



CHIEF OF POLICE

City of Novato, California

Recruitment Services Provided By



A photograph of a motorcycle parade on a tree-lined street. Several police motorcycles with flashing lights are riding down the road. A large crowd of people is gathered on both sides of the street, watching the parade. The scene is bright and sunny, with shadows cast by the trees. A blue text box is overlaid on the right side of the image.

The Opportunity

The City of Novato offers an outstanding career opportunity to law enforcement leaders who are looking to make a lasting impact in an engaged, active community and organization. Given the extremely high level of community support in Novato for its Police Department, the next Chief of Police will have a cornerstone opportunity to create a unique policing dynamic that will positively impact the quality of life for all in Novato.

About Novato

Novato is the northernmost city in Marin County, California, and is located approximately 29 miles north of San Francisco and 37 miles northwest of Oakland. Novato, which covers 28 square miles, has a population of approximately 53,000. Novato has a rural atmosphere largely because of its low population density and the high amount of open space and parks in and near the city.

Living and working in Novato means belonging to a community that really does have something for everyone. Novatans take great pride and interest in their city and all it has to offer. Novato is a close-knit community that prides itself on its unmistakably friendly and familial feel. Novato is a safe community and devotes itself daily to the well-being of its residents. The historic downtown serves as a welcoming place for visitors and residents to shop and dine. It is the heart of the city, home to City Hall and offices and hosts Novato's many annual community events, including the Bay Area's biggest 4th of July Parade, a seasonal community farmers market, free family-friendly concerts, and more.

Novato's quality-of-life standards are a top priority and focus for its decision-makers and community leaders in education, business, government, and non-profit organizations. A desire among Bay Area residents to live in Northern Marin County has created a steady demand for Novato housing. With Novato's award-winning schools, proximity to San Francisco, and dedicated open space, Novato is a haven for families and retirees alike. Novato enjoys a strong

homeownership market--nearly 70% of Novato homes are owner-occupied. No matter how long you have lived in Novato, there is always something to discover.

Novato boasts a thriving business community and partnerships. Biotech companies and other important business partners have made their home in Novato, along with thriving non-profits, and the first independent research facility in the U.S. to focus solely on aging and age-related conditions, the Buck Institute for Research on Aging. The City's people-oriented focus and friendly staff make the Novato City government an attractive destination for business partners.



City Government

The City of Novato, incorporated on January 20, 1960, as a general law city, has approximately 195 full-time employees and delivers services to the community through six departments. Novato operates under a council-manager form of government. The City Council is made up of five members, elected by district, serving four-year terms. The mayor is selected for a one-year term from among the members of the City Council. The City Council appoints the City Manager and the City Attorney.

The adopted 2022/23 General Fund Operating Budget totals \$49 million, with \$6.2 million allocated to new capital projects. With this investment, the City will continue to deliver core services to its residents, including keeping public areas safe, clean, and healthy; ensuring the City is prepared for future natural disasters or health emergencies; supporting local businesses and residents through the pandemic recovery; and maintaining 9-1-1 emergency response and capacity in emergencies.



The Department

In partnership with the community, the Police Department is committed to protecting, serving, and creating a safer Novato, and delivering the highest level of service for all those who live, work and visit Novato. The Department does more than just respond to calls for service: employees ensure the best possible service, protect the rights and safety of everyone, engage with the community to prevent and reduce crime, listen to the community, provide relentless follow-up as needed, and demonstrate both empathy and compassion whenever possible. The Novato Police Department values diversity and transparency.

Novato is also a community of neighborhoods with residents active in local government represented by a talented team of public safety professionals who strive every day to serve. The department strategy for policing is to assign officers geographically throughout the city with the expectation they build solid relationships with the residents, business owners, schools, faith communities and non-profits in their sectors. There is an understanding in place that when residents and police officers get to know each other, trust is developed, and there is no limit to what can then be accomplished.

The Novato Police Department has a proposed FY 2023/24 budget of approximately \$19.3 million in support of 80 allocated FTE's (61 sworn and 19 professional staff members). The Chief of Police has ultimate responsibility for the vision, direction, and policing philosophy of the Department. The Department's structure consists of two Captains, one overseeing the Administrative Services Division and the other overseeing the Operations Division. The Administrative Services Division consists of Property and Evidence, Records Management, Communications/Dispatch, Professional Standards, and Budget. The Operations Division encompasses Patrol, Traffic, K9, Investigations, CSI, and other specialized units/programs. The Department also participates in a joint San Rafael-Novato Regional Crisis Response Unit which also falls under the Operations Division.

80 FT
Employees

\$19.3M
Operating Budget

The Position

Reporting to the City Manager, the Chief of Police plans, organizes, manages, directs, and coordinates the programs and activities of the Police Department. The Chief of Police serves as a key member of the City Manager's executive team, and key responsibilities include:

- Develop, plan, and implement Department goals and objectives; recommend and administer policies and procedures.
- Coordinate Department activities with those of other departments and outside agencies and organizations; provide staff assistance to the City Manager and City Council; prepare and present staff reports and other necessary correspondence.
- Direct, oversee and participate in the development of the Department's work plan; assign work activities, projects, and programs; monitor workflow; review and evaluate work products, methods, and procedures.
- Supervise and participate in the development and administration of the Public Safety Department budget; direct the forecast of additional funds needed for staffing, equipment, materials, and supplies; monitor and approve expenditures; implement mid-year adjustments.

- Select, train, motivate and evaluate personnel; provide or coordinate staff training; work with employees to correct deficiencies; and implement discipline and termination procedures.
- Develop and review staff reports related to operations and support functions; present reports to a variety of commissions, committees, boards, and the City Council.
- Research and implement modern police management methods, procedures, and policies for the efficient operation of the Department.
- Provide complex administrative support to the City Manager; direct special projects as assigned; and prepare complex and sensitive reports for State and Federal regulatory agencies.

- Participate on a variety of boards and commissions; attend and participate in professional groups and committees.
- Confer with other law enforcement and public safety agencies and the public in acquiring information and coordinating police matters; provide information regarding City security and public safety requirements.
- Respond to and resolve difficult citizen inquiries and complaints. Perform related duties as assigned.





Challenges & Opportunities

The next Chief of Police for the City of Novato will have the opportunity to address some meaningful organizational challenges which will improve morale and leave a long-lasting impact on the entire city organization:

- The Novato Police Department enjoys a great deal of community support and is actively engaged in community policing activities, but room for additional community connection exists and an opportunity to integrate community policing throughout the organization is desirable.
- There is a need for the next Chief of Police to build a sense of community within the department through the establishment of strong internal communication and connectivity. A leader who is visible and present inside the organization and community is necessary.
- Organizational development, mentoring and succession planning will be challenges/opportunities for the next Chief. A strong background and demonstrated track record in these areas are needed and strongly desired.
- A focus on recruiting and retention of police officers will assist the organization in achieving its staffing needs and increase the likelihood of officers remaining with the department for longer periods of time. On a related note, the next Chief of Police will need to work with City Administration and elected officials on strategies to further assist with retention and recruitment of qualified staff members.
- While the Novato Police Department is well-resourced in terms of equipment and technology, the successful candidate will bring creativity along with a keen eye for service improvements to the organization.
- There will be a need to examine the Novato Police Department's physical space needs over the next few years.
- The Police Department is a strong partner in the city organization, but an opportunity to improve the level of cooperation/integration with other City departments and the Department Head team exists.



Ideal Candidate

The ideal candidate for the position of Chief of Police in the City of Novato will possess certain traits and experiences that will likely lead to success:

- A team-oriented, problem-solving orientation;
- An open, transparent, inclusive, and engaging communication style that inspires people inside and outside the Novato Police Department;
- An absolute commitment to investing in the mentorship and professional development of all department staff;
- Demonstrated experience in the area of organizational development, along with the ability to compel those in the organization toward its shared set of mission, vision, and values;
- A strong understanding of the importance of working cooperatively with other departments within the city organization and a track record of building partnerships;
- An understanding and demonstrated experience in 21st Century policing principles and strategies will assist in moving the organization forward in a manner consistent with societal expectations;
- A progressive mindset and an ability to harness the unique contributions of staff from different generations and backgrounds.

Qualifications

Any combination of training and experience that would provide the required knowledge, skills, and abilities is qualifying. A typical way to obtain the required qualifications would be:

Education: A Bachelor's degree from an accredited college or university with major course work in public administration, criminal justice, police science or a related field.

Experience: Ten years of increasingly responsible experience in law enforcement, including at least two years of management/administrative experience at the level of captain or a comparable role in a similarly sized or larger organization.

License or Certificates: Possession of a Management Certificate issued by the California Peace Officers Standards and Training Commission (P.O.S.T.), or equivalent. An Executive Certificate, or equivalent, is highly desirable in addition to completion of the P.O.S.T. Command College Program, FBI National Academy, Executive Leadership Institute (ELI) at Drucker, and/or Senior Management Institute for Police (SMIP) coursework.





Compensation & Benefits

The salary range for the Chief of Police is up to **\$234,527 (currently under review)**, with placement in the range dependent on qualifications. In addition, an excellent executive benefit package is offered as outlined below. Key benefits include:

- **Retirement:** CalPERS retirement 3% at 55 for Classic members; 2.7% at 57 for 'New' members.
 - **Deferred Compensation:** City will match up to \$2,000 annually.
 - **Educational Incentive:** Additional percentage of base compensation as shown below for completion of the following degrees (not cumulative):
 - Bachelor's Degree 5% over base wage
 - Master's Degree 6% over base wage
 - **Spanish Language Incentive:** Additional 3% of base compensation is provided for demonstrated Spanish language fluency.
 - **Educational Reimbursement:** Approved job-related educational expenses are reimbursed up to \$5,000/year.
 - **Professional Memberships:** The City will pay professional membership fees.
 - **Stipend:** \$250/month stipend is offered for transportation and technology.
 - **Vacation:** Accrual commensurate with experience level.
 - **Holidays:** 130 hours of paid holidays, provided in the form of a cash payment.
- **Sick Leave:** 9 hours/month of sick leave is provided.
 - **Executive Leave:** 90 hours/year which may be compensated via cash-out as desired.
 - **Health Insurance:** Full City of Novato contribution of Kaiser health election for Employee + Family and options for other health providers at a heavily subsidized rate.
 - **Dental Insurance:** Dental coverage is provided by Delta Dental and plan options are available.
 - **Vision Insurance:** 100% paid by the City of Novato.
 - **Life Insurance:** Novato provides a \$100,000 life insurance policy fully paid by the City.
 - Uniform Allowance
 - Longevity Pay

The Recruitment Process

This recruitment will be handled with strict confidentiality. References will not be contacted until mutual interest has been established.

Interested candidates may apply online at mosaicpublic.com/careers. Confidential inquiries are welcomed to Chief Bryan Noblett (ret.) or Chief Greg Nelson (ret.) at (916) 550-4100.

Please note the following tentative timeline that for this recruitment:

- **Recruitment Closes** - July 24, 2023
- **Candidate Resume Review** - Week of August 7, 2023
- **Panel Interviews** - Week of August 14, 2023
- **Candidate Selected** - Week of August 21, 2023
- **New Chief Begins Employment** - October 2, 2023

The City of Novato is an Equal Opportunity Employer.

