

# CITY OF PHOENIX, ARIZONA

Invites your interest in the position of:

City of Phoenix, Arizona



## POLICE CHIEF



### ABOUT PHOENIX

Phoenix is Arizona's capital and the sixth largest city in the United States with more than 1.4 million residents within 519 square miles, geographically exceeding Los Angeles. Long recognized internationally as one of the fastest growing and most desirable places to live, the population of Phoenix has doubled in the last thirty years. The Phoenix metropolitan area, known as the Valley of the Sun, is home to 25 incorporated cities and towns with a total population in excess of 4.2 million.

#### History

The HoHoKam Indians lived in the present-day Phoenix area from 700-1400. From 1400 until 1868 this area was uninhabited. In 1868 Jack Swilling founded a new city in this area by constructing a canal to divert Salt River water to allow for agriculture. Thus Phoenix derives its name from the fact that it sprung from the ruins of the former HoHoKam civilization. In 1881, Phoenix was incorporated, and by 1900 it had a population 5,500. World War II provided the impetus for Phoenix's evolution from a farming and distribution center into an industrial city. The military bases at Luke Field, Williams Field, and Falcon

In 2009,  
Phoenix was  
recognized by  
*Business Week* as  
one of the top  
five U.S. cities  
for new college  
graduates and  
by *Forbes* as  
the fourth best  
U.S. city for  
relocation

# Phoenix



Field, coupled with the giant ground training center at Hyder, west of Phoenix, brought thousands of people into Phoenix. Major industrial employers learning of this labor pool established operations in Phoenix. By 1950, the community covered 17.1 square miles with a population of 106,000 that placed it 99th among American cities.

## Economy

Phoenix is in the heart of the fastest growing region in the country and serves all major markets in the western United States and the international markets of the Pacific Basin and Mexico. The greater Phoenix area is a \$181 billion marketplace that serves as a hub for innovation and entrepreneurs by providing international access for aerospace, high-technology, bioscience, advanced business services, and sustainable technologies companies. Fortune 500 companies headquartered in the Phoenix area include Freeport McMoRan, U.S. Airways, and Avnet. Other major employers in the Phoenix area include American Express, Southwest Airlines, Bank of America, Charles Schwab, Honeywell, USAA, Viad, Mayo Clinic, and Boeing.

Phoenix has frequent non-stop air connections to all major cities, easy freeway access, and rail service to major ports. Also, plenty of prime industrial and commercial land is available as only 50 percent of the land in Phoenix is developed.

## Education

Phoenix has many primary and secondary education options with more than 300 public schools in 30 school districts along with more than 200 charter and private schools. In addition to being home to the University of Phoenix, the community is also served by the main campus of Arizona State University (ASU) in nearby Tempe, the downtown Phoenix ASU campus, the downtown University of Arizona College of Medicine campus, and the Maricopa County Community College District. There are several private colleges and universities in the Phoenix area including the Thunderbird School of Global Management which is widely considered to be the best international business school in the country.

## Culture, Recreation, and Leisure

There are many museums to visit in Phoenix on subjects ranging from science to art including:

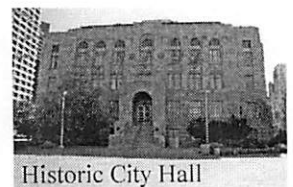
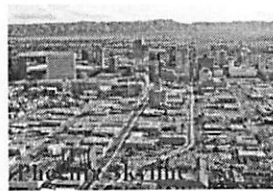
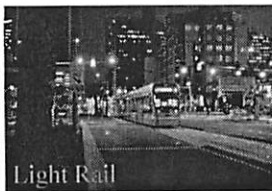
- Arizona Science Center which includes an IMAX theatre and is located in downtown Phoenix;
- Internationally renowned Heard Museum, one of the world's finest destinations for learning about American Indian art and culture;
- Several art museums and theatres including the Phoenix Center for the Arts;
- Pueblo Grande Museum located on the grounds of a 1,500-year-old HoHoKam village; and
- Police Museum with exhibits including a mock-up of a 1910 city street and an old jail cell.

Phoenix has an expansive park system including more than 100 parks, 100+ miles of hiking trails, 29 public swimming pools, more than 1,130 tennis courts, and the largest municipal park in the U.S. Also, the Desert Botanical Garden and Phoenix Zoo each have won international acclaim for quality and innovation.

The Phoenix area has several major spectator sports facilities including the US Airways Center and Chase Field in downtown Phoenix. In all there are six professional sports teams in the Valley as follows: Arizona Cardinals, NFL football; Arizona Diamondbacks, MLB baseball; Phoenix Suns, NBA basketball; Phoenix Coyotes, NHL hockey; Arizona Rattlers, AFL arena football; and Phoenix Mercury, WNBA basketball. Also, there are many MLB spring training stadiums in the Valley which host a total of 15 MLB franchises. Finally, the Waste Management Phoenix Open and the LPGA Founders Cup are among the professional golf tournaments in the Valley.

Phoenix is one of the most popular leisure destinations in the world with its famous sunny climate and its proximity to the scenic wonders of Arizona. The Phoenix area climate allows for a wide range of recreational activities including more than 184 golf courses and large nearby lakes which offer fishing and boating. The Grand Canyon, Indian reservations, and winter ski areas are only a few hours from downtown Phoenix. Also, lush stretches of beautiful Sonoran desert preserves extend right into the heart of the city.

For additional information about Phoenix, please visit <http://phoenix.gov>.



# THE CITY GOVERNMENT

The City Council consists of a Mayor elected at-large to a four-year term and eight Council Members elected by districts to four-year overlapping terms. The Mayor may serve two four-year terms, and Council Members may serve three consecutive four-year terms.

Phoenix was one of the first cities in the nation to adopt the council-manager form of government in 1913 through a public vote approving a new charter. Phoenix is also the largest city in the country with the council-manager form of government.

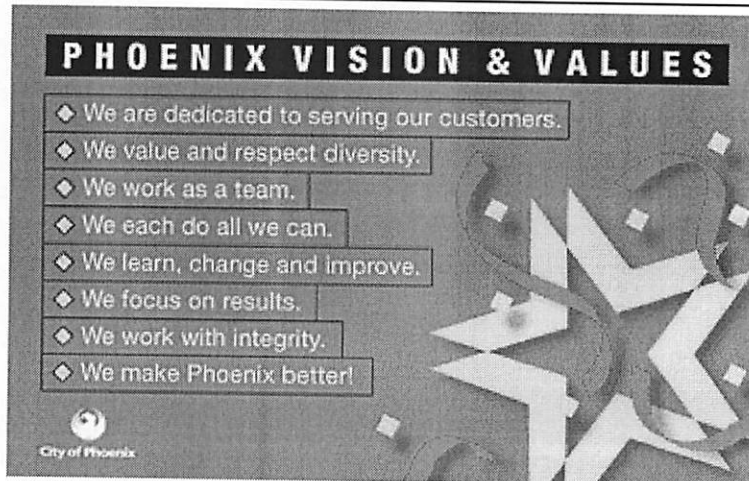
The City Manager is responsible for managing municipal operations that consist of a \$3.4 billion budget and more than 13,000 full-time employees (see City organizational chart below). The City has an Aa1 bond rating from Moody's Investors Service and an AAA rating from Standard and Poor's. These ratings are higher than any of the five larger U.S. cities. The City operates on a July-June 30 fiscal year.

The City has had a long history of political and organizational stability. For example, Phoenix has had only three City Managers in the last 34 years.

Phoenix's proactive city government has prepared for the community's rapid expansion by growing its physical and social infrastructure to keep pace with its population growth. For example, the City recently tripled the size of its Convention Center and constructed a City-owned, 1000-room Sheraton hotel to better accommodate larger, national conventions such as the November 2011 National League of Cities Conference. In addition, Phoenix worked in conjunction with other Valley cities to complete construction of a 20-mile light rail starter line. Plans are currently underway to expand the light rail system in Phoenix and several other Valley cities. Phoenix has accommodated its social infrastructure by embracing citizen involvement through Village Planning Committees, 700+ member Citizen Bond Committees, and its recent strategic planning effort.

## Strategic Plan

Based on a new set of challenges and the need for a planning document to support the budgeting process, the City recently

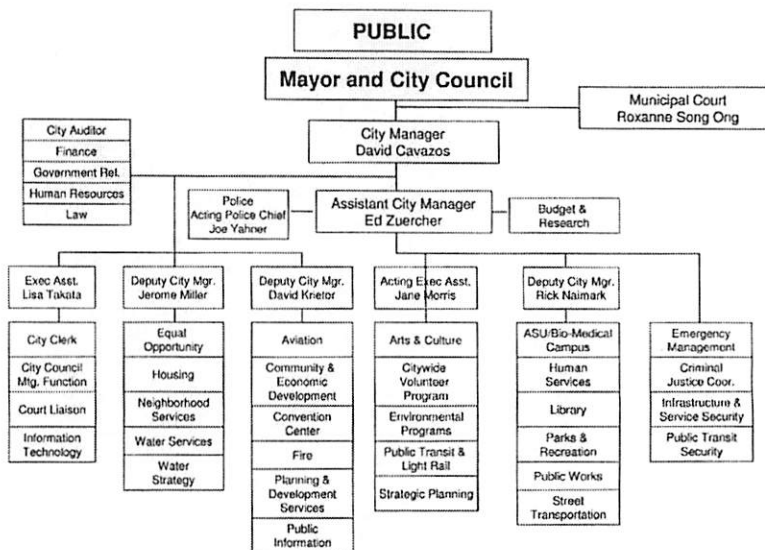


developed a new strategic plan. The plan will serve as a five-year document and will be updated annually as part of the budgeting process. The strategic plan includes the following ten policy areas: Economic Development and Education; Financial Excellence; Infrastructure; Innovation and Efficiency; Neighborhoods and Livability; Phoenix Team; Public Safety; Social Service Delivery; Sustainability; and Technology.

## Awards

Phoenix has long been recognized for having one of the most progressive city governments in the nation. Phoenix began using performance-based budgeting and other data-driven management techniques long before they were embraced by the local government management mainstream. Phoenix has been recognized for its management sophistication and community involvement efforts by many national awards

including the coveted All-American City Award which the City won for the fifth time in 2009. Phoenix received the 2009 Award for its newly developed urban education campuses (ASU Downtown Phoenix Campus and Phoenix Biomedical Campus) providing an economic boost, parks and land preservation strategies, and the City's innovative library teen spaces. The City has also received the prestigious Carl Bertelsmann Award for being the best-run city government in the world and was designated by Governing Magazine as a "best-managed city." The City has won literally hundreds of other awards and recognitions as documented on the City's website at <http://phoenix.gov/awards/>. In fact, the City's website itself received a "Sunny Award" two years in a row for exceeding transparency standards in its content by Sunshine Review, a non-profit organization dedicated to state and local government transparency.



Effective April 15, 2011

# THE PHOENIX POLICE DEPARTMENT

The Police Chief, who reports to the Assistant City Manager, leads a Department consisting of approximately 3,000 sworn personnel and 1,500 civilian employees with a \$548.3 million annual budget. In 2010 the Department responded to 95,410 incidents with an average response time to Priority I - Emergency calls of approximately five minutes. In addition to its eight precincts, the Department is responsible for providing police services to the ninth busiest U.S. airport, Phoenix Sky Harbor International Airport, and to Phoenix's Valley Metro bus routes.

The Department has been accredited by the Commission on Accreditation for Law Enforcement Agencies (CALEA) since 1986. The Department also has a state-of-the-art, full-service Crime Laboratory that is housed in a 106,000 square-foot facility constructed in 2007. This lab is accredited by the American Society of Crime Laboratory Directors/Laboratory Accreditation Board (ASCLD/LAB) and by Forensic Quality Services-International.

For additional information about the Crime Laboratory, please visit <http://phoenix.gov/police/lab1.html>.

The Police Department has implemented many successful initiatives including:

- Development of the Phoenix Neighborhood Patrol (PNP) program which includes nearly 600 Phoenix residents who patrol their neighborhoods to provide additional crime detection "eyes and ears;"
- Collaboration with the Fire Department to create the Homeland Defense Bureau which is jointly staffed by the Police and Fire Departments;
- Joint planning with the Fire Department and use of the incident command structure to provide security for large public gatherings such as sporting events and protest marches; and
- An automated system for disseminating subpoenas to Police Officers for court appearances.

The City conducts meet and confer negotiations with the Phoenix Law Enforcement Association (PLEA) which represents Police

Officers and meet and discuss negotiations with the Phoenix Police Sergeants and Lieutenants Association (PPSLA). There are no binding impasse procedures available for these negotiations; however, there is binding arbitration for grievances. Also, there are two multi-department unions which represent Police employees: the Administrative, Supervisory, Professional, and Technical Employee Association (ASPTEA) and the American Federation of State, County, and Municipal Employees AFSCME).



**POLICING PLAN**  
2011-2012

**PHX PD**

■ **Provide Exemplary Service**

- Act to prevent, suppress, and solve crimes
- Advance community policing
- Protect critical infrastructure

■ **Enhance Trust**

- Treat everyone with dignity and respect
- Strengthen internal and external relationships
- Expand community collaboration

■ **Focus on Continual Improvement**

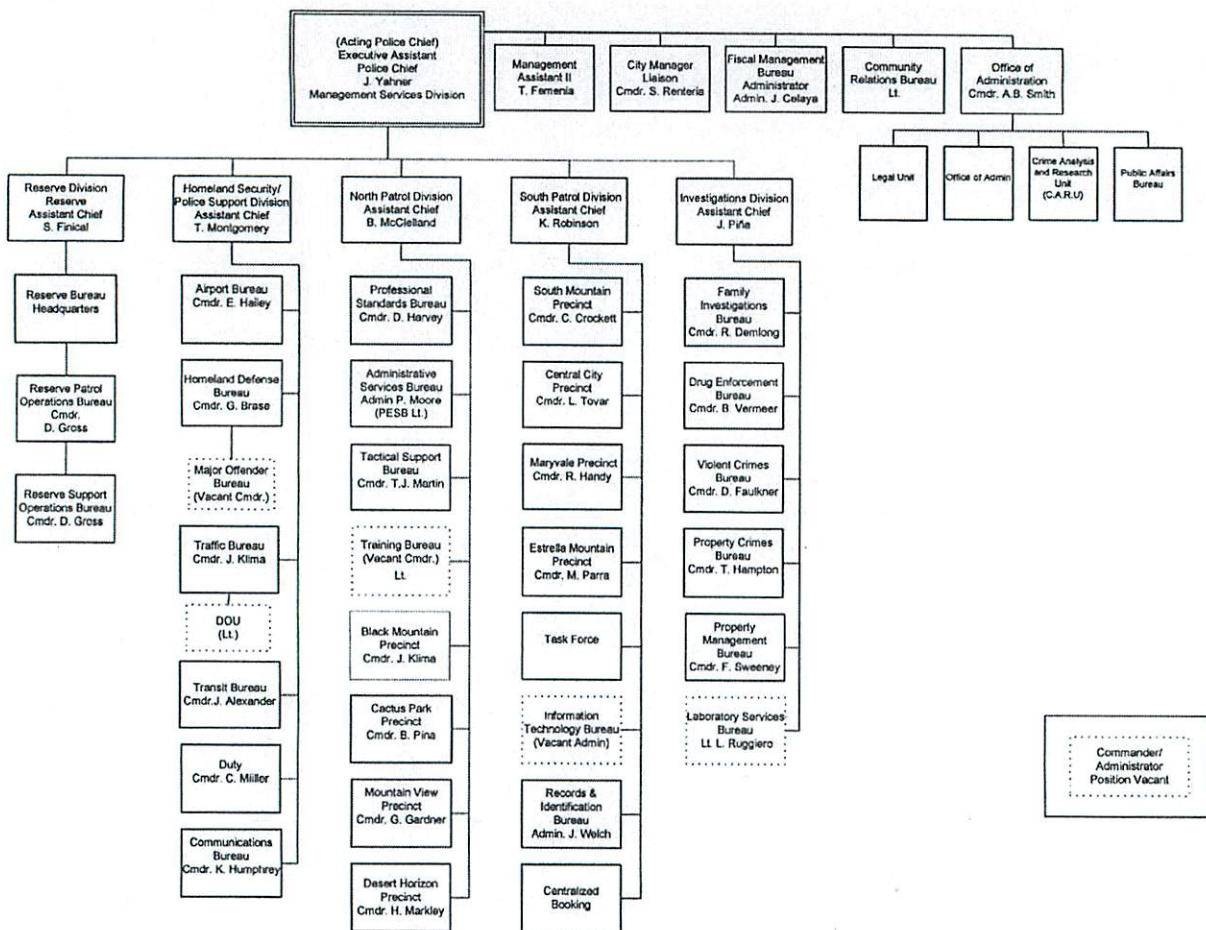
- Promote individual and organizational development
- Encourage and support innovation
- Prepare for and implement change

■ **Practice Fiscal Responsibility**

- Monitor and control spending
- Utilize resources and technology efficiently
- Plan for current and future resource needs

Strategic Management Team

# PHOENIX POLICE DEPARTMENT ORGANIZATIONAL CHART



Revised 9/19/11

Phoenix Police Department Organization Chart

Acting Police Chief Joseph G. Yahner

## ISSUES AND OPPORTUNITIES

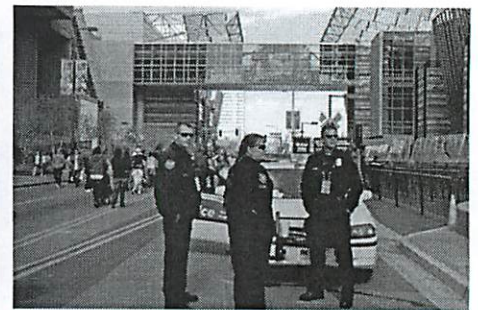
The following is a summary of the issues and opportunities to be managed by Phoenix's next Police Chief.

**Resource Allocation**—the Police Department is currently reducing in size through attrition in order to balance the City's General Fund and its dedicated public safety sales tax funds that have been hard-hit by the economic recession. The City Council's current adopted policy provides for the Department to reduce in size through attrition until 2014, when hiring will begin again. The Police Chief needs to be able to work in an environment of constrained resources to creatively and collaboratively assign resources to meet community needs.

**Management/Employee Relationship**—the City of Phoenix places a high value on cooperative relationships between management and employees. The Police Department has two sworn and two civilian unions and associations representing its employees. The Police Chief needs to have a collaborative relationship with employee unions and associations.

**Efficiency Report**—a consultant study, completed in April 2011 called for reallocating and/or eliminating up to 700 Police positions through various changes including revising the work schedule from a 4/10 to a 5/8 work week for field personnel. The Police Department has been working on a comprehensive review of each of the 60 recommendations (including soliciting community feedback) to determine how, and if, each one can be implemented in light of the city's community policing goals. The Department has already implemented some of the minor recommendations in the report. The new Chief will need to see this process through to its completion and develop an implementation plan on the report's major recommendations.

**Relationship with the Community**—after some recent high profile incidents, City and Police management have been working to ensure that the Phoenix Police Department is known for treating all people with dignity and respect. The City Manager recently established a Community Engagement and Outreach Task Force consisting of a cross-section of community



representatives and City and Police Department representatives that developed recommendations related to officer training, communication, community policing, and public outreach to address community concerns. Several of the Task Force's recommendations have been implemented and been well received by the community. The next Chief needs to build upon this effort to build long-term relationships between the Police Department and the City's diverse communities. Also, the Chief needs to be personally engaged with all facets of the community to assist in further building trust in the Department.

*Community-Based Policing*—the Department has implemented several community-based policing strategies including the PNP program which has grown by nearly 50 percent in the last twelve months. Other community-based policing programs currently in place include the use of Community Action Officers and Neighborhood Enforcement Teams as well as keeping field personnel in the same beat area longer so they become more familiar with their neighborhood. The Chief needs to build upon these efforts to expand community-based policing and ingrain this as a Department-wide philosophy.

*Technology*—the Department is in the early stages of a three-year project to implement a new \$15 million records management system. In addition to providing guidance on this project, the next Police Chief needs to oversee evaluation of other possible technology improvements including use of an e-Citation system and creating better integration with the prosecutor and court computer systems. Creative use of social media technologies to engage the community is also a priority.

*Data-Driven Decision-Making*—the Department uses a targeted enforcement approach of analyzing geographic crime data to deploy resources. There is a need to continue to become more sophisticated in using data to make resource allocation and deployment decisions.

## City of Phoenix, Arizona



## JOB REQUIREMENTS

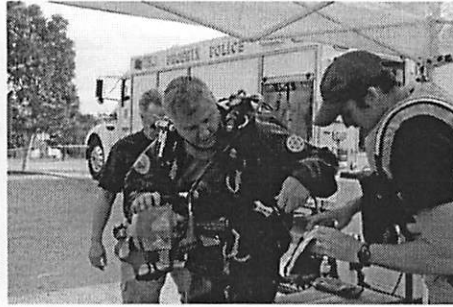
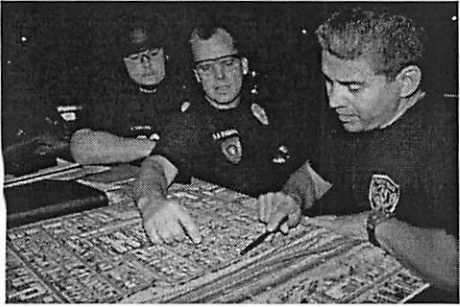
*The following are the minimum job requirements.*

**Experience** -- ten years of experience in modern police work which has afforded progressively responsible experience in a variety of police functions including major command responsibilities supplemented by formal training in police administration and scientific methods of crime detection.

**Education** -- a bachelor's degree in a related field; in addition, must meet State law enforcement certification requirements.

### *Desired Professional and Personal Attributes*

- Proven ability to work collaboratively with employee unions;
- Track record of developing and implementing programs that improve relationship between Police Department and diverse communities;
- Utilizes outstanding human relations and communication skills to engage and communicate effectively with all stakeholders—someone who is approachable with good listening skills;
- Track record of utilizing community-based policing as the preferred method of addressing community public safety needs;
- High level of community visibility and engagement while respecting the community leadership roles of the City Council and the City Manager;
- Visionary who uses consensus-building skills to resolve complex problems and issues;
- Creative, innovative, and "thinks outside the box,"
- Be visible within Police organization and foster atmosphere of positive employee relations;
- Ensure that personnel actions are fair and consistent;



- Ethical person with highest standards of personal and professional integrity;
- Technology savvy with experience overseeing state-of-the-art technology improvements;
- Experience using data-based decision-making tools to allocate resources more efficiently and effectively;
- Experience in large urban areas either with the central city or large suburbs that experience urban issues a plus;
- Be a balance of both a manager and a leader;
- Experience with border issues including human and drug trafficking a plus;
- City organization team player who partners with other departments and expects the same of his/her staff; and
- Experience providing Police services to a major airport and transit system a plus.

## COMPENSATION AND HOW TO APPLY

The salary range for the position is \$131,225 - \$206,569 with the starting salary negotiable depending on the selected individual's qualifications and match with the desired attributes being sought by the City.

The City has an excellent benefit package that includes:

- Arizona Public Safety Personnel Retirement System — employee contributes 8.65 percent in 2011-12 and 9.55 percent for 2012-13 of total wages and City's contribution is based on actuarial need;
- Health, dental, long-term disability, and life insurance (1.75 times annual salary and \$100,000 on-duty) and free personal counseling service;
- Annual personal and educational leave with additional leave for new executives plus 11.5 paid holidays;
- Transportation subsidy of \$435 per month or assigned vehicle plus free public transportation;
- Communications allowance of \$100 per month;
- City contribution of 9.6 percent of gross salary to deferred compensation plan; and
- Management development fund of \$2,006 annually.

The City will pay reasonable and customary relocation expenses for the next Police Chief who will be required to live within the Phoenix city limits.

This position will remain open until filled. The first review of applications will occur on **December 9, 2011**. In order to be considered for this position, please send your resume and cover letter with current salary to [slavin@bellsouth.net](mailto:slavin@bellsouth.net). For additional information about this job, please contact either:

Mr. Robert Slavin  
President  
Slavin Management Consultants  
3040 Holcomb Bridge  
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770-449-4656 (phone)  
770-416-0848 (fax)  
[slavin@bellsouth.net](mailto:slavin@bellsouth.net)  
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AN EQUAL OPPORTUNITY RECRUITER/EMPLOYER



## City of Phoenix, Arizona

