

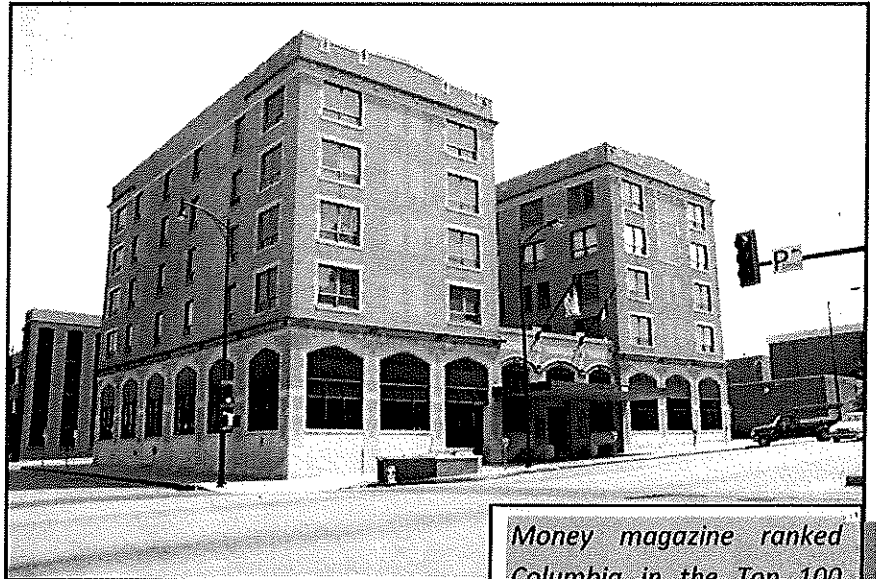
# The City of Columbia, Missouri

Invites Qualified Candidates to Apply for

## POLICE CHIEF

**ABOUT COLUMBIA** – Columbia, home to the University of Missouri, has a population of 100,000 and is strategically located on Interstate 70 halfway between St. Louis and Kansas City. Columbia is consistently listed among the top US cities by national magazines and organizations for its well-educated workforce, positive economy, low cost of living and overall superior quality of life. With the area's consistently lower cost of living, it takes less income to maintain a comfortable lifestyle compared to most other areas of the country. Columbia is the county seat for Boone County.

Columbia's positive attributes have resulted in its steady population growth of 1.5 to 2 percent annually. Columbia currently encompasses 59 square miles. However, its corporate limits have increased in recent years through aggressive annexations, and additional annexations are anticipated.



*Money magazine ranked Columbia in the Top 100 Best Places to Live in its 2006 study that looked at factors including housing, student test scores, air quality, commute time and health of residents.*

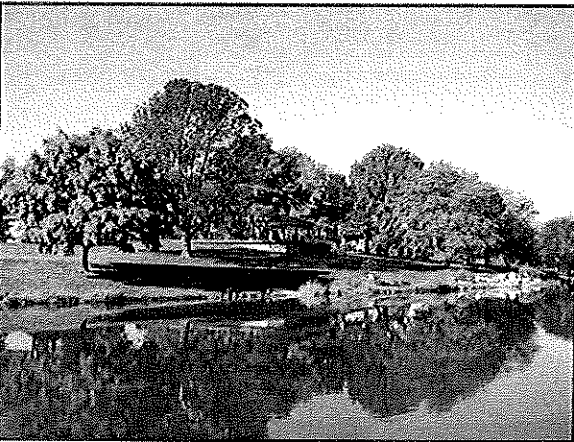
**ECONOMY** - The Columbia area has a vibrant economy anchored by the University of Missouri campus with nearly 30,000 students. The University of Missouri is one of only six public universities in the country with medicine, veterinary medicine,

law, agriculture and engineering all located on one campus. It is home to the nation's largest University-based research reactor, the largest producer of radioisotopes for the diagnosis and treatment of cancer.

### HISTORY

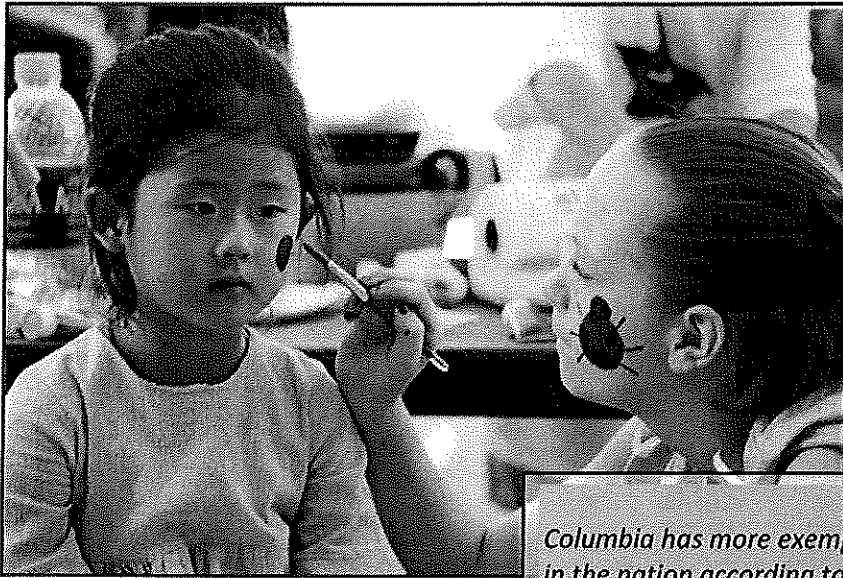
The area that is Columbia today was once called Smithton. Due to a lack of water, the settlement was moved east, across the Flat Branch Creek and was renamed Columbia in 1821. Columbia was incorporated in November 1826.

*For additional information about Columbia and its Police Department, please visit [www.gocolumbiamo.com](http://www.gocolumbiamo.com).*



*Expansion Management magazine rated Columbia a five-star city in its 2007 Quality of Life Quotient. Measured against 362 other MSAs, Columbia fared well in traditional quality of life indicators as well as the quality of its:*

- public schools
- adult education levels
- lower crime rate



**EDUCATION**

The Columbia Public School District has four high schools, three junior highs, three middle schools and twenty elementary schools. There are 17 private schools in Boone County.

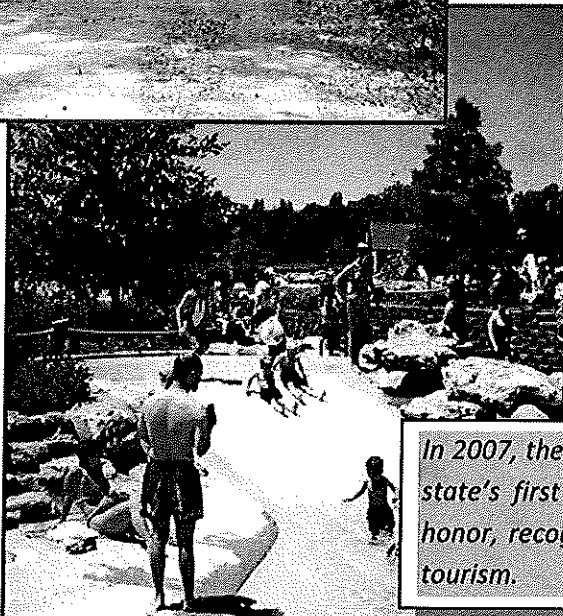
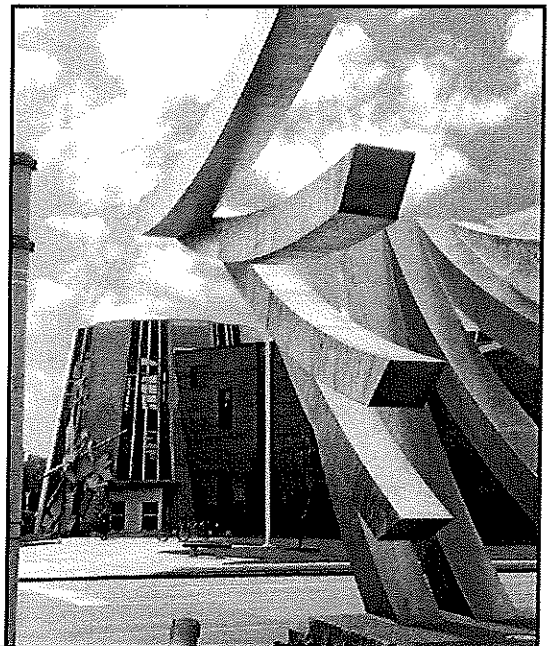
*Forbes* magazine ranked Columbia 11th in its 2008 Smartest Cities in America study, based on education levels of residents in the Columbia metro area.

*Columbia has more exemplary public schools per capita than any city in the nation according to the U.S. Department of Education.*



**RECREATION**

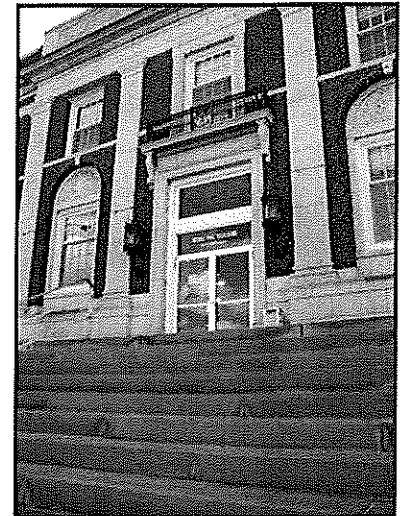
Recreation opportunities abound in Columbia. The City owns more than 2800 acres of parks and open space including 2 golf courses. There are 3 swimming pools including an indoor pool at the City's new state-of-the-art Activity and Recreation Center. In addition, there are 44 miles of trails in the Columbia area many of which are hard-surfaced. Also, Columbia accesses the Katy Trail which is the longest rails-to-trails project in the United States. Finally, Columbia has recently received \$25 million of federal funding to build additional trails.



*In 2007, the Governor and the Missouri Arts Council named Columbia the state's first ever "Creative Community." The designation, a statewide honor, recognizes economic impact via the arts and success of cultural tourism.*

**THE CITY GOVERNMENT** – Columbia was incorporated in 1826 and has operated under the council/manager form of government since 1949. The City Council consists of a Mayor elected at-large and 6 members elected from wards. All Council Members including the Mayor are elected for staggered terms of 3 years. The Council appoints a City Manager who is responsible for managing municipal operations that consist of a \$370 million budget and 1250 FTE's (see City organizational chart below). In addition to traditional municipal services, the City has an electric utility, a regional airport and a short-line railroad. The City has received more than 20 awards in the past 3 years.

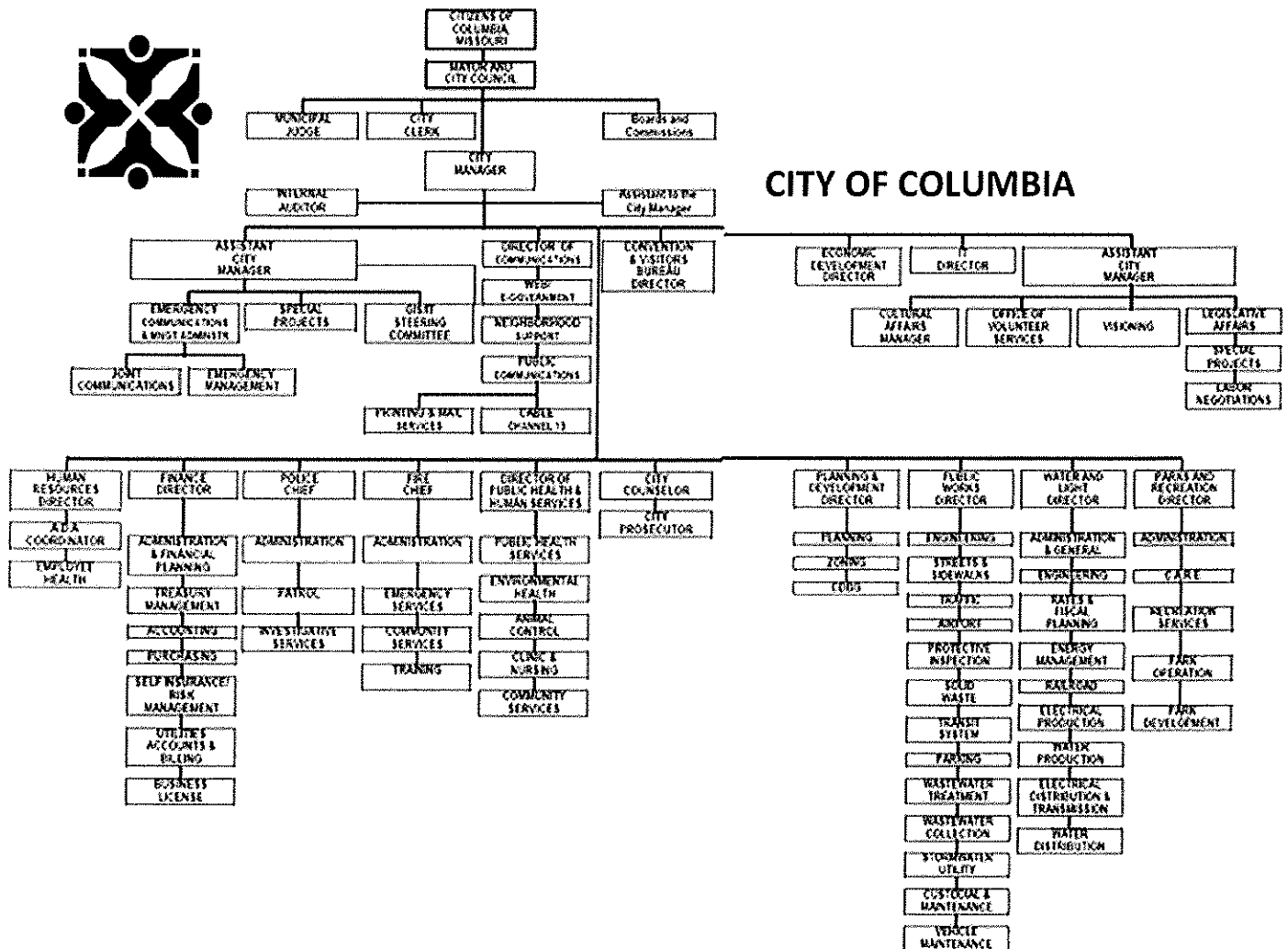
City Manager Bill Watkins has worked for the City of Columbia as either City Manager or Assistant City Manager for nearly 13 years. Prior to that experience, Mr. Watkins worked for the Regional Economic Development, Inc. (REDI) in Columbia for 7 1/2 years and held city management and economic development positions with several jurisdictions in other states. Mr. Watkins has been Columbia's City Manager for nearly 3 years.



The University of Missouri has one of the largest and best Schools of Journalism in the country. As a result, the City of Columbia is covered by 2 daily newspapers, 3 television stations and 2 radio stations. Therefore, there is a need for the City to be transparent in its dealings with the community and news media and for all department managers to build strong relationships and be responsive to the news media.

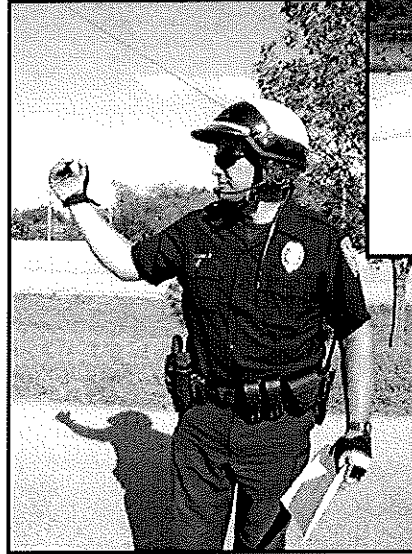
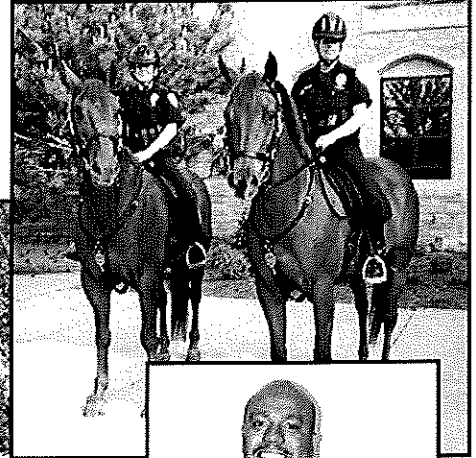


## CITY OF COLUMBIA

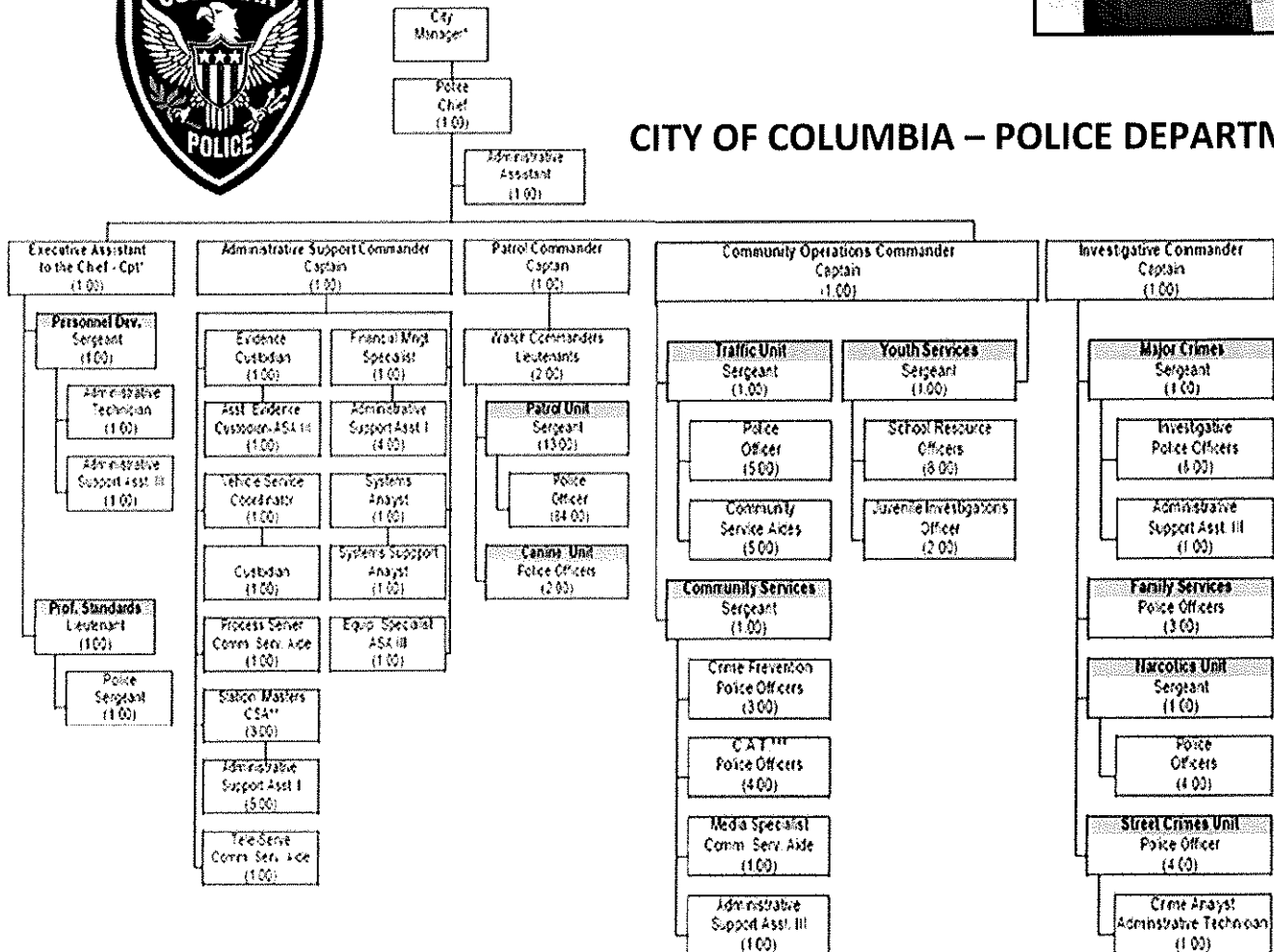


**THE POLICE DEPARTMENT** – The Police Chief who reports to the City Manager leads a Department consisting of 156 sworn officers and 31 civilian employees and a \$19 million budget. The following are some of the primary characteristics of the Police Department:

- Highly educated workforce with approximately 90 percent of its employees possessing at least a Bachelor's degree;
- Effective and popular Citizens' Police Academy (CPA) which is offered twice annually as well as a CPA for business owners;
- A recently established Professional Standards Unit that reviews and publishes internal and external complaints and compliments about Police employees;
- Innovative Street Crimes Unit that targets and arrests violent criminals; and
- A "meet and confer" process for union negotiations that includes non-binding mediation and fact-finding.



## CITY OF COLUMBIA – POLICE DEPARTMENT



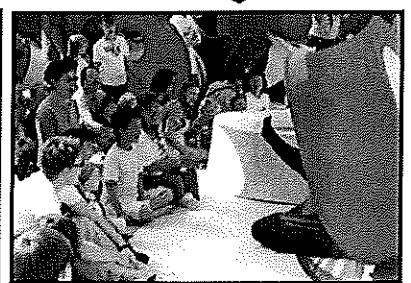
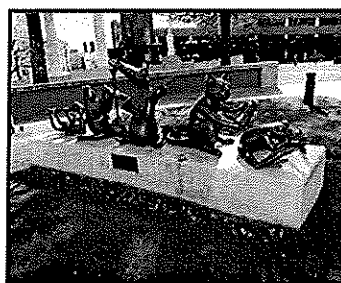
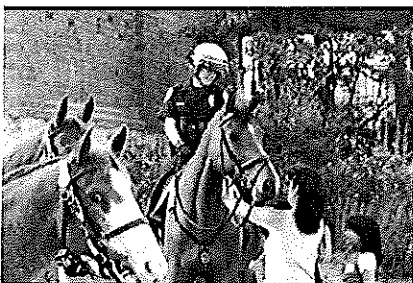
**ISSUES AND OPPORTUNITIES** – The following is a summary of the issues and opportunities to be managed by Columbia's next Police Chief.

- There is a need to build internal morale and trust within the Department and to enhance the Department's ethical standards.
- There is a need to build better external relationships especially with minority communities and the news media.
- Several years ago, the Police Department embarked on a community policing project in the First Ward that was very well received by the community. However, the Police Department terminated this project. Both the City Manager and the community would like the Department to develop and implement a more comprehensive community policing program.
- The Police Department is currently developing a strategic plan. The plan will not be completed without input from the next Police Chief. One of the issues to be addressed in the plan is for the Department to become more data-driven in its decision-making processes.
- After lengthy study, a Citizen Oversight Committee has recommended that the City establish a Civilian Review Board for the Police Department. The Committee was established due to several use of force incidents and a perceived lack of Police Department responsiveness to the community. The City Council will be considering this matter in the near future.
- The Police Department's information technology systems need to be upgraded particularly in the areas of producing better management information and in improving the effectiveness of the laptop computers in police cars.
- Additional collaboration and teamwork is required between the Police Department and other City Departments, particularly the City Attorney's Office.
- The Department's hiring and promotion processes need to be upgraded.
- City management is interested in having the Police Department seek CALEA accreditation.

*The mission of the Police Department is to reduce crime and improve public safety by enforcing the law, solving problems, and encouraging citizen responsibility for community safety and quality of life.*

**Values**  
*To succeed in our mission we uphold these values:*

- *We demonstrate integrity in all actions. Because freedom and justice depend on law enforcement being carried out by people with high integrity.*
- *We treat all people with respect. Because responsibility and involvement can only be encouraged in those whom we treat with respect.*
- *We create partnerships. Because lasting solutions require identifying and solving problems with the community we serve...and we will never forget that we are here to serve.*



**JOB REQUIREMENTS** – The following are the minimum job requirements.

- Experience-- 4 years of command level law enforcement experience.
- Education-- Bachelor's degree in Criminal Justice, Police Administration or a related field supplemented by substantive training/education in management/administration. Must be technically current and meet State law enforcement certification requirements.



*Desired Professional and Personal Attributes*

- Collaborative team-player and change-agent with proven ability to increase rapport and trust within Department and between Department and community;
- Ability to instill a high sense of ethical values and behavior in Department workforce;
- Utilizes outstanding communication skills to make Department more transparent in its actions both internally and externally;
- A visionary leader who emphasizes long-term needs and outcomes and uses strategic planning and data-based decision-making;
- Experience in implementing a community policing program is desirable;
- Demonstrated ability to motivate, reward and hold staff accountable;
- Experience in CALEA accreditation process and working with labor unions is a plus;
- Strong intergovernmental relations skills with ability to work effectively with area law enforcement agencies and public school system;
- Ability to promote diversity within Department and to work with a diverse community;
- Good financial management and budgeting skills; and
- Must be technically current and meet State law enforcement certification requirements.

**COMPENSATION**

Highly competitive compensation package with beginning salary negotiable dependent on the selected individual's qualifications and match with the desired attributes being sought by the City.



The City will pay reasonable and customary moving expenses for the next Police Chief and the Chief will be required to live within Columbia's city limits.



**To Apply:**

This position will remain open until filled. Please submit your resume, cover letter and current salary to:

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 Norcross, Georgia 30071

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