

P R E S E N T S

**PRE ICMA CONFERENCE WORKSHOP:**  
**STRENGTHENING THE CITY MANAGER/  
POLICE CHIEF RELATIONSHIP**

A one day, intensive, interactive workshop for City Managers & their Police Chiefs in advance of the ICMA Annual Conference, that will focus on the critical nature of the relationship between Police Chief and City Manager at a watershed time in American policing.

**SEPTEMBER 23, 2016**  
**K A N S A S C I T Y , M O**

**OVERVIEW**

The Police Chief / City Manager relationship is one of the most critical (and oftentimes most difficult) partnerships in local government management. Chiefs and managers often come from decidedly different career backgrounds with generally little experience in the challenges and demands the others position carries.

This workshop will bring managers and their Police Chiefs together in advance of the ICMA Conference in Kansas City to participate in this full day session. Only Manager/Chief pairs of registrants will be accepted. The outcome will be a more constructive and mutually supportive relationship between these two key officials.

Through presentations, small and large group discussion and information sharing, Center for Public Safety Management trainers will assist attendees in:

- **Better understanding each other's roles,**
- **Defining what a high-performance Manager/Chief relationship looks like and obstacles to attaining it,**
- **Crisis Communication and Social Media:** how the Police Chief and City Manager can communicate effectively during a crisis and present a unified message to the public/media.
- **Performance Assessment:** how to routinely evaluate the performance of the police department using criteria accepted by the City Manager and Police Chief.
- **Risk Management:** how to identify and manage the risks of operating a police department in the present environment of limited municipal resources.
- **Relations with Other City and Public Agency Services:** recognizing and leveraging other municipal and local government and non-profit services of the safety and quality of life of residents.
- **Emerging issues, policies and practices in policing nationally and locally,**

This one day session will expand on many of the themes of the June 2016 Public Management article entitled "The Manager/Police Chief Relationship."

Register today, visit: <http://www.cvent.com/d/yfqyr0>

## LEARNING OBJECTIVES

- Understand the dynamics and barriers to a highly effective city manager- police chief working relationship
- Understand what is at stake in this critical relationship
- Explore best practices in crisis communications, performance assessment, risk management and coordination with other public services
- Identify current and emerging issues, policies and practices in municipal policing nationwide
- Explore local issues and possible solutions
- Strengthen the understanding and mutual support between city managers and police chiefs

### REGISTRATION

Fee:  
**\$395**

*Cost per community  
(Police Chief and City Manager total).  
Breakfast and lunch will be provided.*

### LOCATION

**Kansas City Convention Center**  
Room 2502  
8:00 am – 5:00 pm  
**September 23, 2016**

***Police Chiefs attending will receive a discount to attend  
the full ICMA conference and discounted membership in ICMA.***

## AGENDA

<b>8:00am – 8:30am</b>	Breakfast
<b>8:30am – 9:00am</b>	Introductions and Description of Purpose of Course
<b>9:00am – 9:30am</b>	Break out groups by role <b>Manager Group to answer questions:</b> What Are Common Views of Police Chiefs by City Managers? What Can Get In The Way of A High Functioning CM-Chief Relationship? <b>Chief Group answers questions:</b> What Are Common Views of City Managers by Police Chiefs? What Can Get In The Way of A High Functioning CM-Chief Relationship? <b>Report Out</b>
<b>9:30am – 10:00am</b>	Group Discussion Why is the CM-Police Chief Relationship unlike any other in municipal government? What are the similarities between the roles of Police Chief and City Manager? What are the differences? What are the hallmarks of a constructive CM-Chief working relationship?
<b>10:00am – 10:15am</b>	Break

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## AGENDA cont.

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<b>10:15am – 10:45am</b>	Break Out by Role Again <b>Each groups discusses:</b> How should CMs support their Chiefs? How should Chiefs support their CMs? <b>Report Out</b>
<b>10:45am – 12:00pm</b>	Current Issues in municipal police departments <b>Pair up: Chiefs and City Managers who do not work together</b> What are some of the current issues in your police department that keep you awake at night? What current national or regional issues in policing are on your mind? <b>Report Out</b>
<b>Noon – 1:00pm</b>	Lunch – Presentation by Dr. Paul O’Connell <b>Performance-based management for police leaders</b>
<b>1:00pm – 3:00pm</b>	Presentations and Discussion <b>Crisis Communication and Social Media:</b> how the Police Chief and City Manager can communicate effectively during a crisis and present a unified message to the public/media. <b>Performance Assessment:</b> how to routinely evaluate the performance of the police department using criteria accepted by the City Manager and Police Chief. <b>Risk Management:</b> how to identify and manage the risks of operating a police department in the present environment of limited municipal resources. <b>Other City and Public Agency Services:</b> recognizing and leveraging other municipal and local government and non-profit services of the safety and quality of life of residents.
<b>3:00pm – 3:15pm</b>	Break
<b>3:15pm – 4:30pm</b>	<b>Public Trust</b> – Pairs of CMs and Chiefs who work together What must we do to improve public trust in our police department? What specific things can each do to support the other in this endeavor? <b>Report Out</b>
<b>4:30pm – 5:00pm</b>	Remaining Issues for Discussion, Wrap-up and Close

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## FACILITATORS/TRAINERS:

### LEONARD MATARESE

Director of Research & Project Development  
Center for Public Safety Management, LLC

### ROD GOULD

Director of Training  
Center for Public Safety Management, LLC  
Retired City Manager, Former ICMA VP

### CHIEF DEBORAH LINDEN (RET.)

Chief of Police  
San Luis Obispo Police Department

### PAUL O’CONNELL, PH.D., J.D.

Professor of Criminal Justice  
Ionia College

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## **DEBORAH E. LINDEN**

Deborah Linden began her law enforcement career with the Santa Barbara County Sheriff's Department as a Deputy Sheriff at the age of 22. During her 18 year tenure at the Sheriff's Department, Chief Linden served in a variety of assignments including Patrol Deputy, Narcotics Detective, Major Crimes Detective, Patrol Sergeant, Major Crimes Sergeant, Lieutenant, and Commander.

Deborah was hired by the City of San Luis Obispo as Chief of Police on January 1, 2003. During her service as police chief, Deborah developed significant expertise collaborating with citizens, businesses and student groups to address numerous community issues, including the many challenges related to University-City relations. Deborah was instrumental in implementing mental health Crisis Intervention Training and starting a Forensic Coordinating Team in San Luis Obispo County to improve law enforcement response to situations involving persons with mental illness.

In addition to community issues, Deborah was highly involved in management issues, including Department and Citywide leadership and organizational development efforts. Examples include the building of a new Emergency Communication Center; formation of a Regional SWAT team; leading employee involvement in a Citywide compensation study; significant technology projects; and being on the leadership team for a half-cent sales tax measure enacted by City voters.

During her tenure as police chief, Deborah was appointed by the Governor to serve three terms on the California Commission on Peace Officer Standards and Training. She also served on the Board of the California Police Chiefs Association. She has extensive experience authoring Council agenda reports and grants, and conducting significant projects. Throughout her career, Deborah has made numerous presentations and speeches to a variety of professional and community groups. Deborah retired from law enforcement in December 2011 after serving nine years as Police Chief.

Deborah holds a Bachelor of Arts degree in Sociology from UC Santa Barbara and a Master of Arts degree in Leadership from St. Mary's College in Moraga. She is a P.O.S.T. Command College graduate and holds POST supervisory, management, and executive certificates. She has been an instructor for the Allan Hancock Law Enforcement Academy (various topics) and the St. Mary's College Graduate Leadership Program (Public Policy course).

Since her retirement, Deborah has been developing and coordinating courses for the California Police Chiefs Association. In addition, she and a former colleague developed a course in practical ethics for local government officials, which has been offered several times. She remains involved with many community and non-profit groups, including the Rotary Club of San Luis Obispo and Transitions Mental Health Association.

### **ROD GOULD**

Rod Gould has successfully managed five cities over 29 years in both northern and southern California. He retired as City Manager of Santa Monica in 2015. He currently serves as the Director of Training for CPSM.

He has also held leadership roles in the city management profession, including serving as a Vice President of the International City and County Management Association (ICMA), on the Board of Directors of the League of California Cities and as President of the City Managers Department and currently serves on the boards of the Institute for Local Government, Davenport Institute for Public Engagement and Civic Leadership at Pepperdine University, and SAGE Publication's "State and Local Government Review."

Rod Gould has taught at USC's Price School of Public Policy, San Francisco State University and California State University Long Beach in the MPA programs and served as city manager in residence at Stanford, Pepperdine, USC, Cornell, and Berkeley.

He authors articles for professional publications, lectures at graduate schools, speaks at conferences, provides professional training and consultation, mentors young professionals and has been honored by his peers and various organizations over the years.

Prior to city management, Rod worked as a management consultant for a Big Eight firm and the Boston Housing Authority, served as a VISTA volunteer in the Mission District in San Francisco and worked several summers in Washington, D.C. in the Secretary's Office of HHS and HEW.

Rod Gould studied public management and finance in graduate school at Harvard University and political science and economics in college at Yale.

### **LEONARD MATARESE**

Mr. Matarese has 47 years' experience as a law enforcement officer, police chief, public safety director, city manager and major city Human Resources Commissioner. He was one of the original advisory board members and trainer for the first NIJ/ICMA Community Oriented Policing Project which has subsequently trained thousands of municipal practitioners on the techniques of the community policing philosophy over the past 20 years. He has managed several hundred studies of emergency services agencies with particular attention to matching staffing issues with calls for service workload.

Recognized as an innovator by his law enforcement colleagues he served as the Chairman of the SE Quadrant, Florida, Blue Lighting Strike Force, a 71 agency, U.S. Customs Service anti-terrorist and narcotics task force and also as president of the Miami-Dade County Police Chief's Association – one of America's largest regional police associations. He represented ICMA on national projects involving the United States Department of Homeland Security, The Department of Justice, Office of Community Policing and the Department of Justice, Office Bureau of Justice Assistance. He has also served as a project reviewer for the National Institute of Justice and was the subject matter expert on several ICMA / USAID police projects in Central America.

Mr. Matarese has presented before most major public administration organizations annual conferences on numerous occasions and was a keynote speaker at the 2011 annual PERF conference. He was a plenary speaker at the 2011 TAMSEC Homeland security conference in Linköping, Sweden and at the 2010 UN Habitat PPUD Conference in Barcelona, Spain.

He has a Master's degree in Public Administration and a Bachelor's degree in Political Science. He is a member of two national honor societies and has served as an adjunct faculty member for several universities. He holds the ICMA Credentialed Manager designation, as well as the Senior Certified Professional (IPMA-SCP) designation from the International Public Management Association- Human Resources.

### **PAUL O'CONNELL, Ph.D., J.D.**

Dr. O'Connell is a leading expert on the application of Compstat model Police Management principles to public administration organizations. He has been a full time member of the Criminal Justice faculty at Iona College in New Rochelle since 1994. He received his Ph.D. from CUNY where his doctoral thesis was the history and development of the Compstat model of Police Management. Dr. O'Connell began his professional career in criminal justice in 1981, serving the New York City Police Department first as a police officer, and then as a Police Academy instructor, in-service trainer and curriculum developer. After receiving an MPA in 1984 and J.D. in 1989, he worked as a trial attorney with the firm of Cummings & Lockwood in Stamford, CT. Presently, he is the chair of Iona College's Criminal Justice department, where he also conducts funded research, publishes scholarly papers and lectures widely on the topics of police performance measurement, integrity management and law enforcement training systems.

Dr. O'Connell has provided consulting services to a variety of government agencies, including assessment of existing policing policies and practices and development of proactive management strategies. Over the years, he has collaborated with the Center for Technology in Government (Albany, NY), Giuliani Partners (New York, NY) and the Center for Society, Law and Justice (University of New Orleans). Dr. O'Connell recently was awarded a Fulbright Grant working with the Turkish National Police.