

**Robert M. Lehner**

April 29, 2016

Mr. Tommy Ingram, Senior Vice President  
Strategic Government Resources

**RE: SPOKANE POLICE CHIEF RECRUITMENT**

Dear Mr. Ingram:

Please accept this letter as introductory cover to my résumé and application for the position of Spokane police chief. Having successfully fulfilled my commitment to my present employer, I am now able to consider a new professional challenge, one that will allow me to exercise the full range of my education, experience, and skills as a police leader and manager.

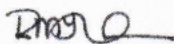
For most of my career, I was employed by the Tucson, Arizona Police Department (TPD), a large, accredited agency of over 1,000 sworn personnel. Beginning in 1978 and over the course of 25 years at TPD, I worked in or supervised every functional division of the agency, rising through the ranks from police officer to assistant police chief. Upon my departure to accept the chief's position in Eugene, Oregon, I was the senior assistant chief and second-in-command of the agency.

In 2004, I was appointed police chief in Eugene (OR), to lead a dysfunctional agency in crisis, one that had been operating with an acting chief for two years. The city had suffered many years of poor union-management relations, poor community relations, and was openly distrusted by many of its residents. There were long-standing allegations of racial bias and unnecessary use of force. Complaint-handling and disciplinary processes were substandard. Shortly before my appointment, two officers were arrested for sexual assaulting women while on duty. Although not under federal oversight, many of the reforms we developed in response to these issues were similar to those implemented in other cities with consent decrees. Implementation was challenging but, by the time I left almost five years later, many reforms (including a new civilian oversight process) had been successfully implemented, with broad community engagement and input. Professional evaluations near the end of my tenure showed significant positive change and an organizational cultural survey showed that my immediate office area was the highest-rated sub-group of the city organization in terms of workplace culture.

In 2008, I accepted a wholly difference change challenge, becoming the second-ever chief of the Elk Grove (CA) Police Department (EGPD), the largest-known start-up police agency in the country. EGPD had been in existence for barely two years upon my appointment. It had been quickly assembled with personnel from over 30 other police agencies and, with no history or culture of its own, suffered from a lack of consistent vision, policy, and practice. Today, the agency is professionally respected and considered a model. An outside professional review found, *"department management has set a tone that permeates the organization, emphasizing adherence to established policies and internal controls, thorough documentation, and a commitment to continued organizational improvement."*

As is apparent from my background, I thrive in positions requiring change leadership in police organizations and have had some measure of success in vastly different policing environments. I look forward to further discussions with you, Mayor Condon, the Police Leadership Advisory Committee (PLAC), and the many stakeholders of Spokane regarding the position. Please do not hesitate to call me if you have any questions or require additional information.

Sincerely,



Robert M. Lehner

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# ROBERT M. LEHNER



**Professionally recognized, successful police executive with over 37 years of widely varied experience in large and mid-sized cities in Arizona, Oregon, and California. Nationally recognized and progressive, with a proven track-record of successful change implementation.**

**Demonstrated areas of expertise and strength include:**

- **Strategic planning and change implementation**
- **Public policy research, development, and implementation**
- **Public engagement in police policies and practices**
- **Staff development and succession planning**
- **Relationship building – community, inter-organizational, labor**

## **SUMMARY OF EXPERIENCE**

Employed by the Tucson (AZ) Police Department (TPD) for 25 years. TPD is a large, accredited agency of over 1,000 sworn officers serving a population of over 500,000 people. Worked in or managed every functional division of the agency, rising through the ranks from police officer to assistant police chief. Was second-in-command at TPD when appointed police chief in Eugene, Oregon.

Appointed chief of the Eugene Police Department (EPD) in 2004 to lead a dysfunctional agency that had been operating with an acting chief for over two years. The city had suffered many years of poor union-management relations, poor community relations, and was openly distrusted by much of the community. There were long-standing allegations of racial bias, unnecessary use of force, and inadequate complaint-handling. Although not under federal oversight, many of the reforms developed in response to the situation were similar to requirements typically found in consent decrees and agreements. Changes were based on sound, nationally-recognized best professional practices, nuanced to local community expectations. Implementation was challenging but many important reforms, including a new civilian oversight model, were successfully implemented with broad community engagement and input. Relations with the police union were dramatically improved.

In 2008, named as the second-ever police chief of the Elk Grove (CA) Police Department (EGPD), the largest-known start-up police agency in the U.S. The City of Elk Grove incorporated in 2000. Police services were initially provided by contract with the Sacramento County Sheriff. In 2006, EGPD was created to provide police services directly. EGPD had been in existence not quite two years when the leadership change occurred. The agency was functional and well-supported by the community, however, had been quickly assembled with personnel from over 30 agencies, with no history or culture of its own. It suffered from a lack of consistent vision, policy, and practice. Today, the agency is professionally respected and considered a model. An outside professional management review found that, *"department management has set a tone that permeates the organization, emphasizing adherence to established policies and internal controls, thorough documentation, and a commitment to continued organizational improvement."*

EGPD is operating well, with a command staff fully prepared to assume leadership, allowing consideration of new, exciting professional challenges.

## **PERSONAL**

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Born [REDACTED] in South Carolina. Also resided in Japan and Chicago, Illinois prior to moving to Tucson, Arizona in 1967. Married in 1984 to [REDACTED] of Tucson. Two adult daughters, [REDACTED], both residing in Portland, Oregon.

## **EDUCATION**

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University of Arizona, Tucson, AZ, Eller College of Business and Public Administration  
**Master of Business Administration (MBA), 2001**

University of Arizona, Tucson, AZ  
**Bachelor of Science in Business Administration (BSBA), 1995**

Pima Community College, Tucson, AZ, 1975-1977

Palo Verde High School, Tucson, AZ, 1969-1973

Carson Jr. High School, Tucson, AZ, 1967-1969

Chicago and Morton Grove, IL, Primary Grades K-6, 1960-1967

## **EXECUTIVE EDUCATION\***

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California Commission on Peace Officer Standards and Training (POST)  
**Executive Development Course, 2010**

University of Virginia, Weldon Cooper Center for Public Service  
**Senior Executive Institute (SEI), 2006**

U.S. Department of Justice, Federal Bureau of Investigation (FBI)  
**National Academy, Session 208, 2002**

Police Executive Research Forum (PERF), Harvard University, Kennedy School of Government  
**Senior Management Institute for Police (SMIP, Session 20), 1997**

University of California Long Beach  
**Leadership Development Certificate, 1997**

State of Arizona, Arizona State University  
**Certified Public Manager, 1996**

University of Arizona Government Leadership Program  
**Certificate in Public Policy and Management, Completed October 1998**

University of Arizona, Eller School of Graduate Management  
**Leadership Development, 1995**

## **CERTIFICATES, ENDORSEMENTS, LICENSES\***

- Executive Certificate, California Peace Officer Standards and Training (POST), current
- Driver License, State of California, current
- Private Pilot Certificate, Federal Aviation Administration (FAA), current
- Certified ICS 100, 200,300,400,402, National Incident Management System (NIMS)
- National Security Agency (NSA) "Secret" Clearance, current
- Master Certified Barbecue Judge (MCBJ), Kansas City Barbecue Society, current

\*Many additional applicable training certificates and endorsements, available on request.

## **EMPLOYMENT HISTORY**

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### **POLICE CHIEF, ELK GROVE, CALIFORNIA, October 2008 -- present**

Selected following a national search as the second-ever chief of the Elk Grove Police Department (EGPD). The City of Elk Grove was incorporated in 2000 in response to a rapidly-growing population. In 2006, the U.S. Census Bureau named Elk Grove the most rapidly growing city in the United States. The EGPD was created in 2006 and serves a 2016 population of about 165,000 persons, the second-largest city in Sacramento County. Along with nearby Sacramento, Elk Grove is one of the most racially diverse cities in the nation. Unlike Sacramento, Elk Grove's ethnic populations are mostly evenly dispersed throughout the city. The 2010 Census showed 46 percent White, 26 percent Asian, 18 percent Latino, and 11 percent African American. Half of the city's households include children under 18.

EGPD is staffed with 215.5 personnel including 133.5 Sworn FTE (Full Time Equivalent) and operates with a FY15-16 budget of \$36.6 million. In addition to the usual range of municipal police services for an agency of comparable size, EGPD services include operation of the area's 9-1-1 Public Safety Answering Point (PSAP) and Animal Control. EGPD was (and remains) the largest single start-up municipal police agency in U.S. history.

Upon appointment as chief, the primary challenge was to establish the cultural norms, policies, and procedures of a new municipal police agency, only two years in existence. The entire command staff and nearly half of the agency's personnel were transfer employees from the Sacramento County Sheriff's Department (SSD), the contractor agency upon incorporation; however, the other half of the agency's personnel had been hired from over 30 different police agencies, many of them municipal police departments. Policies and practices were sparse and not well understood by personnel agency-wide. Training and operating procedures were inconsistent simply due to the sheer number of agencies from which personnel were hired. Initial implementation of the new police agency was considered successful, however, there was a strong tendency toward a sheriff's-department-like culture and practices that was not positively embraced either by most of the agency's personnel or the city's leadership.

During the severe recession of 2008-2009, the agency was managed to avoid layoffs, permitting the continuation of all policing services to the public. Priority response times were maintained and crime rates were modestly reduced every year until 2014, despite increases in neighboring communities. Needed policies, systems, training, and procedures were updated to reflect a more municipally-focused, community policing service model. As the area's economy continues to improve, planning for future growth and delivery of associated services is of critical concern. A further transition -- to a neighborhood-based, community policing model was implemented early in 2015.

To ensure the agency was meeting professional standards, expectations of the public, and to set a base for future improvement, two major outside professional reviews were engaged during 2013, one primarily financial (by SEC, Sjoberg-Evashenk, Consulting) and one primarily operational (by PERF, the Police Executive Research Forum). Both reviews were positive and complimentary toward agency management. SEC reported, *"overall we found that department management has set a tone that permeates the organization, emphasizing adherence to established policies and internal controls, thorough documentation, and a commitment to continued organizational improvement."* PERF reported, *"overall, this departmental review has found an agency that is performing very well. Over the last eight years, the department has transitioned from contractual personnel to an effective law enforcement agency. Interviews with community focus groups clearly indicate their trust and confidence in the EGPD."*

**POLICE CHIEF, EUGENE, OREGON, January 2004 – October 2008**

Selected as police chief of the Eugene Police Department (EPD) following a national search. The City of Eugene (2004 population of 158,000 persons), is the second-largest city in the State of Oregon and is the County Seat of Lane County. In FY08-09, EPD was staffed with over 300 employees, including 190 sworn officers and operated with a \$42 million budget. In addition to the usual range of municipal police services for an agency of comparable size, EPD services included operating the area's 9-1-1 PSAP (including Fire Dispatch for most agencies in the county), security operations at the city's busy commercial airport, and police services to the University of Oregon, a major (PAC-12) university.

EPD had endured years of management-labor disputes, allegations of excessive force and racial bias, poor community relations, and was openly distrusted by many residents of the city, well known for their enthusiastic activism. The city operated with an acting police chief for over two years before an initial appointment for permanent chief from outside the organization was coerced into withdrawing by the police union, forcing another recruitment. Appointment was eventually accomplished to intense media scrutiny (Eugene has an independent daily newspaper and four local television channels), and the critical eyes of local activists and the police union. Just after the appointment was announced late in 2003 and prior to assumption of duties in January 2004, two EPD officers were arrested for sexually assaulting women on duty and under color of authority, one of whom had preyed on his victims for a decade. The community was outraged, the department demoralized and in turmoil.

The immediate challenge in Eugene was to begin building a relationship with the many and varied stakeholders of the community, particularly difficult during a time when the arrested officers were being publicly tried for their crimes. To the various issues that already existed was added speculation about how these two criminals could have been hired at all, let alone operated within the ranks, one for so long, without the knowledge and/or complicity of other police employees. The agency's entire personnel system, complaint handling processes, disciplinary, and supervision systems were under attack from top to bottom. The city engaged PERF and the International City/County Management Association (ICMA) to conduct management reviews of the agency which resulted in 57 recommendations to reform many aspects of the department's systems. A strategic plan was developed and teams were assigned to each of the recommendations. Monthly management meetings were held to monitor progress which was publicly reported. Almost all of the recommendations had been fully implemented by the time the Elk Grove police chief appointment was announced in October 2008.

Included in the reforms was the establishment of a civilian complaint intake and review system. The public had been calling for such a system for years which previous chiefs had opposed. A civilian review system that would work for Eugene was developed with the Police Commission and extraordinary public input. Ultimately, a proposal was made, submitted to the voters, and passed. Implementation was a challenge and there were many growing pains but the system was functional upon departure and is now considered successful and routine.

These were the most serious challenges during Eugene tenure. Uncorrected, they would surely have been the subject of a federal investigation and consent decree, an outcome that was successfully avoided. A strong command staff had been developed and the successor chief was appointed from within the agency.

Detailed documentation including internal documents and media reports about these (and many other) challenges are available upon request.

## **TUCSON POLICE DEPARTMENT, Tucson, AZ, Oct. 2008 -- Dec. 2003**

**Due to long (25 year) employment history with the Tucson Police Department (TPD), a detailed listing of assignments and major accomplishments is provided as a resume supplement. A brief overview follows:**

Served a balanced career in various capacities as an officer, investigator, and manager of patrol, investigative, and administrative functions over 25 years. Worked in, supervised, or managed every functional division of this large organization. Upon departure to accept position as Eugene police chief, TPD was providing policing services to a city of over 515,000 people with a staff of 1,350, including 1,000 sworn officers with a budget of \$122 million (FY 2003-2004). TPD now has a deputy chief, a rank that did not previously exist. At the time of departure, had served as assistant chief for over five years, was the senior assistant chief, and second-in-command of the agency.

**ASSISTANT CHIEF OF POLICE, July 1998 – December 2003**

**POLICE CAPTAIN, July 1996 – July 1998**

**POLICE LIEUTENANT, February 1993 – June 1996**

**POLICE SERGEANT, November 1987 – February 1993**

**POLICE DETECTIVE, January 1983 – November 1987**

**POLICE OFFICER, October 1978 – January 1983**

## **EXECUTIVE-LEVEL COMMISSIONS AND COMMITTEES**

- California Governor Gerald Brown appointment to the  
***California Domestic Violence Advisory Council***, 2015-
- International Association of Chiefs of Police (IACP) and U.S.D.O.J.  
***Crime Indicators Working Group (CIWG)*** 2014-
- California Governor Arnold Schwarzenegger appointment to the  
***CA State Bar Lawyers Assistance Program Oversight Committee***, 2012-2015
- Oregon Governor Ted Kulongoski appointment to the  
***Oregon Campus Public Safety Task Force***, 2008
- Oregon Supreme Court appointment as Public Member to the  
***Oregon State Bar Board of Governors***, 2006-2008
- Oregon Attorney General Hardy Myers appointment to the  
***Crime Victims' Rights Advisory Committee***, 2006-2008
- Arizona Governor Janet Napolitano appointment to Co-Chair the  
***Governor's Commission to Prevent Violence Against Women***, 2002-2003
- Arizona Supreme Court appointment to the  
***Commission on the Impact of Domestic Violence on the Courts***, 1999-2003

## **PROFESSIONAL ORGANIZATIONS AND ACTIVITIES**

Member, **California Police Chiefs Association (CPCA)**, 2008-  
 Board Member 2010-  
 Executive Board Member, Director at Large, 2012-2014

Member, **Central Sierra Chiefs Association**, 2008-  
 Vice President, 2010  
 President, 2011

Member, **Sacramento County Police Chiefs and Sheriff Group**, 2008-  
 Chair, 2014-

Member, **Oregon Association of Chiefs of Police**, 2004-2008  
 Board Member 2006-2008

Member, **FBI National Academy Associates (FBINAA)**, 2002-

Member, **Police Executive Research Forum (PERF)**, 1999-  
 Chair, Elections Committee, 2006-2011

Member, **Arizona Association of Chiefs of Police (AACOP)**, 1999-2003

Member, **Southern Arizona Law Enforcement Managers**, 1998-2003

Member, **International Association of Chiefs of Police (IACP)**, 1996-

Member, **American Academy of Certified Public Managers**, 1992-2008

## **COMMUNITY AND CIVIC ACTIVITIES**

Member, **Sacramento County Criminal Justice Cabinet**, 2010-

Member, **Lane County Public Safety Coordinating Council (PSCC)**, 2008

Board Member, **Boys-Girls Clubs of Emerald Valley (Eugene)**, 2007-2008

Member, **Domestic Violence Council (Eugene)**, 2004-2008

Member, **Fight Crime Invest in Kids (Oregon, California)**, 2004-

Board Member, **Southern Arizona Interagency Council**, 2000-2003

Board Member, **Southern Arizona Children's Advocacy Center**, 2000-2001

Board Member, **Our Town Family Centers (Tucson)**, 1999-2000

Board Member, **Juvenile Services Coordinating Council (Tucson)**, 1998-2003

Board Member, **Information & Referral Services, Inc. (Tucson)**, 1993-1999

Member (Life), **Arizona Alumni Association**, 1995-

Member, **Tucson Citizen's Police Advisory Committee**, 1990-1992  
 Member (ex officio), 1996-1998

Board Member, **AZ Public Safety Personnel Retirement System Board**, 1986-1994

## **AWARDS**

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Greater Tucson Association of Life Underwriters, ***Officer of the Month***, 1984

Tucson Police Department, ***Distinguished Medal of Merit***, 1996

U.S. Congressman Ed Pastor, ***Community Service Award***, 2000

Arizona Attorney General, ***Outstanding Sexual Assault Leadership***, 2002

Tucson Police Department, ***Distinguished Medal of Service***, 2003

University of Arizona, Eller School of Business and Public Administration

***Eller College of Management Alumnus Profile***, Fall 2005

## **DOCUMENTATION AND REFERENCES**

Documentation and references for all assignments and accomplishments as well as general or specific references available upon request.