

DATE ISSUED: July 25, 2003 REPORT NO. 03-164

ATTENTION: Honorable Mayor and City Council  
Docket of July 29, 2003

SUBJECT: Confirmation of the City Manager's Designee, William Lansdowne, as  
Chief of Police

REFERENCE: N/A

#### SUMMARY

Issue: Consideration of William Lansdowne for  
confirmation as the Chief of Police for the  
City of San Diego

Manager's Recommendation: Partially waive Council Policy 300-8 procedure for  
Confirmation of Appointment of Chief of Police

Confirm William Lansdowne as the Chief of Police  
For the City of San Diego.

#### BACKGROUND

The procedures for confirmation of Police Chief are set forth in Council Policy 300-8 (see Attachment A), were originally adopted in 1975, and amended in 1988. The process established for the appointee's confirmation consists of a public hearing before the Council Committee of the Whole, followed by a special meeting of the City Council for the purpose of City Council deliberation and action. Attachment "A" of the Council Policy contains criteria to be used by the City Council during the confirmation process.

The City Attorney has recommended a partial waiver of Council Policy 300-8 (see Attachment B). Research indicates that for the last two Police Chief appointments, made in 1993 and 1999, the City Council waived the application of Council Policy 300-8 out of recognition of the public input solicited by the City Manager in the appointment process. More importantly, however,

waiver of the Policy was appropriate because the Council Committee of the Whole has not been active since the late 1980's. In light of these facts, it makes practical sense to consolidate the public hearing with Council deliberation and action in a single meeting of the City Council.

## DISCUSSION

The process for determining the City Manager's Police Chief designee involved soliciting input from a variety of sources. This included community input on the qualities and characteristics of the next Police Chief, feedback from the Police Department employees and their unions regarding challenges facing the department, and an interview conducted by a 22-member citizen's panel. Additional steps included personal interviews with each finalist by the Assistant City Manager and myself, a review of past performances, and completed background checks.

Upon the resignation of former Police Chief David Bejarano, Maximus, Inc., a national executive recruiting firm, was hired to perform a nation-wide recruitment process. In addition, all qualified internal candidates were encouraged to apply.

As a result of the recruitment, 45 applicants were received from around the country. The qualifications and experience of each candidate were reviewed by Maximus, Inc., the Assistant City Manager, and myself. Subsequent to this review, a group of 10 finalists was invited for final interviews.

### Community and Departmental Meetings

In order to provide an opportunity for the San Diego community to provide input regarding the characteristics and skills desired of the next Police Chief, as well as the significant policing issues facing the City, the Assistant City Manager and myself attended a variety of community forums. These 15 forums consisted of community town council meetings, community planning meetings, and forums representing diverse interests and opinions of the San Diego community. In addition, 4 separate meetings were held internally within the department to solicit similar feedback from Police Department managers, supervisors, and the rank and file. Three separate meetings were held with the labor organizations to solicit their feedback as well.

### Interview Process

In order to facilitate community input and assist in the preliminary evaluation of candidates, I appointed a representative group of 22 individuals from various communities (see Attachment C), including law enforcement, academia, social service, religious, legal, retired military, business, gay and lesbian, and a representative of the disability community to serve on the panel. This panel utilized standard questions and rating criteria to assess each candidate's overall qualifications for Police Chief during the oral interview process. The panel's role was to identify the top candidates from among those interviewed. While no individual ranking of candidates was performed, the results reflected the individual assessment of each panel member and a consensus on the top candidates was achieved. Chief Lansdowne was one of the top candidates.

Following the panel interviews, the Assistant City Manager and myself interviewed all 10 finalists. Finally, background and reference checks were conducted on all candidates. After determining that William Lansdowne, Police Chief in San Jose, was a finalist for consideration, I

personally visited San Jose to meet with City officials and community leaders to verify references.

## CONCLUSION

As a result of the above process, I have selected William Lansdowne as Police Chief designee and I am presenting him as my designee for Council consideration and confirmation. William Lansdowne comes to the City with substantial experience as Police Chief. He has served as San Jose's Police Chief since 1998, where he currently directs 1437 sworn and 409 civilian employees and oversees an annual budget of \$211 million. At San Jose, he was the first Police Chief to voluntarily collect traffic stop data and present the data for public review. He developed and implemented an Independent Police Audit Program that reduced citizen complaints by 60% in two years and use of force complaints by 38%. Chief Lansdowne implemented the first training program in the state to specifically address the handling of mentally ill persons, which helped reduce the use of deadly force from 8 in 1999 to zero in 2002.

Prior to becoming Police Chief in San Jose, Chief Lansdowne served for 4 years as Police Chief in Richmond, California. He received his Bachelor of Science Degree in Administration of Justice from San Jose State University. (See Attachment D, which is his resume for experience and accomplishments, and Attachment E, which is his management style and personal attributes as characterized by his references). Chief Lansdowne is a collaborative leader with a decisive management style, a commitment to community policing principles and practices, and a proven ability to work in a multi-cultural environment while managing a respectful workplace. Additionally, some of his strengths include his leadership in creating neighborhood partnerships, gang intervention, and increasing the hiring and promotion of a diverse workforce.

## ALTERNATIVE

Alternative:

- 1) Do not confirm the appointment of William Lansdowne as Police Chief.

Respectfully submitted,

Michael T. Uberuaga  
City Manager

Note: Attachments B – E are not available in electronic format. A copy is available for review in the Office of the City Clerk.

Attachments:

- A. [Council Policy 300-8](#)
- B. City Attorney Memorandum to Rules Committee Consultant dated 7/9/03
- C. Oral Interview Panel Members
- D. Resume of William M. Lansdowne
- E. Management Style/Personal Attributes