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City Administrator

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OFFICE OF THE CITY ADMINISTRATOR

**TO: Mayor Nation**

**Date: May 19, 2023**

**RE: CONTINUITY OF OPERATIONS – Chief of Police**

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As we have discussed and as you have requested, I have prepared, for your consideration and approval, the following proposal in preparation for the inevitable retirement of Chief Johnson. This strategy is simply a pro-active practice to ensure that the City maintains the high-quality service, integrity and to promote seamless continuity of operations within the City. Equally as important, is to plan and prepare for the event, giving current command staff and potential candidates a clear expectation as to the process for selecting Chesterfield's second Chief of Police.

In conjunction with my responsibility for routine oversight of the Chief of Police, the Chief of Police and I have regular and routine discussions about the process to identify his ultimate successor. **It should be clearly understood that the responsibility and authority to appoint an individual as the Chief of Police lies solely and exclusively with the duly elected Mayor.** However, while it is your responsibility to make the appointment, the appointment will also require City Council consent.

Chief Johnson continues to serve the City of Chesterfield in a superior capacity. He has proudly served as the City's Chief of Police since August 29<sup>th</sup>, 1988. He has and continues to represent the City and the Police Department at the highest level. The culture within the Chesterfield Department and the long list of achievements are a clear reflection of his professionalism and drive for excellence. **It is critically important know and understand that the content herein has resulted from multiple direct conversations with and suggestions from Chief Johnson over a period of years.** Chief Johnson is a man of extreme integrity and we have openly and directly talked about organizational continuity. Chief Johnson is the consummate professional and we have regular conversations about his inevitable retirement. He is not at all uncomfortable or insulted in this realization. In fact, Chief Johnson is more concerned about the organization and law enforcement staff than any personal impacts. I cannot over-state the positive impact that Chief D. Ray Johnson has and continues to have on the City of Chesterfield.

When Chief Johnson announces his retirement, it is essential that our elected officials overtly demonstrate support for the approved selection process. Chief Johnson's retirement will result in an expected level of tumult, career anxiety and disquietude. Accordingly, the City is best served by preparing for the inevitable transition and should adopt a plan to address the Chief of Police vacancy whenever it ultimately occurs.

**It is inarguably beneficial that the City should commit to a recruitment and selection process to be employed PRIOR to the time that any executive team member elects to leave the City. Internal and external candidates will benefit from the knowledge of what the recruitment and selection process will be. The City cannot afford to waste time, resources, and create the internal conflict which will occur if there is not a clear understanding of the recruitment and selection process. Equally as important, lack of a commitment to a planned transparent process will reduce external interest in the position.**

We should avoid the use of the term "succession plan", as it implies that an "heir apparent" has been identified. This would be inaccurate and unfair, insofar as the responsibility for this appointment is solely assigned to the Mayor. It would ignore the statutory appointment and supervisory reporting authority as defined. It is also unfair to any individual, who may accept the "heir apparent" position with the expectation of appointment, only to find that the commitment to them may have waned over time. **It is clearly necessary and important that a plan be developed to ensure that when Chief Ray Johnson elects to retire, that the City is well positioned to ensure continuity and to allow maximum flexibility for the Mayor, City Council, and City Administrator in their selection of the next individual to serve as Chesterfield Chief of Police. Absence of such a commitment will also negatively impact the external candidate pool.**

I am confident that there is substantial, although not yet fully developed talent existing within the City's employ. However, the presence of talent does not necessarily imply an interest in the Chief of Police function, much less a point-in-time fit for the position. I recommend that **the City should not hesitate and should immediately commit and when the appropriate time comes, initiate a competitive recruitment and selection process, including any interest from internal candidates.** The City of Chesterfield deserves and should ensure that the next Chief of Police is selected, not awarded the position. There should be no debate or hesitancy to initiate that process. Organizationally, we should have a solid commitment to an open competitive search. Candidates, whether internal or external, should be confident that the selection process will be open, competitive, fair, and transparent. There will be no automatic line of succession. If an internal candidate surfaces, it would be a disservice to them if a competitive process had not been initiated. Preparedness is critical, having a process previously approved, ready for immediate implementation is essential. There should be no anxiousness to

expedite the recruitment and selection process. The City should commit to a process which provides for seamless continuity of operations. It is, therefore, **critical to commit to a pre-planned process established for addressing the Chief of Police functions during the selection process.** There are legal obligations and responsibilities that are solely assigned to the Chief of Police and an interim/acting individual must be identified.

#### **AUTHORITY**

##### **State Statutes**

##### **85.561. Police officers, conservators of peace — supervision — powers and duties.**

1. In all third-class cities the members of the police department shall be conservators of the peace and shall be active and vigilant in the preservation of good order within the city.

2. The chief of police shall, in the discharge of his duties, be subject to the orders of the mayor only; the deputy chief of police and all other members of the police department shall be subject to the orders of their superiors in the police department and the mayor only.

##### **77.042. City Administrator, employment authorized.**

The governing body of any city of the third-class, except those organized under the provisions of sections 78.430 to 78.640, and any fourth class city may by ordinance provide for the employment by the governing body with the approval of the mayor of a city administrator who shall be the chief administrative assistant to the mayor and who shall have general superintending control of the administration and management of the government business, officers and employees of the city, subject to the direction and supervision of the mayor.

##### **Chesterfield City Code**

##### **Section 200.570 Police Chief – Office Created – Appointment – Removal From Office – Duties Generally**

**A.** There is hereby created the office of ***Police Chief who shall be appointed by the Mayor with the advice and consent of the City Council.*** The Chief may be removed from office by the Mayor with the consent of the City Council or by the City Council by a two-thirds (2/3) vote without the concurrence of the Mayor, at any time upon the following of due process. The Police Chief need not be a member of the Police Department at the time of his/her appointment.

**B.** The ***Police Chief shall, pursuant to Section 77.042, RSMo., as amended, report to the City Administrator.*** The City Administrator shall be responsible for budgetary control of the Police Department and for the performance evaluation of the Police Chief. The Police Chief shall, under the supervision of the

City Administrator, organize the department in such manner as he/she may deem necessary to efficiently and properly conduct duties and responsibilities prescribed by law. He/she shall prescribe and enforce such administrative rules and regulations as may be necessary to carry out provisions of the ordinances of the City and any other law, the enforcement and administration of which is vested in the department.

### **PREPAREDNESS**

Should you, as Mayor, agree with the contents of this recommendation, I request that you indicate your concurrence by signature. In doing so, I will proceed to develop all necessary documentation, and communications such that they can be used to implement this strategy immediately when Chief Johnson submits his resignation. Documents would include, but not be limited to: Interim appointment forms, Chesterfield Municipal profile for recruitment, job description, Interview documents, contacts & procedures, and other related documents. These materials should be prepared ahead of time and readily available for immediate use.

### **APPOINT AN INTERIM (ACTING) CHIEF OF POLICE**

If Chief Johnson provides sufficient advance notice to allow the recruitment and selection to proceed, he would obviously continue to function in the capacity of Chief of Police. In fact, there may be a desire to incorporate an over-lapping term of a specific duration to provide for a seamless transition.

However, should Chief Johnson's departure not provide sufficient time to complete the recruitment and selection process, I recommend that you, as our Mayor and I collaborate to immediately identify a member of the existing command staff to be appointed as Acting\Interim Chief of Police. It is preferable, but not essential, to appoint an individual who does NOT intend to compete for the permanent position of Chief of Police. This existing member of the Command Staff should come from the rank of Captain or Lieutenant, with not less than three years of command staff experience. All candidates, internal and external, will then be able to compete on a level playing field. In any event, the acting\interim chief should be advised that the acting\interim appointment does not imply any intent, nor does it provide any advantage in the permanent selection process.

### **INITIATE CANDIDATE RECRUITMENT PROCESS**

As this is a Department Head position, which is supervised on a daily basis by the City Administrator, the recruitment process should be initiated and managed by the City Administrator and professional staff. It is my belief that there currently exists a substantial pool of highly capable and interested regional candidates that are professionally competent. I believe that the Chesterfield Police Chief position is a highly sought position and will result in a highly competitive process. As such, while I continue to believe that it is essential that the competitive process be open to internal and external candidates, I do not believe it will be necessary to employ a professional search firm to recruit candidates.

As with any Department Head level recruitment, upon the separation or notification of the Chief's planned retirement, the City Administrator should immediately initiate a recruitment process to identify potential candidates. Such a search would entail the traditional career sources, but more importantly, solicitations through professional organizations and law enforcement publications. To the extent possible, we should seek to ensure that the Command Staff is kept informed and engaged during the selection process. Their acceptance of the new Chief will be critical to his\her success. Their engagement will assist to allay their own career anxiety and fear.

It should be known that I seriously contemplated the need to employ a professional recruitment firm for this position. Early drafts of this memorandum included such assistance. However, I have become comfortable that there exists a highly competitive candidate pool within the reach of our administrative search. In addition, I believe that experience within the region and the existence of professional relationships create a substantial benefit for regional candidates as compared to a nation-wide recruitment. Assuming we are successful in recruiting a competitive pool of candidates, we will be able to take advantage of individuals who already have successful regional relationships and are familiar with the unique law enforcement responsibilities within the region. Our search and recruitment process will employ many of the tools used by professional search firms. We have already created draft community profile and position profile documents for this position. Those documents would be distributed broadly through professional publications and organizations during the recruitment effort.

### **PROCESS**

The City Administrator will solicit candidates, distribute the community and position profiles, provide initial screening and develop a list of a specified number of fully vetted, qualified candidates for final review and consideration. **The Mayor, and other advisors which you may select, will subsequently conduct personal interviews. This group will assist you during interviews and deliberations in providing useful input as you develop the final recommendation. You as Mayor, are solely responsible for appointing the successful candidate, with the understanding that Council consent is required.**

Once these interviews and deliberations are complete, and after you have made a final determination per City Code, the appointment will then be forwarded to the full City Council for their consent.

It is possible that members of the Police Personnel Board will request a defined role in the selection process. I strongly recommend that their participation in the selection process be denied. As has been frequently borne out, hiring by committee rarely results in the best candidate, and participation in the hiring of the City's next

Police Chief is outside the scope of their statutory responsibilities. Much like the Command Staff, they should be informed as to the process and status, participate in the “meet and greet function described above prior to any public announcement and involved in the public introduction of the next Chesterfield Chief of Police. The Police Personnel Board simply does not have a statutory role in the recruitment, selection, and appointment of the Chief of Police and is detached from the internal operation and management of the Department. Including them would create confusion as to the hierarchy, roles and reporting requirements.

### **COMPENSATION**

Concurrent with the recruitment process, it will be necessary to research and prepare for compensation discussions. Our current Chief is at the top of our pay range ~\$152k. The fiscal 2023 compensation range for Chief of Police is \$118,041 - \$160,535. It is likely that we will need to address the starting compensation in conjunction with the recruitment.

### **CONCLUSIONS**

- Without regard to the actual timetable for the next Chief of Police, the City can and should have a plan to ensure high quality continuity of operations.
- You, as Mayor, are requested to adopt this strategy and provide for the preparation of all documents as described herein. Once adopted, the process which is to be followed by the City upon the notice of retirement of our Chief of Police should be shared publicly, with the specific intent of informing current Command Staff as to the City’s intent. Doing so will serve to diminish morale issues associated with such a decision only made after submission of a notice of retirement.
- In the event there is insufficient notice to allow for the execution of the full recruitment and selection process, an interim\acting Chief of Police must be identified. In such case, it is highly desirable to identify the interim\acting Chief of Police from the current Command Staff, preferably a member that is NOT a candidate for the permanent appointment.
- There must be a competitive professional search process. The City should not identify any “Heir Apparent”. Candidates identified as part of this process should consist of internal and external applicants.
- Having a prepared continuity of operations plan and strategy in place will reduce anxiety amongst existing staff, ensure transparency, and high-quality delivery of service during the transition.

- Having a “trigger ready” strategy provides for a successful executive search, selection, and on-boarding process. Resulting in the selection of the best executive candidate for the City of Chesterfield.

While the Police Chief function is unique and obviously a critically important function, it should also be understood that this process is similar to and parallels the process to be employed for any Department Head level position, with the exception that the Mayor specifically has the sole responsibility for offering the initial appointment. I have initiated development of municipal profiles, department head position profiles, and recruitment materials that are readily deployed for any department head position.

Please see attachments for examples of the described recruitment and selection documents. If you accept this strategy, please sign, date and return at your earliest convenience.

Concurrence: Bob Nation Date: 5/19/23  
Mayor, Bob Nation

(REMAINDER OF PAGE LEFT BLANK INTIONALLY)

**City of Chesterfield, Missouri  
is seeking applications for the position of  
Chief of Police**

The City's Current Chief is retiring after 34 years as First and only Chief of this department.

**THE SUCCESSFUL CANDIDATE**

Will be an engaged leader with an outgoing, dynamic personality, a strong vision and highly advanced interpersonal skills. The ideal candidate will value transparency, discipline and collaboration, and be a leader of impeccable character who can build relationships internally and externally and who puts the success of others before their own. The ideal candidate will be a confident, but humble leader with the ability to bring immediate credibility to the position. They will have a progressively successful law enforcement career that demonstrates the ability to create and guide an inclusive and transparent department.

Qualified candidates are invited to review the information provided within this job announcement and complete the application process by submitting a Cover Letter, Resume and online application to the City of Chesterfield, Office of the City Administrator.

**POSITION SUMMARY**

Under general direction, plans, organizes, directs, and coordinates the City's comprehensive police services and law enforcement programs; Provides professional assistance to city management staff in areas of expertise; Fosters cooperative working relationships with citizen groups and other agencies on police matters; Serves as a visionary leader, who brings together the diverse elements of the community and staff to develop a vision and clear goals for the future growth and expansion of the Police Department.

**COMPENSATION AND BENEFITS**

The City of Chesterfield offers a comprehensive benefits package, which includes paid vacation and sick leave, paid holidays, employer-paid medical, dental, vision, life insurance, long-term disability and retirement benefits. Optional enrollment in dependent medical/dental coverage, supplemental life, and short-term disability insurance and deferred compensation are offered as well.

To view the full Job Description, Job Announcement and to apply for this position, please [click HERE](#).

Salary range listed is based on qualifications and level of experience.

Applications will be accepted until the position is filled.

The City of Chesterfield considers applicants for all positions without regard to race, color, national origin, age, religion, sex, marital status, military or veteran status, the presence of medical condition, or any other legally protected status. The City of Chesterfield is AN EQUAL OPPORTUNITY EMPLOYER.





# City of Chesterfield

## Chief of Police – Position Profile

### ***The Police Chief for the City of Chesterfield, Missouri.***

Be responsible for the daily operations of law enforcement and emergency communications.

Be responsible for creation and maintenance of effective communication with elected officials, the City management team and within the department. Must understand the role of the Police Chief as a member of the management team and be able to operate in a cooperative and collaborative manner with all other departments.

Be responsible for development of a vision for the Chesterfield Police Department within the context of the needs of the community and will be constantly looking for opportunities to benefit the community and challenges facing the department.

Be responsible for development of department policies, guidelines, rules and regulations and their fair and impartial application to all members of the department and the community.

Be responsible for creation and maintenance of good working relationships with area law enforcement agencies and emergency medical providers.

### ***The ideal candidate for the position of Police Chief.***

Be a manager and leader who is a highly ethical individual with unquestioned integrity and one who possess the ability to cultivate and build trust within the department, city government and the community.

Be committed to working as a member of the broader city management team. Understand, recognize and respect the management and governance of city government and how the Chesterfield Police Department fits into overall city functions and how the Chief is a part of the larger management team.

Be committed to the concept that citizens are customers and that the public is to be treated with respect at all times. The ideal candidate needs to believe in and practice the concept of community-oriented policing.

Possess a management style that is collaborative in nature but someone who also expects to be held accountable for their decisions, the actions of subordinate personnel and the performance of the department.

Be sensitive to the needs of the community, city government and employees of the department.

Have the ability to evaluate resources that are available, understand that resources are not unlimited and decide how to best utilize those resources in a cost-effective manner.

Have a working knowledge of general management skills including basic accounting principles and budget development and management; knowledge of modern personnel practices including FLSA.

Demonstrate an attitude of transparency and openness, including a working knowledge of Missouri's Sunshine Law and records management.

Possess an ability to establish and promote effective working relationships with elected officials, the City Administration, other department directors, departmental personnel.

***Minimum Qualifications for the Police Chief.***

Possess a Bachelors Degree in Law Enforcement or a related public safety field or Bachelors in any field with a Masters Degree in Public Administration, Business Administration or similar master's degree.

Have a minimum of five (5) years of sufficient public safety leadership experience to thoroughly understand, direct and coordinate the diverse objectives and functions of the Chesterfield Police Department.

Possess a valid driver's license and have a good driving record.

Be able to undergo and pass a rigorous medical examination; including drug screening.

Certification by the Police Standards and Training Commission (POST) of the State of Missouri for law enforcement or have the ability to obtain such certification prior to commencement of employment.

***The ideal candidate will also possess the following additional qualifications.***

A graduate of the FBI National Academy or the National Fire Academy.



Chief of Police

*Chesterfield, Missouri*







## ★THE DEPARTMENT★

The Chesterfield Police Department is an internationally accredited agency through CALEA with a focus on Community oriented policing. The Department currently employs ninety-nine (99) full time commissioned police officers and ten (10) non-sworn civilian employees, as well as several citizen volunteers.

The Department is committed to excellence in service to the public through the enforcement of the law, assuring the peace, protecting life and property, and maintaining the quality of life in the City of Chesterfield. The Department also provides 24-hour, comprehensive police service for the City of Clarkson Valley under a contractual agreement.

The Police Department is a full-service agency, with some services contracted to the St. Louis County Police Department including dispatching, homicide crime scene services, tactical operations and helicopter search & rescue operations. The department's Division of Special Operations encompasses school resource officers (SROs), a Special Enforcement Unit (SEU), the Traffic Safety Unit and provides contracted, comprehensive police services to the City of Clarkson Valley. Ten officers are assigned full-time as SROs providing security and safety in all of the City's public and private elementary, middle and senior high schools. The agency's SEU unit provides enforcement and high visibility patrols in the City's many parks and retail centers. The Traffic Safety Unit's five officers provide traffic and alcohol enforcement, as well as, traffic accident investigations and re-construction on the City's crowded roadways.

## CALEA ACCREDITED

The Chesterfield Police Department was initially granted International Accreditation on July 12, 2003 and has been re-accredited every three (3) years since each time having perfect scores and being praised on our operations as a Department. CALEA has set 430 standards that the Department must comply with. The office of the Chief of Police facilitates the continual review of Department policies, procedures and actions and prepares documentation to prove compliance with those standards.



## PROGRAMS

- D.A.R.E.
- CIT - Crisis Intervention Team, Neighborhood Watch,
- Adult & Teen Police Academies, Safety Town,
- Police Explorer Post,
- Child Car Seat Installations







## ★THE CITY★

The City of Chesterfield, Missouri is located approximately 25 minutes West of downtown St. Louis along Interstate 64. Office buildings, tree-line neighborhoods, retail venues and rustic horse farms come together in 32-square miles of rolling hills and lush green valleys.

The City offers endless **activities** for everyone including free Summer concerts, movies and exciting events throughout the year at the Chesterfield Amphitheater. Visit The District of St. Louis and experience a walkable, explorable and unforgettable place where you can play, eat and rock all in one place.

Chesterfield is home to two of the top-rated public school districts. The Parkway School District has earned a "Distinction in Performance" rating on its Annual Performance Review since 2001 and serves nearly 19,000 students with 18 elementary schools, five middle schools and four high schools. The Rockwood School District holds a "Distinction in Performance with High Achievement" as well as received a "Gold Medal" rating from Expansion Management Magazine. The district serves roughly 22,300 students with 19 elementary schools, six middle schools and four high schools. Along with public schools, there are also numerous private and parochial school options available in Chesterfield and in the surrounding areas.

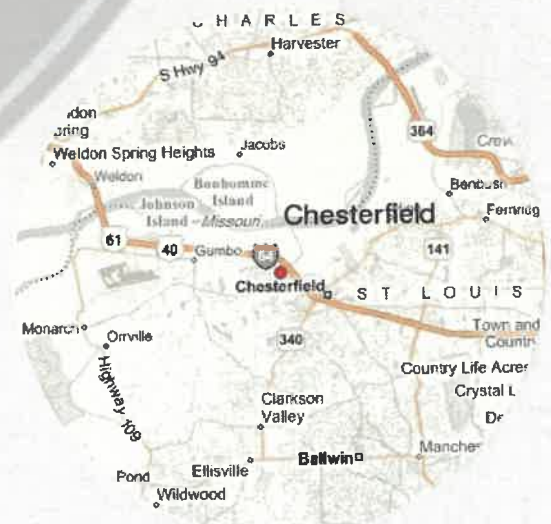


The City of Chesterfield is home to roughly 49,999 residents



Over 597 acres of beautiful parkland and trails

Home to two (2) live music venues, The Factory and Chesterfield's own Amphitheater.







## ★THE POSITION★

The City of Chesterfield is seeking a professional law enforcement leader who is committed to serving the Chesterfield community. The next Chief of Police will be only the second person to fill that role in Chesterfield's history as the first Chief of Police retired after 35+ years of service. The Chief of Police is responsible for planning, organizing and directing all aspects of the Chesterfield Police Department including patrol, investigation, emergency management, community relations, etc. In addition, this position develops, justifies and administers a budget for the Police Department. The ideal candidate for this position will be fair, approachable, open-minded, and have demonstrated a commitment to partnering with the Chesterfield community.

## ★ESSENTIAL DUTIES★

- Establishes and maintains working relationships with other law enforcement agencies and municipalities.
- Consults with the City Administrator of the City in the development and implementation of City ordinances and law enforcement policies and programs.
- Directs the development and authorizes the implementation of departmental policies and procedures
- Represents the Chesterfield Police Department at public meetings explaining and promoting departmental programs and procedures.
- Supervises and participates in the selection of all applicants for employment with the Department.
- Approves all major personnel actions such as initial appointment, transfer, promotion and termination.
- Oversees the purchasing and procurement of the department to remain compliant with City policy.

## ★SKILLS & KNOWLEDGE★

- Comprehensive knowledge of the principals and practices of police administration and management.
- Comprehensive knowledge of police methods in such areas as the rules of evidence, the rights of suspects and accuses persons and the citizen's right to privacy.
- Knowledge of The City of Chesterfield's demographic and topographic configuration and the City's law enforcement needs.
- Considerable knowledge of federal, state and local criminal statutes, and laws.
- Ability to establish programs and priorities and to pursue objective.
- Ability to act decisively and effectively in emergency situations.
- Ability to interact effectively with elected officials, other department heads, other law enforcement officials and the general public.

## ★COMPENSATION & BENEFITS★

The Chief of Police position has a salary range of \$xxx.xxx - \$xxx.xxx depending on qualifications, with an excellent benefit package which can be reviewed at Benefits summary sheet ([chesterfield.mo.us](http://chesterfield.mo.us))



**To apply for Chesterfield's next Chief of Police  
please contact xxxxxxxx**

**CHESTERFIELD POLICE DEPARTMENT  
POLICE CHIEF CANDIDATES  
ORAL RESUME AND INTERVIEW**

Instructions to Candidates

**Oral Resume:**

Candidates will appear before the Review Committee to make a 10-15-minute oral resume' presentation. The purpose of this exercise is to provide you, the candidate, an opportunity to present to the Review Committee, both personal and/or professional information regarding your background, experience, past achievements, and goals for the future. Please feel free to share with the Review Committee, any information that you think will provide insight into you as a candidate for Police Chief. For this exercise, you will be speaking from a lectern and you may use prepared notes if you so desire. At the conclusion, the Committee may/may not ask follow-up questions regarding your presentation.

**Oral Review Presentation:**

At the conclusion of your oral resume' presentation, the Review Committee will initiate the Oral Review portion of the process. In this exercise the Review Committee shall pose to you, the candidate, a series of job-related questions and/or scenarios to which you will be asked to provide a verbal response. Responses provided should be brief and concise but sufficient to adequately respond to the question/scenario posed.

In these exercises you will be evaluated in a number of categories, including: PHYSICAL PRESENCE, JUDGEMENT-MATURITY, CONTENT KNOWLEDGE, COMMUNICATION SKILLS, CLARITY IN RESPONSE, CONFIDENCE LEVEL, and LEADERSHIP.

# **City of Chesterfield – Chief of Police**

## **Selecting a qualified successor:**

In selecting a successor, Administration should consider the following essential skills, in no specific order:

- Leadership
- Relevant Experience
- Motivation
- Communication skills
- Interpersonal skills
- Administrative skills
- Problem-solving skills
- Decision-making
- Budget
- Community relations
- Media relations
- Planning and organizational skills
- Dealing with difficult employees
- Addressing Disciplinary matters
- Policy development
- Culture development and maintenance
- Resolution of high-profile community concerns
- Empathy
- Emotional Intelligence