Competitive Exam Materials

Chief of Police

Police Chief Candidate:

Rick Braziel

City of Seattle

Semi-Finalist Candidate Profile

Chief of Police

Rick Braziel

Professional Education

Bachelor of Arts, Communication Studies, California State University, Sacramento
Master of Arts, Communication Studies, California State University, Sacramento
Master of Arts, Security Studies, U.S. Naval Postgraduate School
Senior Management Institute for Police
Graduate, National Executive Institute, FBI Academy

Command Level Experience

City of Sacramento	Chief of Police	January 2008 - Present
	Deputy Chief	August 2002 - 2008
	Captain	April 1994 - 2002
	Special Investigations Division, City Manager's Office – Strategic Planning Unit, Metro Division, Sector Commander	

Department Profile

Number of sworn personnel: 701 (1,197 total employees)

Demographics: White 72%; Hispanic/Latino 12%; Asian/Pacific Islander 9%; Black 6%; Filipino 1%; Native American 1%. 36% Female.

Budget: Less than $150M

Collective Bargaining: Yes

Community Profile

Population: 453,781

Demographics: White 48%; Hispanic/Latino 22%; Asian 17%; Pacific Islander 1%; Black 16%; American Indian 1%. 51% Female

RICK BRAZIEL

PROFILE

- Proven ability to work in collaboration with people from all communities, agencies, and organizations.
- Goal-oriented individual with strong leadership qualities.
- 30 years with the Sacramento Police Department, the last 15 years in a management/executive leadership capacity.
- Committed to customer service.
- Passion for work, compassion for people, and the courage to make difficult decisions.

EDUCATION

M. A., Security Studies, U.S. Naval Postgraduate School. 2006

M. A., Communication Studies, California State University, Sacramento. 1993

B. A., Communication Studies, California State University, Sacramento. 1986

EXPERIENCE & ACCOMPLISHMENTS – SACRAMENTO POLICE DEPARTMENT

Police Chief, January 2008 - present

Leader of an organization, with over 1,200 employees and a $132 million budget, responsible for working in partnership with the community to identify priorities in the delivery of police services. Sacramento, the capital city of California, was identified by TIME Magazine as the most diverse city in America. Sacramento has approximately 500,000 residents and a daytime population in excess of 600,000.

Refocused SPD mission including redesign of crime reduction strategies, deployment, and resources resulting in the reduction of Part I Violent Crime by 17.9% and Property Crime by 13.9%. Strategies included collaborating with unique partners to develop creative concepts such as "Keep Your Wits," a rape reduction campaign. www.keepyourwits.org

Increased transparency and community involvement through the creation of a Police Advisory Committee, Youth Advisory Committee, and redesigned wed site including interactive features. Conducted 14 Town Hall meetings as well as an on-line survey to identify community expectations.

Worked with Police Union leaders and City Management in successfully re-negotiating Police Union labor contract protecting the community from officer layoffs while balancing a reduced budget.

Deputy Chief, August 2002 - January 2008

Office of Operation and Office of Investigations –Chief responsible for Patrol, Problem Oriented Policing (POP), Neighborhood Crime Prevention, SWAT, Parole Intervention Team, Air Operations, Traffic, K-9, Bikes, Regional Transit Police Services, Marine, Mounted, EOD-Bomb Squad, Reserves, Court Liaison, Major Crimes, Property Crimes, Narcotics, Vice, School Resource Officers, Magnet Schools, Forensic Identification and CSI.

Office of Technical Services – Chief responsible for Personnel, Training, Communications, Records, Property, Fleet, Technology and Information Divisions. Directed the overhaul of the recruiting, hiring, and training process for police officers and dispatchers. The "Train to Success" model has received national attention.

Office of Emergency Services and Homeland Security – Created the Sacramento Regional Office of Homeland Security with federal, regional, and local law enforcement, regional fire services, emergency services, and public health partners. Office Chief of a multidiscipline, multi-agency team responsible for regional planning, training, and logistics related to Homeland Security.

Development of the Sacramento Community Racial Profiling Commission through the drafting of City ordinance and serving as Vice Chair.

Authored Naval Postgraduate School thesis, "Impact of Homeland Security Communities of Learning: Developing a Strategy for Training and Collaboration," resulting in Sacramento receiving a $3.1 million grant.

Captain, April 1994 - August 2002

Special Investigations Division – Commander for narcotic and vice-related enforcement including the management of asset forfeitures, and the administrative review and processing of all narcotic related arrests in the city.

City Manager's Office, Strategic Planning Unit – Assisted in working with the community, City Council and city workforce in crafting a strategic focus and establishing a more systems approach to managing the City's challenges and opportunities.

Metro Division – Responsible for centralized services including SWAT, K-9/EOD, Traffic and Air Operations, Bike Patrols, Mounted, and Marine operations. Duties require heavy involvement with community groups, business, and federal, state, and City officials. Olympic Trials Incident Commander in cooperation with C.S.U. Sacramento Police, Sacramento Sheriff, CHP, FBI, ATF, Secret Service, and US Army. Co-chair of Drive Smart Sacramento, a coalition of insurance industry, medical providers, and private sector.

Sector Commander – Responsible for the delivery of police services in the Downtown Sector including managing patrol operations, Neighborhood Policing Projects, SWAT, and K-9/EOD.

Lieutenant, August 1990 - April 1994

Sergeant, December 1987 - August 1990

Police Officer, May 1981 - December 1987

Community Service Officer, October 1979 - May 1981

AUTHOR, CONSULTANT & INSTRUCTOR

- **Co-Author:** COP TALK: Essential Communication Skills for Community Policing. San Francisco: Acada Books, 1999.
- **Instructor - Humboldt State University.** California Peace Officer Standards and Training (POST) Management Course, leadership, communication skills, leader's role in community policing, media relations, and marketing.
- **Instructor - Regional Community Policing Institute.** Community policing for supervisors, police ethics for supervisors and line staff, police ethics for chief executives.
- **Consultant - California Commission on Peace Officer Standards and Training.** Community policing consultant/trainer, statewide assessor of agency specific community policing efforts.
- **Consultant - Teambuilding.** Teambuilding facilitator for public sector agencies.
- **Facilitator - Federal Law Enforcement Training Center.** Former trainer in communication skills, community oriented policing and problem solving.

HONORS & AWARDS

- Sacramento Police Department Unit Citation, March 2002
- Sacramento Police Department Distinguished Service Award, May 2001
- California State University Sacramento, Alumni of the Year, 1994
- Sacramento Police Department Silver Medal of Valor, November 1988

PROFESSIONAL DEVELOPMENT, BOARDS, & PERSONAL ACCOMPLISHMENTS

- California Commission on Peace Officer Standards and Training, Command College, Class 33 Graduation Speaker
- California Peace Officers' Association, Board of Directors, 2008-2009
- California Peace Officers' Association, 4th Vice President 2009-2010
- California Peace Officers' Association, 3rd Vice President 2010-2011
- California Police Chiefs Association Board of Directors 2010-2011
- California Police Chiefs Association, Finance Committee
- CSUS Alumni Association
- Central California Intelligence Center, Governance Board, Chair 2009-2011
- International Association of Chiefs of Police
- National Executive Institute Associates
- Naval Postgraduate School, CHDS, Alumni Association Treasurer, 2007-2009
- Police Executive Research Forum
- Senior Management Institute for Police – Boston 2004
- 2001 Ironman Triathlon World Championships, Hawaii
- Marathon and triathlon competitor
- Boston Marathon Qualifier 2008

Rick Braziel

April 18, 2010

Police Executive Research Forum
ATTN: Seattle Police Chief Search
1120 Connecticut Ave. NW, Suite 930
Washington, DC 20036

Please accept the attached resume with references as an indication of my desire to apply for the Chief of Police, City of Seattle. My professional, personal, and educational backgrounds make me uniquely qualified for the Seattle Police Chief position.

As the Chief of Police for an ethnically diverse major city, I am committed to working with the community in a transparent and inclusive way to identify neighborhood problems and improve quality of life. A book I co-authored, COP Talk: Essential Communication Skills for Community Policing (1999), demonstrates my long-term commitment to community policing.

My collaborative style of leadership has guided the Sacramento Police Department through significant budget challenges while maintaining my commitment to reducing crime. At a time of organizational change, the unified commitment to clear Police Department goals has helped define a critical role for every employee in the success of our department.

I am a strong proponent of continued education as demonstrated by my two Masters degrees. I also believe in sharing my experiences and expertise with others. As an instructor of communication skills, teambuilding, and leadership for newly promoted command staff, I help shape the direction of law enforcement in California.

I appreciate your time in reviewing my unique qualifications and look forward to continuing in the selection process.

Sincerely,

Rick Braziel

Many describe me as passionate and positive about everything in life. Challenging myself both personally and professionally excites me. The only certainty in life is change and we can either be a follower of change or a leader. I choose to be a leader. I lead change through my basic values of continued education, integrity, fairness, openness, inclusion, teamwork, and fitness.

As a police leader, I believe in several key principles. First, the organization must have clears goals. The goals must be focused on the values of the community and consistent with the core mission of the department. Second, community involvement is critical to the success of the organization and must be an integral part of policing. Additionally, community trust is key and directly related to collaboration and partnerships. Historically, communities who work closely with law enforcement have higher satisfaction ratings (i.e. trust) than communities that have little to no partnerships with the police.

To enhance community involvement I formed a Police Advisory Committee. The 18 members represent the diverse community I serve including, African American, Asian Pacific Islander, Hispanic, Sikh, Jewish, Muslim, LGBT, ACLU, NAACP, and seniors. I use the Committee as a focus group to discuss department vision, performance, service levels, and anything they feel is important to the community. To provide a voice for the youth I formed a Youth Advisory Committee made up of representatives of each of the area high schools.

Critical to success is valuing and developing department employees. As as the community's greatest public safety asset, department employees reach their greatest potential through ongoing, innovative career and leadership training. Additionally, employees well trained in community policing and problem solving are more professional, creative, and successful.

Unified commitment to department goals is critical to the success of the organization. All employees have a role in organizational change, which is best achieved through involvement and teamwork. I model this through constant communication and interaction with officers, detectives, dispatchers and staff. I frequently attend roll call, walk around one of our many facilities, and whenever possible I work with a patrol officer to experience firsthand the issues in the community.

Our large organization benefits from the department web based training site, Sacramento PD University (SacPDU), which includes multiple discussion areas including a Chief's forum. I use the forum as an informal department blog, improving the exchange of information and ideas.

As a leader, I uphold excellence while acknowledging that some of the best lessons come from making mistakes. Creativity involves risk that cannot be eliminated and allowing for error is critical to creativity. The most highly trained and experienced people will continue to make errors. The key is how to correct mistakes, improve, and move forward. Sharing both success and failure with others builds stronger and more efficient and effective individuals, organizations, and communities.

I believe organizations must be focused on a results driven structure. Too often unnecessary process gets in the way of good business. Departments must restructure performance measures to look at outcomes and not just outputs. Outputs are easy to measure but do not tell a complete story. Outcomes measured against customer expectations provide a more complete picture.

As a progressive major city police chief, I am passionate about community policing, value employees as our greatest asset, and committed to great customer service. I bring a unique set of skills and abilities to take the Seattle Police Department to the next level of excellence.

Semi-Finalist Essay Responses

City of Seattle

Essay responses for Police Chief Candidate:

Rick Braziel

1. In your current position how have you developed and implemented reductions to the police department budget without compromising public safety, morale and innovation?

The City of Seattle is facing similar challenges to what the City of Sacramento has experienced for the past several years. Sacramento suffered a $39.7 million deficit in FY2008, $47 million deficit in FY2009, $67.5 million deficit in FY10, and is projecting a $43 million deficit for FY 2011. The reductions to the police department since I assumed command are approaching $20 million. A December 2007 headline/story in the Sacramento Bee described my challenges, "city woes will test new chief."

The need to cut department spending required that we establish clear measureable goals. The goals must be consistent with our primary mission and input from the community and labor was essential to success. We needed to distinguish public safety from public convenience while recognizing that transparency in all aspects of budget and priority development required community and employee participation.

The first priority was to refocus the Sacramento Police Department to services that directly support our mission of enhancing the quality of life in our city. We have refocused and reaffirmed our commitment to reducing crime through Community Oriented Policing and Problem Solving strategies. Strategies and tactics are driven by accurate, timely, reliable, and actionable information. This approach requires analysts, officers, sergeants, lieutenants, and captains to come together in a defined way. We have transitioned from a traditional CompStat model to one that is more responsive and predictive.

Through focused crime reduction efforts, during difficult financial times, Sacramento has experienced significant reductions in serious crime. Comparing crime between 2007 and 2009 shows a two year overall reduction of 14.8%, with violent crime down 18.7%, and property crime down 13.9%. Serious crime is down an addition 7.6% in 2010.

To reduce crime and better serve our community we held fourteen town hall meetings in 2008. The meetings were designed to allow for community input into the development of service level expectations. During the town hall meetings, a service level survey was conducted. For those unable to attend a town hall the survey was distributed through community leaders as well as on-line. The results of the survey served as a foundation for the department's master plan.

The second goal of the department is to invest in our employees as our greatest department asset. During difficult budget times investing in the workforce in innovative and appreciative ways helps to build teamwork, and improve morale. The third goal is great customer service. I constantly remind employees that service can be defined in areas of quantity and quality. The quantity portion of the formula is influenced by funding and resources, which is something they have little control over. Quality of service is within the control of each employee and should be a focus of every interaction.

All of the strategies played a role in navigating the organization thorough difficult budget problems including the possible layoff of 67 Police Officers, an unacceptable option and politically difficult for the City Council.

Working with the Sacramento Police Officers Association President and the City Manager's Office, we designed a two-part plan. First, we held work area meetings to give all employees a transparent look at the city's budget problems and options. During the briefings, we were candid and forthcoming on options and impacts. I also posted regular updates on my Chief's Forum within the Police Department's Web-based training site (SacPDU).

Secondly, the SPOA agreed to reopen the collective bargaining agreement if the overall proposal included more than economic reductions from employees. The negotiations process served as an opportunity beyond labor concessions to develop programs that employees would value as well as modify the agreement in ways that benefitted both the employee and the organization.

Unlike traditional negotiations where the decision makers are deliberately absent, I insisted that all the City decision makers be at the table, including myself. This was done to demonstrate the seriousness of the situation as well as create an environment of transparency and trust.

In March 2009, the SPOA membership voted overwhelmingly to defer all salary increases and extend their contract until July 2013. The SPOA's leadership not only allowed the department to mitigate a serious budget problem it created opportunities for the city to gain concessions from most of the city's labor unions. The Sacramento Bee summarized the approach.

March 6, 2009

...City leaders and Sacramento residents owe the cops their thanks. In contrast to other city unions that have publicly rejected wage concessions, Sacramento police leaders have stepped up at a time of economic crisis in a way that will make our city safer.

Month after month, as the city's budget shortfall has grown more serious, police have absorbed difficult cuts in the most responsible way possible with a minimum of whining.

A big part of the credit goes to Police Chief Rick Braziel and the culture he has helped build within the department. Braziel assumed his position last year just as the economy began tanking. As cuts were made, Braziel included union leaders in decision-making. Both sides, labor and management, recognized that patrols must be the department's highest priority, and cuts were made with that priority in mind. The chief also created an internal online forum, sharing with management and line officers the reasons that certain actions were taken and giving them an opportunity to ask questions...

During difficult economic times, the department has been able to experience unprecedented levels of community involvement, reduce serious crime, aggressively invest in our employees, and improve morale to the highest level in years.

2. In your current position how have you implemented changes to staff deployment to support your department's strategic plan and how have collective bargaining obligations affected your decisions?

As mentioned in question one, the Sacramento Police Department has experienced significant budget reductions. The reductions have required changes to organizational priorities and staff deployment. The decision making process used to make these changes has been done in an open setting with involvement from labor and the community. After establishing clear goals the organization was tasked with identifying the level of support, individual programs provided department goals. Strategic reductions were made based upon level of support to identified goals.

Additional, patrol and the 911 Center were two areas that needed additional staffing. As policy, we established minimum staffing levels in patrol as identified by sergeants and lieutenants assigned to patrol. Previously we spread vacancies equally throughout the department. We also increased authorized staffing in the 911 Center to handle call volume. In establishing this policy, I limited transfers to units outside of patrol.

Simultaneously we overhauled our CompStat process. Our previous CompStat process was heavy on reporting and light on crime predictive analysis. To accomplish a more robust, agile, and predictive posture we added sworn and civilian staff to our Crime Analysis and CompStat units. We also changed the hierarchy of decision making within CompStat to address our need for agility. In prior years, the deployment of resources to address a crime pattern or crime series was done in a Chief down process that was slow to respond and lacked flexibility. The revised CompStat process places redeployment decisions at the lieutenant level. Using real time data lieutenants come together with the responsibility and authority to redeploy units within the department to address emerging crime. The targeted redeployment of resources is done every week within existing resources and assignments. We are careful to work within the requirements of the collective bargaining agreement, particularly when it involves assignment of personnel.

To allow for relentless follow-up a crime strategies team was created. The team receives direction from the lieutenants who attend the weekly CompStat meeting. The team members, including the sergeant, rotate through the team based upon experience level, skills, and needs of the team. This has become a sought after volunteer assignment that allows employees to develop their skills. Again, the selection and length of assignment are consistent with the collective bargaining.

In addition to crime fighting staff deployment changes I also value career development opportunities as well as partnerships with other city departments and law enforcement agencies. Despite fiscal challenges, I have assigned several detectives to work with federal partners on three key initiatives. Two detectives have been assigned to the FBI "innocence lost initiative," two detectives are working with federal and state agents on gang violence reduction, one detective is assigned to a terrorism task force, and one detective to an IRS task force. All of these assignments are force multipliers for critical issues affecting Sacramento.

From a city perspective, we temporarily assigned a lieutenant to the city Finance Department to assist in budget preparation. As the city struggles to balance budgets, the opportunity to learn while sharing the needs of an operating department is ideal. I also placed a sergeant in the Community Development Department so that crime prevention is considered at the design phases therefore streamlining the process.

Changes in staff deployment are not exclusive to the officer and sergeant rank. Shortly after assuming command, I made significant changes at the captain and lieutenant levels. Previously we had a practice of rotating command staff every three years. Rotation for rotation sake weakened our ability to successfully lead the department through difficult financial times. I therefore assigned command staff based on their unique skill set. Captains talented at community mobilization were given area commands, those with a knack for financial or personnel issues were assigned accordingly.

All of the changes in staff deployment, including those described above, were done with input from labor and with consideration of labor agreements. Too often management and labor see each other as adversaries, particularly in the collective bargaining process. This attitude greatly reduces an organizations ability to deliver the best possible service to the community. My approach is to work in collaboration with labor. My strategy involves many deliberate and transparent steps to create an atmosphere of trust between labor, employees, and management so that issues related to change within the organization can occur swiftly.

An example is the policy "red team" that is charged with table topping critical policies and procedures to expose weakness and potential failures before policies are issued. The SPOA President serves on the "red team," in addition to reviewing all proposed policies or revisions.

I formed a work group that includes labor that is charged with reinventing Internal Affairs. The group is looking for efficiencies in internal investigations to shorten turn-around times, improve accountability, and reduce repeat offenders. The Department has revised the existing early warning policy in order to establish a standard protocol to identify officers who may be candidates for an early intervention program and/or additional training. Both the SPOA and Department command staff contributed to the drafting and completion of this policy. In addition to revising the policy, the proposed response to this recommendation includes:

1. Fostering open communication among line staff and management
2. Institutionalizing positive recognition of exemplary employee performance
3. Addressing morale issues that may arise
4. Reaffirming Department goals and expectations

As police chief, I must respect collective bargaining agreements. It is also a necessity that labor be active participants in the efficient and effective deployment of resources. Through open honest dialogue, decision can be made that are in the best interest of the community and employees.

3. How have you addressed concerns regarding racial and social disparities in the development and implementation of policing practices?

Community trust is directly related to collaboration and partnerships. Historically communities who work closely with law enforcement have higher satisfaction ratings (i.e. trust) than communities that have little to no partnerships with the police. Organizations committed to Community Policing will be much more successful in enhancing quality of life, particularly in diverse communities.

As the Chief of Police for the most diverse city in the U.S[1]., my interaction with minority communities is constant. There are many examples of working with minority communities around very sensitive issues such as racial profiling and immigration.

While we in law enforcement may not measure community support with a return on investment calculator, community support is currency that can be used to enhance our neighborhoods.

An example is my commitment to unbiased policing. The Sacramento City Council, in March 2004, established the Community Racial Profiling Commission (CRPC) to provide equitable representation, accountability, and reporting from Sacramento residents on this issue of national importance. The Commission was also established to provide the City with a greater opportunity to be inclusive. I served as Vice Chair from the inception of the Commission thru 2007.

Immediately upon assuming my position as Chief, I began remedial steps necessary to address the issues and perceptions related to profiling. Waiting for formal research results was not an option.

The Department has successfully implemented a Cultural Immersion Program at the Sacramento Police Academy. We also worked in partnership with external stakeholders to design and train existing officers. A major focus area for tenured employees has been first line supervisors and field training officers. As part of our ongoing training program, the Department has incorporated Implicit Association training and facilitation based on Harvard University's Project Implicit program. Most significantly, the Sacramento Police Department has been chosen by the Corrections Standards Authority (CSA) of the California Department of Rehabilitation and Corrections to implement Disproportionate Minority Contact training. The Sacramento Police Department is the first municipal law enforcement agency in the state to be afforded this unique opportunity. CSA intends to expand their training to other local law enforcement agencies based on the Sacramento model.

Racial profiling is a symptom of much broader societal issues that the Police Department cannot resolve alone. I am working with key community leaders to discuss

[1] A 2002 study conducted by the Civil Rights Project at Harvard University identified Sacramento as the most diverse city in the United States.

all the issues directly and indirectly related to profiling. I am committed to work in partnership with community leaders, schools, business, and local government to make a difference.

I have met on numerous occasions with Hispanic leaders in our community related to immigration enforcement. This outreach became increasing important during several high profile crimes involving undocumented immigrants. Victims and witnesses were fearful that their immigration status would be checked if they came forward. I reassured Hispanic leaders that it was not in the best interest of the community to review immigration status of victims and witness. We continue to reach out to the undocumented immigrant population for support and help in reducing victimization.

The Mexican Consulate in Sacramento has been very helpful in our outreach efforts. I have assigned a member of my immediate staff as the liaison between the Consulate and the Police Department. The Consul General and I have met regarding victimization within the immigrant community, education of immigrants regarding reporting crime and police interaction, training programs for police employees related to immigration.

I formed a Police Advisory Committee that represents the diverse community I serve. The 18 members represent African American, Asian Pacific Islander, Hispanic, Sikh, Jewish, Muslim, LGBT, ACLU, NAACP, and seniors. I use the Committee as a focus group to discuss department vision, performance, service levels, and anything they feel is important to the community.

I also formed a Youth Advisory Committee made up of representatives of each of the area high schools. They also serve as an advisory committee. I use the group to identify issues related to gang involvement, drop-out/attendance issues, and hiring opportunities. We ask the committee for perceptions of the police, and how to bridge the gap between youth and law enforcement.

I have set strategic goals to develop a more diverse police force, and reduce violent crimes among youth. To achieve these goals, the department has created the Criminal Justice Career Pathway program to recruit high-risk youth from high-crime communities, provide them with career-path training in law enforcement, and positioned them as role models and mentors to other at-risk youth. The program will provide a meaningful career pathway for at-risk youth and deter their participation in violent and criminal activities.

Finally, I am committed to being proactive, transparent, and inclusive. I am a believer of the power of community-police partnerships. I insist on it within the organization, and I practice it as a leader. I promoted these principles by co-authoring the book, COP Talk: Essential Communication Skills for Community Policing. Through authoring my book and by instructing leadership in several courses, I endeavor to create a legacy of diversity, tolerance, and social spectrum wide community collaboration. Characteristics that will help me establish productive relationships within the diverse communities of Seattle.