

POLICE CHIEF RECRUITMENT



*APD Vision: We want Austin to be the safest city in America.*



★ *The City's vision is for Austin to be the most livable city in the country.*





## About Austin

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Austin, the capital of Texas, is one of the country's most envied cities and is internationally recognized as the "Live Music Capital of the World." It is the 16th largest city in the U.S., the fourth largest city in Texas, and is surrounded by the natural beauty of the Hill Country. We are a welcoming and friendly city of more than 700,000 with plenty to offer.

The City's vision is for Austin to be the most livable city in the country. Recent national surveys rank Austin as one of the best places to live, work and play. National Geographic dubbed Austin the "Best Little City in America." The City can be proud of many qualities that make it one of the best. We are recognized as a leading technology center, home to research and development and management of some of the world's best known companies in high-technology. Forbes magazine rated Austin the best place to do business and advance your career. We are known as the City of Ideas and are proud to have highly educated, skilled and creative professionals.

In addition, the City is ranked one of the safest, cleanest and healthiest big cities in America. The city is recognized for its healthcare and school systems. No where else in the world can you take a stroll through beautiful fields of wildflowers or jog a 10-mile trail around Town Lake, stimulate your mind at a museum devoted to Latino art, take a swim in a spring-fed pool and then watch more than 1.5 million bats fill the sky at sunset.

Yet there is another quality that makes Austin what it is. From recent transplants to lifetime residents, Austinites are passionate about their community. The public takes the opportunity to actively engage in the political; environmental; and planning and development activities of the City. Our residents are also generous with their willingness to give back to the community. The City of Austin has an undeniable vibrancy and richness of culture and diversity.



## City Government

The City of Austin is a progressive, dynamic, full-service municipal organization operating within a Council-Manager form of government. The Mayor and the six City Council Members, (elected at large for three-year staggered terms) serve as the City's policy-making body and governing board of directors.

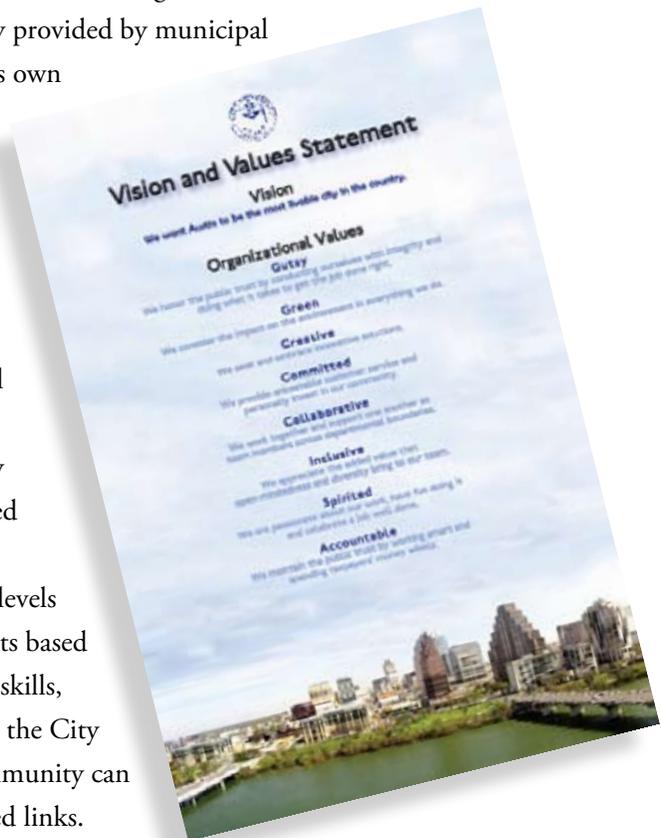


The Mayor and Council appoint a professional City Manager to serve as the organization's Chief Administrative Officer. The City Manager is responsible for guiding and directing day-to-day operations as well as for providing strategic research and recommendations to the City Council on budget, programs, services and policies. The City Manager carries out the organization's administrative responsibilities through a strong team of Assistant City Managers and 28 professional department directors.



The City enjoys a long-standing reputation for excellence. The Mayor, Council and Managers of Austin are committed to their mission of delivering the highest quality services in the most cost-effective manner. A budget of \$2.3 billion allows the City to offer a full range of essential services as well as some that are not typically provided by municipal governments: the City owns and operates its own electric utility – Austin Energy and the acclaimed Austin-Bergstrom International Airport.

The City is committed to excellence in the provision of its services and is one of the most energetic and fast-paced municipal organizations in the country. The City is proud of its diverse workforce that currently numbers 12,000. The City has implemented several initiatives to enhance and enrich the diversity of its workforce. Employees at all levels of the organization are selected for their posts based on personal and professional qualifications, skills, and abilities. Additional information about the City government, City departments and the community can be found at [www.cityofaustin.org](http://www.cityofaustin.org) and related links.



## The Austin Police Department

Public Safety is one of the Austin City Council's four priority areas and is an important factor contributing to community livability. The Austin Police Department is one of the primary operational units that support this priority. The others are Fire; Emergency Medical Services; and Public Safety and Emergency Management Services.

APD functions on a current budget of \$183.4 million and employs 1,435 uniform and 595 civilian personnel. APD utilizes a neighborhood-based policing model which aligns the City into nine area commands. The department has continued to be accredited each year since 2000 making it the largest municipal police department in the State of Texas to reach and maintain the high and exacting standards necessary for this achievement.



The Austin Police Department's mission is to protect and serve Austin's diverse community so that residents and visitors feel safe and are safe. Furthermore, Austin is designated as a "sanctuary city." A critical tool supporting its mission is APD's Area Team Tactical Analysis of Crime initiative. The ATTAC program keeps management focused on strategic departmental goals while providing a forum for sharing best practices

between commands. APD's planning and analysis unit collects, analyzes and maps crime data and other essential police performance measures, which is used by each command or civilian division to address issues in their respective areas.



APD reported the following proud accomplishments and distinctions for 2005:

- ★ Violent crime was down 5.4%.
- ★ Traffic fatalities were down 16%.
- ★ The APD forensics lab received a monumental honor by being only the 20th lab in the entire world and the first one in Texas to receive Crime Scene Section accreditation certification.
- ★ The homicide division solved each of the 26 homicides that occurred in 2005 for a 100% clearance rate. The average clearance rate for homicides for cities Austin's size is 55%.
- ★ Approximately 900 guns, including two submachine guns, were taken off Austin streets.
- ★ FBI statistics state that Austin is rated the third safest large city in the nation for its low violent crime rate. A customer service survey reported that the majority of the residents (93%) feel safe walking in their neighborhoods in the daytime and 70% feel safe at night.

- ★ Mental Health Officers are spread throughout the City with specific knowledge to deal with people who are experiencing mental health problems. All officers receive some mental health training. Certified mental health officers, currently 210, receive extensive training.
- ★ APD officers are well trained. The police academy is 32 weeks. New officers are assessed through a minimum of a three-month Field Training Officer program and have a probationary period of 15 months. During that 15 months, there is continued close scrutiny of the new officer by the supervisor. APD also maintains an extensive in-service



training program offering numerous opportunities for officers to continue their education and training. Officers are paid bilingual pay for fluency in other languages.

- ★ In 2005, APD responded to 41,290 priority one calls (indicating an immediate threat to life and safety) with an average response time of 7.59 minutes.
- ★ Operation Restore Hope became an APD model for helping residents in crime-ridden areas begin to reclaim their neighborhoods in both the north and south areas of the City.
- ★ Safety fairs, Child ID events and Neighborhood Fests were hosted in nine separate neighborhoods with hundreds of participants.
- ★ The U.S. Department of Justice awarded APD a grant of \$100,000 to investigate sexual assault and murder cold cases. Three cold cases have been

solved so far, the oldest from 1984.

- ★ More than 500 people attended the fifth annual APD Community Networking Conference to learn how to make positive changes in the community.
- ★ More than 400 National Night Out parties were conducted in August 2006 to encourage residents to meet their neighbors and interact with police officers in a positive and informal setting.
- ★ Operation Blue Santa, in its 34th year, served more than 3,800 families and 14,000 children in 2005 who would not otherwise have had a Christmas.



## Expectations of the Next Police Chief .....

The Police Chief reports to the City Manager through an Assistant City Manager and is a member of her senior management team. He or she is a recognized community leader.

The new Chief will take command of a police department that is charged with protecting and serving Austin's diverse community. (Austin's population is 48.2% Anglo; 33.5% Hispanic/Latino; 9.3% African American; 6.2% Asian; and 2.7% other.) The new chief will continue to support and expand cultural sensitivity and diversity training efforts.

The new Chief will have a strong commitment to customer service and a dedication to policing that involves the community at all levels.

He or she will ensure that police officers and staff performance is exemplary and professional by providing coaching, mentoring and training in all critical areas.

The successful candidate should have broad experience in all areas of a municipal police department including patrol, criminal investigation and administration with a successful track record of effectively managing the activities and functions of a police department comparable or larger in size and complexity to the Austin Police Department.

Additional characteristics, knowledge and experience include:

- ★ Passion and commitment to community-oriented policing with a track record for developing effective partnerships between the police department and diverse community organizations, schools, businesses and individuals.
- ★ Principles and practices of municipal budget preparation, presentation, implementation and administration.
- ★ Ability to define clear goals, vision and direction for departmental personnel and the ability to maintain distinct levels of accountability.
- ★ Demonstrated leadership in a department which has emphasized proactive and preventive activities and stringent performance standards.
- ★ Knowledge of the principles of personnel management and employment law and their application within a police department.
- ★ Experience with partnering and developing working relationships with regional local, state and federal law enforcement agencies.
- ★ Knowledge and/or experience with civilian police oversight function.



- ★ Ability to establish a working relationship with the Police Monitor's Office.
  - ★ The ability to negotiate and mediate to build trust and consensus in the workforce and the community.
  - ★ Experience and success managing, developing and implementing programs that invest in our youth.
  - ★ Skill in prioritizing and effectively managing existing resources to maximize results and the ability to forecast needs for additional resources for many years to come.
- ★ Open door philosophy with a commitment to maintain regular and clear lines of communications and accessibility to all.
  - ★ Exceptional communication and public relations skills with experience in media relations.
  - ★ A demonstrated record of cooperation and functioning as a team player with community leaders and law enforcement departmental personnel.
  - ★ Knowledge, experience and success in a police department with a strong labor association.
  - ★ Ability to maintain positive relationships with representatives from all community groups.

## Management Style/Personal Characteristics

- ★ Charismatic, creative, dynamic and innovative leader with the personal and professional skills necessary to attract, train, develop, motivate and retain community-minded law enforcement personnel.
- ★ A visionary leader who can bring together the various elements of the community, the Austin



- Police Department and leadership of the City to develop a vision, values and clear goals to guide the future of the department.
- ★ The ability to effectively and articulately communicate the department's vision and goals to departmental personnel and the community.
- ★ A commitment to involving departmental personnel and community leaders in making Austin a safe place.

- ★ A decisive leader who exercises sound judgment and is open to the ideas of others and who seeks to involve employees at all levels of the Department in problem-solving and decision-making.
- ★ An on-going level of commitment to service, visibility and accessibility within the community.
- ★ An accountable individual with a strong sense of self who demonstrates the highest levels of personal and professional ethics and integrity and leads by commitment, and example, both on and off the job.

## Qualifications and Experience

Requirements include the equivalent to a Bachelor's degree (Master's preferred) combined with at least five years of police chief, assistant chief or police management level experience in a community of comparable size, complexity and diversity to Austin.

Newly appointed Chiefs of Police are required by Texas statute to obtain initial and continuing education training. The new Police Chief must be licensed as a peace officer by the Texas Commission on Law Enforcement no later than one year after the date appointed.

## Compensation and Benefits

The starting salary is in the mid-\$100,000 range, depending upon the background and qualifications of the successful candidate. Austin has an excellent benefits package. The City will negotiate relocation assistance with the successful candidate. Residence within the corporate limits of Austin will be required.

## To Apply

**This position is open until filled:**

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