



THE WACO COMMUNITY

Brimming with Texas history, economic opportunities, and cultural experiences, Waco, Texas, is ideally situated along the 1-35 corridor, 90 miles south of Dallas and 100 miles north of Austin. This progressive and diverse city offers major attractions, museums, recreation, and abundant shopping to more than 132,000 residents. Waco is the 23rd largest city in Texas and the county seat of McLennan County.

Waco is commonly referred to as "one of Texas' best kept secrets" and enjoys a vibrant community spirit in a centrally located and easily accessible region. The Huaco Indians settled on the banks of the Brazos River in the late 1700s and Waco was founded in 1849. The peaceful tribe believed the spring-fed waters held the magical protection of the Indian Spirit. Historically, the City has been a trade and agricultural center for the Central Texas region. The iconic Waco Suspension Bridge is a timeless symbol of Waco's role in the historic cattle drives that helped shape the frontier Texas economy.

OUTSTANDING OPPORTUNITY TO SERVE

THE CITIZENS OF

WACO, TEXAS

AS THEIR NEXT

POLICE CHIEF



Waco continues to prosper economically due to a tradition of progressive water resource planning and a qualified technical and professional workforce. Its location between the three largest cities in the state creates a prime location as a distribution center. Waco is fortunate in that the community's prosperity is not tied to the fluctuations of the oil and gas industry nor was the City plagued by the real estate crisis of the 1980s. Waco's main economic base is derived primarily from manufacturing, educational services, and tourism. Additionally, the City is a thriving medical community with two major hospitals, over 300 physicians, and 72 dentists. A recent report ranked Waco as number four in Texas for economic growth within the next several years.

From local art and theater to annual events, including the Brazos Nights concert series and seasonal and holiday activities, there is always something to see and do in Waco. The City boasts the 400-acre Cameron Park which features the award-winning Cameron Park Zoo. Waco's amenities also include the Waco Mammoth Site, the Waco Symphony Orchestra and the Waco Hippodrome Theatre. Outdoor enthusiasts enjoy access to 60 parks and abundant areas for biking, hiking, and rock climbing. A haven for nature lovers, the Lake Waco Wetlands was created when Lake Waco was raised by seven feet to create an additional 20,000 feet of water to serve the community. The addition of the project's Research and Education Center has resulted in an important living laboratory for research, education, and recreation. History buffs from all over enjoy The Texas Ranger Hall of Fame and Museum, the official State museum of the legendary Texas Rangers law enforcement agency known worldwide for its collection of firearms, badges, memorabilia, and research.

Educational needs in the Waco area are served by Waco ISD, Midway ISD, China Spring ISD, Lorena ISD, Robinson ISD, and Bosqueville ISD. Those interested in pursuing higher education have many opportunities within the Waco city limits including the nationally ranked Baylor University, McLennan Community College with the University Center and Texas State Technical College-Waco.

The average household income in Waco is \$57,693 and the average home price is \$140,000. With competitive average incomes and abundant affordable housing opportunities, Realtor.com listed Waco as having the "hottest" real estate market in the United States.

THE WACO MUNICIPAL GOVERNMENT

Waco is a Home Rule City with a Council-Manager form of government. The City Council is comprised of a Mayor, elected at-large, and five City Council Members representing single member districts, all serving two-year terms. The City Council sets the tax rate, approves the budget, appoints members to City boards and commissions, en-

acts City ordinances, and appoints the City Manager, City Attorney, City Secretary, and Municipal Court Judge.

The City Council, City Manager, and staff conceptualize and prioritize strategic planning for Waco's growth. A consistent priority is the efficient delivery of quality products and services to citizens and visitors. One of the organization's top goals is upgrading the City's aging infrastructure as Waco continues to grow both residentially and commercially.

The City provides a full range of municipal services including Airport, Animal Services, Budget, Building Inspection, Code Enforcement, Convention and Visitors Bureau, Finance, Fire, Health, Housing and Economic Development, Human Resources, Information Technology, Library, Municipal Court, Parks and Recreation, Planning, Police, Public Works, Transit, Utilities, and Zoo Operations.

The City has a strong Financial Management Policy that guides the operation and delivery of quality City services,

SELECTED WACO DEMOGRAPHICS (U. S. Censes - 2015)	
Total population	132,356
Caucasian	59.2%
Hispanic	29.6%
African American	21.5%
Two or more races	2.8%
Asian	1.8%
American Indian & Alaskan Native	0.6%
Native Hawaiian & other Pacific Islander	0.1%
High school graduates	77.8%
Bachelor's degree or higher	21.3%
Households (2014)	45,874
Persons per household	2.61
Owner occupied housing unit rate	46.1
Median value of owner occupied housing units	\$92,500
Median gross rent	\$747
Median household income	\$32,862
Per capita income	\$18,623

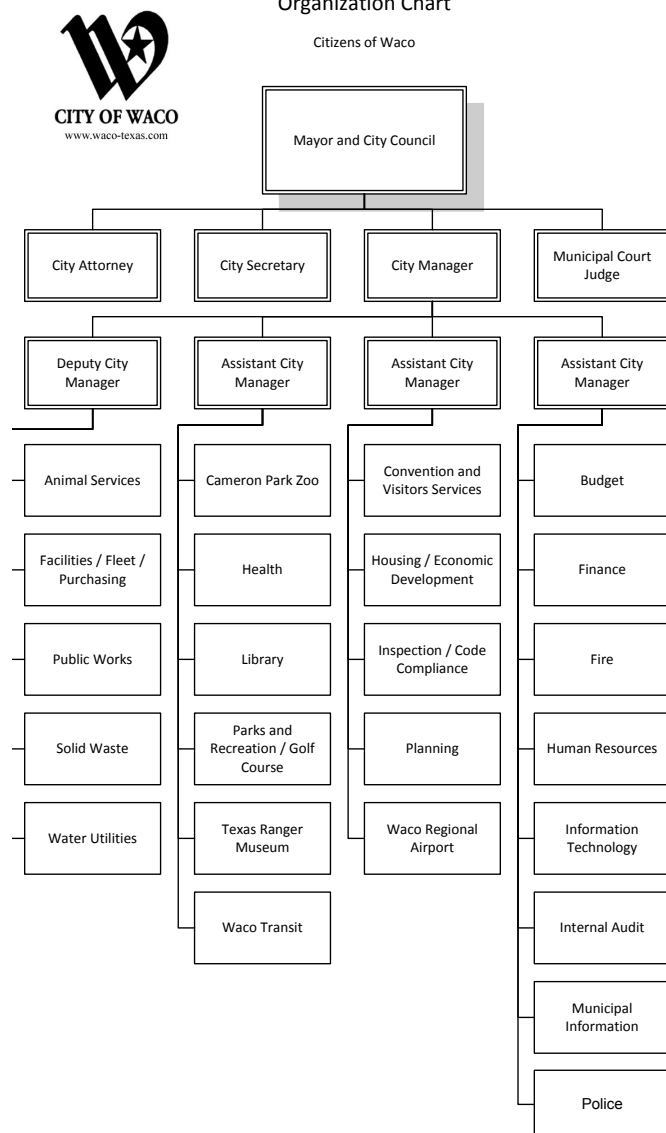
contributes to an excellent AA+ bond rating, and maintains an 18% unassigned fund balance reserve.

Additional information about Waco is available at: www.waco-texas.com

City of Waco, Texas

Organization Chart

Citizens of Waco



THE WACO POLICE DEPARTMENT

Mission Statement

Our Mission is to provide police services to the Waco Community with integrity, professionalism, accountability and respect, to preserve life and property, to enforce the law within the framework of the Constitution, to work in partnership with the community, and to be good stewards of the public's trust and resources.

Vision Statement

The Waco Police Department (WPD) will be a leader in policing, working in partnership with the citizens of Waco to provide innovative and proactive service that enhances the safety and quality of life in our community.

Purpose:

Crime Suppression / Order Maintenance / The Safe and Orderly flow of Traffic

WPD Motto:

Committed to our Community

WPD Units and Functions

The Waco Police Department is made up of diverse individuals working toward our mission. These include:

The Community Services Division includes three patrol shifts and an administrative services section which is composed of the Traffic Unit, K-9 Officers, Warrant Officer and the Street Crimes Unit.

These patrol shifts are responsible for day-to-day uniformed field operations. Officers assigned to field operations respond to all calls for service, provide traffic direction and enforcement, and assist citizens in solving neighborhood problems.

The Administrative Services Section supervises the Patrol Office, the Warrant Officer, K-9 Unit, Traffic Unit, Street Crimes Unit and coordinates Division training and other special projects for the Division.

The Criminal Investigation Division includes the Special Crimes Unit, Family Violence Unit, Crimes Against Children Unit, the S.A.F.E. Unit, the Neighborhood Investigation Section and the Drug Enforcement Section.

The Special Crimes Unit investigates violent crimes within the City and is responsible for screening and re-opening any "cold homicide case" based on new evidence or credible information. Special Crimes personnel are on call 24/7 to respond and assist Patrol with investigations that are specific to the Unit's responsibilities. Special Crimes is also responsible for investigating any officer-involved use of deadly force that results in serious injury or the death of a person. The Unit also works closely with the Victim Services Unit and the Advocacy Center to provide resources for victims of violent crimes. Special Crimes has also formed a partnership with Adult Probation and State Parole to

identify, locate and monitor adult sex offenders living in the community. The Special Crimes Unit strives to stay abreast of violent crime trends in the community and takes the necessary steps to address and decrease the occurrences. The Victim Services Unit provides immediate intervention at crime scenes as well as follow-up services for the victims. The Unit also assists the police by taking over the responsibility of meeting the many law enforcement related needs of the victims thereby freeing up police officers to respond to other calls.

The Family Violence Unit has a continuing partnership with the Family Abuse Center and works with the Family Violence Task Force made up of judges, district attorneys, other law enforcement officials and most social service agencies in McLennan County.

The Crimes Against Children Unit is housed at and works closely with the Children's Advocacy Center and also works closely with the Child Protective Services Agency. This Unit is closely aligned with the McLennan County Child Fatality Review Team and works closely with area law enforcement agencies on child abuse cases that cross jurisdictional boundaries.

The S.A.F.E. Unit's mission is to reduce crime and increase our citizens' quality of life by denying criminals the use of real property as a base of operations. S.A.F.E. stands for Support, Abatement, Forfeiture, and Enforcement.

The Neighborhood Investigators follow up on all criminal offenses not assigned to a specialized unit.

The Community Outreach and Support Section includes crime prevention programs and also coordinates the Citizens on Patrol program, the Citizens Police Academy, Crime Stoppers, the police chaplains, and the Police Explorers and Cadets.

The Drug Enforcement Section focuses on mid and upper level sources of supply of illegal substances along with vice and gambling within the city.

The Support Services Division includes the Communication Section, Animal Control, Records, Property Room Control, the Community Outreach and Support Section, the Crime Scene Unit, the Computer Forensics Lab, the Intelligence/Media Unit and fingerprinting and photographic activities.

The Communication Section is the largest public safety answering point within McLennan County receiving all emergency calls to the department including: 911 dis-

patch calls for the City and the County including 7 smaller departments within the County, calls for animal control, and 13 volunteer fire departments County-wide. The Unit partners with the McLennan County 911 District for training. In addition, McLennan County provides partial funding for staffing and operating costs.

Animal Control answers all calls on animal bites and vicious animals within Waco and McLennan County and works with the Animal Advisory Board, Animal Grievance Board, and the local animal shelter.

The Crime Scene Unit provides forensic support to police investigations.

The Computer Forensics Lab focuses on the forensic examination of digital media.

The Records Section processes warrants, issues accident reports, provides the typing pool for police reports, is responsible for the sale of abandoned motor vehicles, open records requests for the Police Department and it works with the media in the absence of the public information officer.



The Intelligence/Media Unit includes analysis of criminal activities, serves as news media liaison and gathers intelligence information. This Unit works closely with the news media to insure accurate information is relayed to the public and good tips are received for departmental investigations and programs.

The Chief's Office includes the Management Services Section and the Professional Standards and Conduct Unit.

The Management Services Section consists of the Personnel, Training and Planning and Budget Units.

The Personnel Unit is charged with the recruitment and selection of police officers and civilian personnel.

The Training Unit conducts or coordinates training for the department to include new officer training, in-service training, firearms and emergency vehicle training.

The Planning and Budget Unit prepares short and long term planning reports, applies for and administers grants, coordinates vehicle and equipment purchases, oversees policy manual updates, prepares and administers the department's budget, prepares payroll and orders equipment and supplies for the department.

The Professional Standards and Conduct Unit investigates allegations of employee misconduct.

WPD's 2015-16 budget is \$34,596,747. The Department has a total of 343.70 full time employees of whom 247 are sworn.

ISSUES, FACTS AND OPPORTUNITIES (Not Prioritized)

- With more than 340 personnel, Waco Police Department is the largest Police Department in McLennan County.
- Waco is growing at more than 2% annually - growth management and staffing are significant issues.
- Waco's Police Chief is authorized to select his or her three Assistant Chiefs. Those displaced are able to return to their former ranks.
- With an average of 35,000 weekly visitors, Downtown Waco has become an attractive tourist destination.
- The Department's executive management team is highly capable and well regarded.
- The Police Department needs to continue to improve the Department's hiring and promotional efforts so that the workforce truly reflects the demographics of the community it serves.
- The City's crime rate is low; the clearance rate is high.
- Waco's new Chief will be expected to provide a departmental vision and strategic plan consistent with the City's newly adopted Comprehensive Plan.

• WPD specialized units include:

- * K-9
- * Personnel Unit
- * Training Unit
- * Professional Standards and Conduct Unit-Traffic Unit
- * SWAT
- * Drug Enforcement Unit
- * Neighborhood Detectives
- * Street Crimes
- * Special Crimes
- * Criminal Investigation
- * Crime Scene Unit
- * Communications Section
- * Criminal Intelligence
- * Animal Control
- * Crime Stoppers
- * Victim Services



JOB SUMMARY AND QUALIFICATIONS

The Waco Police Chief is appointed by and serves at the pleasure of the City Manager. He or she is responsible for the proper management of all aspects of the Waco Police Department (WPD). The Chief's objective is to enforce and ensure the general welfare and safety of the lives and property of all Waco residents, visitors and business personnel. In Waco, the Police Chief has traditionally been provided considerable independent discretion and initiative.

Qualifications:

Requirements include a Bachelor's degree in Criminal Justice Administration, Public Administration or related field and seven years of law enforcement management experience, of which three are at the command level; or an equivalent combination of education and experience.

License and Certifications: Must possess or have the ability to obtain a valid Texas Driver's License and have the ability to meet State law enforcement certification requirements and preferably be a graduate from the FBI National Academy or similar program. A Texas Police Chief's certification is required within two years of hire.

The ideal candidate will have a proven track record as a government law enforcement manager. He or she will have and maintain the highest level of ethics, integrity, accountability and honor. The selected candidate must be an effective leader with outstanding interpersonal skills, have a talent for communications at all levels of the organization, possess strong management skills, and have demonstrated organizational skills. The new Chief must have demonstrated, through experience, the ability to successfully direct, manage, build respect and lead personnel so as to motivate and enable them to perform at their highest capacity. The new Chief will know, understand and be experienced in modern policing skills including community-oriented policing.

A competitive salary with excellent benefits with beginning salary negotiable depending on qualifications (DOQ).

To apply: The position will be open until filled. The first review of resumes is scheduled for October 21, 2016. Please email your cover letter and resume with current salary without delay to:

Robert E. Slavin or Paul Wenbert



SLAVIN MANAGEMENT CONSULTANTS

3040 Holcomb Bridge Road, Suite A-1
Norcross, Georgia 30071

Phone: (770) 449-4656

Fax: (770) 416-0848

E-mail: slavin@bellsouth.net

Web site: www.slavinweb.com



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