology and equipment to increase departmental productivity.
- ☒ An understanding and appreciation for the political process without personal involvement in politics.
- ☒ Absolute and unwavering integrity and honesty, both on and off the job.
- ☒ Recognition of Somerville's uniqueness and its many small, diverse communities, ethnic groups, and neighborhood associations.
- ☒ The desire to become a part of the Somerville community and to develop a long-term relationship with the city.



QUALIFICATIONS & EXPERIENCE

The Municipal Code of Somerville (Section 10-17) provides for the selection and hiring of the Police Chief. The appointment is the Mayor's prerogative, with the concurrence of the Board of Aldermen. The Chief will meet the following minimum requirements:

- ☒ A minimum of 15 years law enforcement experience in a local, state, county, or military police environment, with no less than five years of progressively responsible supervisory experience.
- ☒ The Chief shall have a Master's degree or a four-year degree in Criminal Justice or a related field from an accredited college or university. (Under certain conditions, the educational requirements can be waived based on a combination of education and experience.)
- ☒ Preferred candidates will have experience in a multi-lingual and multi-cultural urban law enforcement environment in municipalities with a resident population of 50,000 or more.
- ☒ Preference may be given to candidates who have completed nationally recognized advanced leadership training, such as the FBI National Academy, Southern Police Institute, Senior Management Institute for Police, or similar programs.



COMPENSATION & BENEFITS

The starting salary is in the mid to high \$100K range, plus use of a city vehicle or automobile allowance, depending upon the background and qualifications of the successful candidate. The most recent Chief's annual salary was \$185,000. Somerville has an exceptional benefits package including medical, dental, retirement system, vacation, sick leave, and other highly competitive benefits. The Mayor will negotiate a three to five year employment agreement and relocation assistance with the successful candidate. The Chief will be strongly encouraged to reside in Somerville.

APPLICATION & SELECTION PROCESS

Qualified candidates please submit your resume online by visiting our website at www.watersconsulting.com/recruitment. This position is open until filled; however, the first review of applications will take place on **April 25, 2014**. Following the first review date, applications will be screened against criteria provided in this brochure and the City of Somerville will consider offering interviews to selected candidates. Interviews in Somerville will be offered by the Mayor to those candidates named as Finalists, with reference checks, background checks and academic verifications conducted after receiving candidates' permission.

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The City of Somerville is an Equal Opportunity Employer and values diversity at all levels of its workforce!

Applicants selected as finalists for this position will be subject to a criminal history/credit/drivers license check prior to interview. Resumes of applicants may be subject to public disclosure in accordance with public information statutes.



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