



New Police Station

# POLICE CHIEF

Salary Range \$116,000 - \$162,400

Apply by Friday, February 2nd

## ABOUT THE POSITION

The City Manager is looking for a Police Chief with proven success building Public Safety teams to lead the department for several years into the next decade!

The City Manager is looking to create a culture of 'customer service' where residents and staff take great pride in City leadership. He and Senior Management seek a Police Chief who can collaboratively build a strong customer-service culture within the department. Developing and promoting *efficient government* through organizational change will require Personnel, Resource and Financial Management skills.

Success will rely heavily on interactions and working relationships with residents, neighborhoods, and neighboring departments, collaboration and mutual-aid.

## BACKGROUND

At the center of the Valley of the Sun, the city's hometown atmosphere with all the excitement of metropolitan living makes El Mirage the place to be. Minutes away from an array of professional sports venues, high-end retail outlets, and some of the best golf courses in the United States, the City's 35,000 residents enjoy the best of small town & big city life.



City of  
**EL MIRAGE**

Arizona

*GRAND HERITAGE, BRIGHT FUTURE!*

**POLICE CHIEF**

## HISTORY

El Mirage...from the Latin, “mirari.” or mirror, something of wonder, something to be amazed at.

First home to the ancient Native American culture, the **Hohokam**, the City’s heritage dates as far back as **300 BC**, when these ancestors migrated north out of Mexico. The Hohokam occupied a large region of south-central Arizona, roughly from Flagstaff to the Mexican border and were widely regarded as the most skillful irrigation farmers in the Southwest. The ingenious Hohokam developed an elaborate irrigation network using only stone instruments and organized labor. They were commonly known as the “**Canal Builders.**” In 1867, most of the Hohokam canals were retrenched and used for modern farming.



After the **Desert Land Act of 1877**, El Mirage served as the impetus for exploring arid and semi-arid public lands for agricultural development in the Western United States. The City’s level plains covered with desert vegetation brought seasonal workers to grow roses, cotton, onions, and other crops that helped define the Northwest Valley. Federal irrigation projects constructed in the 20th century provided a more consistent and assured water supply throughout the Valley of the Sun for agriculture. Dam completions specifically harnessed the Salt and Agua Fria rivers and attracted farming families whose eventual need for homes, schools, and commerce assured the City’s place in history.

Arizona became the 48th state in 1912 when George P. Hunt, walked from his hotel in Washington D.C. to the Capitol building to watch President Taft sign **Arizona into statehood**. Mr. Hunt had refused to ride in a carriage, because he wanted to show that Arizonans were a breed of tough, independent people who took care of themselves and thrived under any conditions.



Since the City’s incorporation in 1951, El Mirage is transcending its rural, agricultural beginnings, to emerge as a diverse urban community of **more than 30,000 people** from various geographies and ethnicities.

## GEOGRAPHY / DEMOGRAPHICS

El Mirage is a livable, modern city at the crossroads—literally and figuratively of the Old West and new Urban environments. The City lies on the northwestern edge of the sprawling **Phoenix Metropolitan Area** – within the **Valley of the Sun**, accompanied by more than 30 other local governments. Major professional sports franchise and wide variety of shopping areas are within a 30-minute drive, with dozens of recreation areas and national parks within just a few hours.



Phoenix Metropolitan Area

Our small-town feel, affordable housing and proximity to downtown Phoenix attracts entrepreneurs seeking expansion into new markets, retirees looking for a slower-paced community and young working families looking to make start.

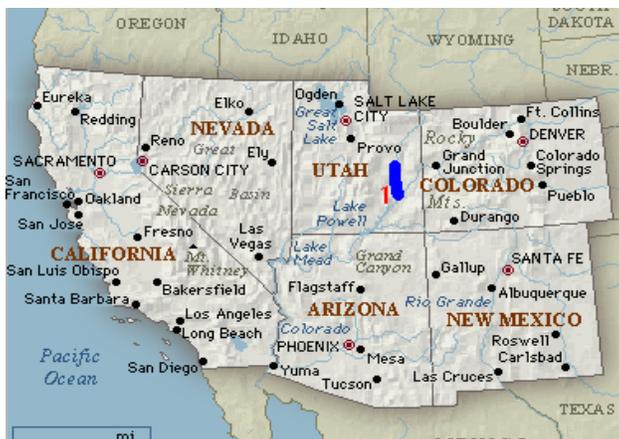
The City covers nearly **10 square miles**, enclosed to the north by the U.S. Highway 60 and the Northern Parkway corridor to the south. To the east lies the **Agua Fria River**, a 120-mile long intermittent stream that discharges into the Gila River – part of the Colorado River system.



Agua Fria River

POLICE CHIEF

El Mirage is 40 minutes from the **Sky Harbor International Airport** – with over 43,000,000 passengers per year. **American, Southwest, Delta, Mesa and United Airlines** each provide direct access to Atlanta, Chicago, Dallas / Fort Worth, Denver, Los Angeles, Minneapolis, Salt Lake City, Seattle, and Washington National.



Major destinations within driving distance:

*Phoenix (30 min) Scottsdale (30 min) Sedona (90 min)  
Grand Canyon (3 hrs) Las Vegas (4 hrs) San Diego (5 hrs)  
Los Angeles (5 hrs) Rocky Point, Mexico (3 hrs)*

## POPULATION

According to the 2010 US Census Bureau, 35,043 people call El Mirage home. The City has a total area of 9.9 square miles (26km<sup>2</sup>), 9.7 sq/mi of which is land and 0.2 square miles of which is water or dry river bed. There are an estimated 9,907 households & 11,324 housing units available. The population density is 3,170 people per square mile.

Population by Age	
Age	%
<5	9.2
5-17	23.5
18-24	10
24-34	17.6
35-44	13.5
45-54	10.7
55-64	7.5
65+	10.3

Source: U.S. Census

## ETHNIC COMPOSITION

In 2010, of the 9,907 estimated households and 10,132 families living in El Mirage, the racial makeup of El Mirage is 48.7% Hispanic, 40.7% White, and 6.1% African American, 5% of other ethnicities.

## MEDIAN INCOME

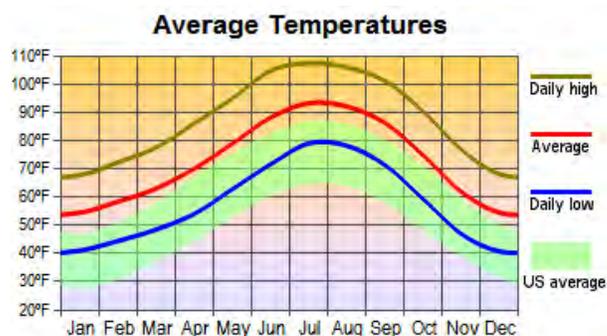
In 2015, the median household income in the city was \$49,504, and the average household income was \$50,326. About 19% of the population lives below the poverty line.

## COST OF LIVING

El Mirage has some of the most affordable real estate in the Phoenix Metropolitan Area. The **median price of a home in El Mirage is \$108,300** – less than ½ of the median house price for a home in the Phoenix-metro area is \$242,100. Nearly 10% of the city's 11,324 housing units are available.

## AGE DISTRIBUTION

36% of the population falls under 18 years of age while 6.5% are over 65 years of age. 39.9 % of the population is over 35 years. Median age: 29.7 years.



## CLIMATE

El Mirage gets **9" of rain per year** - well below the US avg. of 39", and 20 days of measurable precipitation. On average, El Mirage experiences 297 sunny days annually, with mid-summer high temperatures around 105° and a mid-Winter low temperature of 41°. Avg. annual snowfall in El Mirage is 0 inches – while the average US city is the 26 inches.

El Mirage (Phoenix) also rests in the Basin and Range below the Transition Zone – (Arizona's Central Highlands) and the Colorado Plateau. Phoenix's 'monsoon' season arrives in late June and lasts through September, and is known known for its high temperatures, thunder and dust storms.

The pollution index in El Mirage is 20% better than the national average.



New City Hall



New Fire Station

**Public Safety and Recreation** have been the focus of voter-approved bonds in recent years. As a result, the City has ambitiously constructed state-of-the-art facilities, including: **NEW City Hall**, **NEW Police Station**, **NEW Fire Station** and **NEW Recreation Center** (operated by the NW Valley Family YMCA).

These ambitious projects address the significant community needs spurred by the influx of new residents and businesses. In fact, the City’s population has more than quadrupled in the last decade, and City leaders are committed to keep pace with such growth with sound financial management.

## COMMERCE

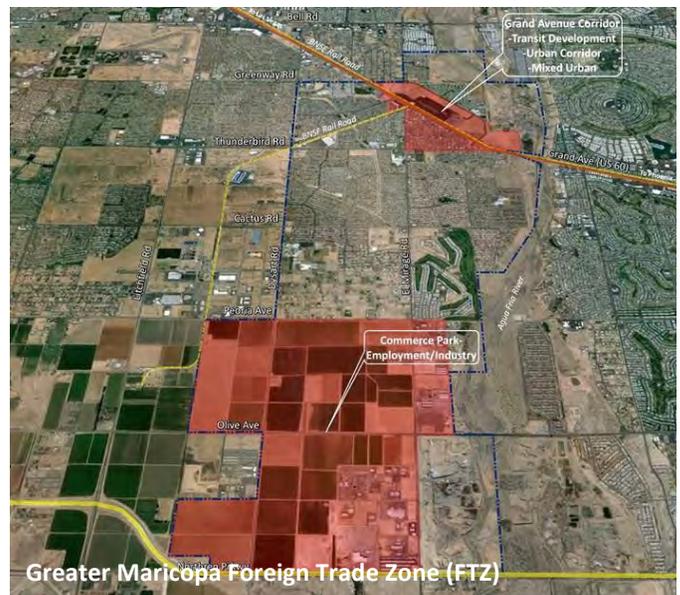
Retail expansion in El Mirage is an important and significant economic driver due to its potential for creating jobs, attracting new visitors and residents and growing tax revenue. In recent years, several new retailers – most representing national chains – have located to El Mirage including, **Valero**, **AutoZone**, **Goodwill Industries**, **Burger King**, **Subway**, and **Enterprise Rent-A-Car**.

Regional cooperation and planning are important to growing the local economy. The City is a member of the

regional planning **Maricopa Association of Governments** (MAG), **Greater Phoenix Economic Council** (GPEC), **WEST-MARC** (Western Maricopa Coalition), and **Surprise Area Chamber of Commerce**.



El Mirage’s participation in multi-city collaboration also aims to enhance regional transportation. The City is in the midst of **\$54,000,000** in infrastructure and roadway improvements including the **Northern Parkway** corridor. This project will provide access to the Loop 303 and connect to Interstate 10 and Interstate 17. City leadership is focused on redevelopment, new commercial / industrial economic growth to offer the best services and programs to residents and businesses.



El Mirage is also part of a multi-jurisdictional effort known as the **Greater Maricopa Foreign Trade Zone (FTZ)** - a government designated 1600-acre site located in the city’s commerce / industry park – at the City’s southern end – at the Northern Parkway transportation corridor. The FTZ is important to the City for foreign and domestic goods storage, assembly, and exhibition for sale exempted from U.S. Customs duties and excise taxes. The FTZ is an integral part of future business development.



New Commercial Center

Construction, manufacturing, mining, fabrication and agriculture are the primary employment sectors in El Mirage. Local companies include a **Burlington Northern Santa Fe Railroad (BNSF)** vehicle distribution center for automobiles, **Cemex** (a mining operation), **Forterra Pipe & Precast** (a concrete pipe manufacturer) and **Goodfellow Crushers** - a new mineral extraction equipment fabricator, **Wal-Mart**, and the **Dysart Unified School District**.

#### INDUSTRY (RANKED BY EMPLOYMENT) IN EL MIRAGE

Industry	Count	Share
Education, health care & social assistance	2,852	20.3%
Retail trade	1,890	13.4%
Professional, scientific, & administrative services	1,820	12.9%
Arts, entertainment, food & recreation services	1,531	10.9%
Finance, insurance & real estate	1,339	9.5%
Construction	1,115	7.9%
Public administration	874	6.2%
Manufacturing	811	5.8%
Transportation, warehousing, & utilities	637	4.5%
Other services, except public administration	531	3.8%
Wholesale trade	394	2.8%
Information	192	1.4%
Agriculture, forestry, fishing, hunting, & mining	93	0.7%

Source: American Community Survey, AZ Com Authority.

El Mirage is mere minutes from **Luke Air Force Base (AFB)**, USAF's largest fighter pilot training facility in the world. The City proudly celebrates and supports the men and women of **Luke Air Force Base** and their mission —many of Luke's personnel call El Mirage home.



## FORM OF GOVERNMENT

The City of El Mirage is a General Law City (no charter) governed by a Council-Manager form of government. The City's 7 elected officers include the Mayor (directly elected) and 6 at-large Council members.

Mayor Lana Mook (7th year), Vice-Mayor, Bob Jones (3rd year), and Council members Roy Delgado (15th year), Anita Norton (2 months), Jack Palladino (7th year), Lynn Selby (7th year), David Shapera (9th year). Mayor and 3 Council seats are up for election in 2018.

The professional backgrounds of the Council and Mayor include: *Health Care Management, Retail Sales, Oil Industry Management, Therapeutic (Horse) Riding Instruction, Law Enforcement, Accounting & Financial Counseling & Postal Carrier.*



## ORGANIZATION STRUCTURE

The City Manager reports directly to the 7-member City Council and exercises all powers & duties delegated to him / her by ordinance and statute to create / enforce administrative procedures for the orderly administration of the City. The City Manager is also responsible for managing more than 166 full-time employees with 9 direct reports, and is the final decision-maker regarding the hiring, discipline and termination of employees.

Police and Fire Chiefs and 5 additional departments report directly to the City Manager.

POLICE CHIEF

## MUNICIPAL SERVICES

In its 66-year history, the City takes great pride in offering near full-services with a FY2017 General Fund revenue of almost \$20 million, and combined ad valorem tax rate of \$3.63 per \$100 assessed valuation. General and Enterprise funds support the following departments:

### (under the direction of the City Council)

- **City Court** includes court staff and the Presiding Judge who is responsible for adjudicating violations of all municipal traffic, misdemeanor and civil laws and city codes.
- **City Attorney** provides legal advice to Council & Staff.
- **City Manager** manages all municipal departments.

### (under the direction of the City Manager)

- **City Clerk** custodian of official City proceedings, ordinances, resolutions, deeds, contracts, official meeting minutes, manages municipal elections, prepares / posts agenda packets & public notices. Also serves as City Treasurer.
- **Intergovernmental and Public Relations** manages communication tools for Council and City Management with state, local & federal governments, Legislature & other agencies. Prepares City newsletters, press releases, grant writing.
- **Human Resources** manages recruitment, classification and compensation, employee relations and benefits, leave program, worker's compensation, safety training, wellness, policy compliance. Manages the AZ Municipal HealthTrust. HR Manager currently serves as the Interim HR Director.
- **Engineering & Community Services** Three divisions: **Engineering** (design & approval of capital projects, capital improvement plan, subdivision and development infrastructure review), **Planning and Zoning** (current and future city limits and land development per General Plan), and **Community Services** (Senior Center).
- **Information Technology Services** manages computer network (hardware & software) and telephone systems.
- **Police** (details below)
- **Fire** - an all-hazards department providing fire suppression, emergency medical services, hazard mitigation, fire prevention and investigations, public fire safety education, fire and building plan review and inspections, and other emergency and non-emergency services from one fire station.

### (under direction of 2 Deputy City Managers)

- **Economic Development** planning assistance, business attraction, retention, and redevelopment.

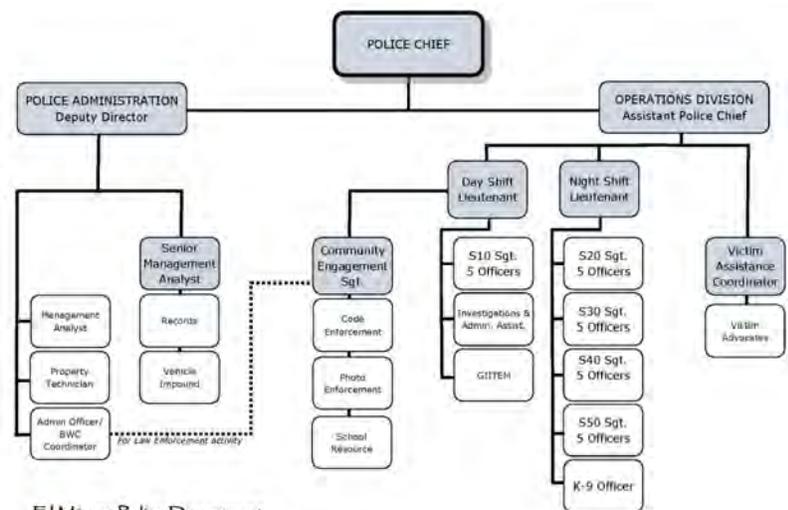
- **Finance** responsible for the management of assets, all cash collections and disbursements, payroll processing and administration of the employee benefits programs.
- **Public Works** includes Parks and Recreation, Mechanics and Fleet Maintenance, Street & Building Maintenance, Parks & Grounds, Facilities Maintenance, Streets, Water, Sanitation, Wastewater & Customer Service billing.



Department Officers post-Torch Run

## ABOUT the POLICE DEPARTMENT

Police has an annual operating budget of \$ 7,349,500 -32 % of the City's General Fund Budget. The Police Chief is responsible for managing department employees and is the initial decision-maker for the hiring, discipline and termination of employees. The Police Chief directly manages 2 divisions: *Operations and Police Administration* in a single facility. There are 61 employees (43 FT sworn uniformed officers, 15 FT non-sworn, and 3 PT non-sworn).



El Mirage Police Department  
Organizational Chart

Updated: November 1, 2017



## SERVICE LEVELS & STATISTICS

### Police Levels of Service (2017)

FY17-18 Budget	\$7,349,500
% City General Fund Budget	32%
Dispatch Contract City of Tolleson	\$455,000
<u>Personnel</u>	
# Total Staff/ # Sworn	58/43
# non sworn/ # PT	15/3
# Command Staff	1 Chief / 1 Asst. Chief 1 Deputy Director 2 Lieutenants

### ABOUT the POLICE DEPARTMENT (cont'd)

The **Operations Division** includes Investigations, Patrol, Community Engagement, Photo Enforcement, School Resource, and Victim Assistant Unit. The **Administration Division** includes Management Analyst, Property, Records, Vehicle Impounds and body worn camera program. The **Code Enforcement Section** has a budget of \$311,000 and consists of 4 non-sworn officers who report to the Community Engagement Sergeant within Operations.

The Police and Fire Departments also have a unique working relationship due to their respective roles in the development processes. The **Police Department** provides *Code Enforcement* services for all building and property code matters. The **Fire Department** provide *Building Plan Review, Permits and Inspections* as well as limited code compliance matters. This partnership enables greater public safety standards and impact through crime prevention thru environmental design (CPTED) and insure building safety standards.

Dispatch is provided by City of Tolleson under a \$455,000 contract annually. The City participates in **Mutual Aid** with area law enforcement agencies.

The tables to the right summarize department calls for service and resources (*contact Department for more information*)

### Calls for Service

*Jan-Nov 2017*

Total Calls / Avg. Calls per Month	24,746/ 2,250
Police Calls	11,129
Citizen Calls	13,617
Felony Person Crimes	53
Felony Property Crimes	602
Traffic Accidents	541
Domestic Violence	260

### Department Resource Allocation (2017)

# Patrol Squads/day	5
# Detective Squads	1
# of Explorers	15
<u>Certificates</u>	
General Purpose Police Rifle (GPR)	22
Phlebotomist	3
Crisis Negotiator	4
Motor Officer	2
Drug Recognition Expert (DRE)	1
School Resource Officer	1
K-9 Dog	1

## OPPORTUNITIES & FUTURE CHALLENGES

With national searches currently underway for Fire Chief and City Manager, the environment will provide a tremendous opportunity for the new Police Chief to be successful in building and maintaining a professional Police Department. A highly-dedicated management team awaits the new Police Chief.

Expected opportunities & challenges are listed below:

**Council–Manager–Staff Relationship** - The City Council members and City Manager are dedicated public servants with a passion for good governance. They are looking forward to working with a new Police Chief who brings innovation, professionalism, open/honest communication and innovation to the department.

**Recruitment, Selection & Retention** - The City competes with 30 local governments to attract and retain highly-dedicated staff, but does not compete well financially. The Police Chief will need to exhibit skilled leadership to recruit, select, train, & retain high-quality, experienced law enforcement professionals.

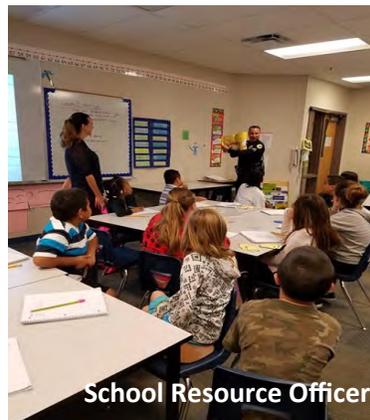
**Coaching & Mentoring** - A Police Chief who can effectively serve as an advisor, coach, mentor & strategist, who values the time, inputs, efforts & lives of staff & others will be welcomed in El Mirage.

**High Performance / Process Improvement** - Opportunity to improve internal systems, tools, processes, policies, planning & procedures can be realized. Monthly & Annual Reports should be current and published to demonstrate the value the Police Department provides to the community and aid decision making.

**Vision, Goals & Strategy**– The City Council and Senior Management Team need to develop a strategic vision & plans for the community and municipal operations.

**Regional & Local Collaboration** – The new Police Chief must establish & maintain collaborative and cohesive relationships with other local governments in the region and state agencies. Interaction with local residents (*neighborhood watch, community education, volunteers*) is expected & valued in El Mirage.

**Police Code Enforcement**— The City has a unique situation where the Public Safety departments (Police and Fire) are the premier contacts for the building contractors and resident to obtain plan review and permit and inspections (FIRE) and code enforcement (POLICE) to sustain community quality of life. The two departments will work closely together to insure quality homes, commercial & industrial buildings construction. These unique functions (implementation and enforcement of Building Code) must be managed.



POLICE CHIEF



## THE IDEAL CANDIDATE

The ideal Police Chief will be a highly-effective Law Enforcement executive who possesses the technical and interpersonal skills to effectively and efficiently lead this highly visible and important department.

The following skills, education & experience are desired:

**Effective Working Relationships** - The Department relies heavily on interagency communication and mutual-aid. The successful candidate's proven ability to establish and foster effective working relationships must be broad and effective to include contractors, developers, land owners, external public agencies, City staff, local residents, the Fire Department and **El Mirage Police Employee Association (EMPEA)**.

**Team Builder** – An individual with a positive, infectious attitude and personnel manager who is willing to inspire and lead those around him/her.

**Accountability & Performance Measurement** - The ability to delegate authority & responsibility to staff & hold them accountable.

**Excellent Communication** – An individual who can communicate effectively with Council, Management, Staff and the public– in person and in writing. Ability to listen to & understand opposing viewpoints and the ability to articulate policy & vision in difficult situations.

**Technically Skilled, Educated & Experienced** - Someone who is highly educated and experienced in Law Enforcement and personnel management.

**Extensive Knowledge** - Knowledge of federal, state & local laws, administrative regulations and ordinances relating to municipal operations. Extensive knowledge of Law Enforcement, best practices and Community Policing.

The desired candidate will also be described as:

- » Ethical and of high integrity
- » Customer service & team culture
- » Effective in delegation, accountability
- » Flexible, firm, transparent and innovative
- » Sets goals & develops effective operational plans
- » A long-term employee willing to work over 5 years

### Education & Experience

- ♦ Bachelor's degree in Criminal Justice, Public Administration, Business Administration or related field from an accredited four-year college or university. Master's highly desirable.
- ♦ Experience as a Police Chief or Deputy Chief in a City with a population larger than 20,000.
- ♦ Minimum of ten (10) years progressively responsible management experience in Law Enforcement at rank of Police Lieutenant or higher.
- ♦ Knowledge of Arizona government (*preferred*).
- ♦ Bilingual desired but not required.

### Certifications & Licenses

- ♦ Obtain AZ POST certification & maintain standards.
- ♦ A valid AZ driving license before start date.
- ♦ Clean references, financial, employment, civil and criminal background check. This position requires AZPOST medical exam, drug test & polygraph exam.

# AMENITIES

Minutes away from more than 10 national parks and monuments, professional and collegiate sports venues, arts and music, high-end retail outlets, and some of the best golf courses in the United States, it's no wonder that more than 35,000 people now call El Mirage home.



Arizona Cardinals (NFL)



Phoenix International Raceway (NASCAR)



Chase Field—AZ Diamondbacks (MLB)



Lake Pleasant Recreation Area



Phoenix Suns (NBA)



Grand Canyon National Park

*Other destinations and attractions:*

- 10 Baseball Spring Training facilities (within minutes)  
(Surprise hosts the Kansas City Royals & Texas Rangers)  
(Peoria hosts the San Diego Padres & Seattle Mariners)
- AZ Coyotes Hockey NHL (10 min)
- ASU Gammage Auditorium (45 min)
- AZ Broadway Theater (15 min)
- Phoenix Symphony (30 min)

- Phoenix Rising FC Professional Soccer Complex (40 min)
- Desert Botanical Garden (45 min)
- Phoenix Art Museum (45 min)
- Tombstone & Old Tucson Movie Set (2.5 hrs)
- 10 National Parks / National Monuments
- Several lakes and national forests
- 100s of public and private golf courses



Vermillion Cliffs National Monument

### AMENITIES (cont.)

Within minutes of leaving home, El Mirage residents can attend the Symphony, enjoy dozens of Art Museums and Native American Culture Centers. Sports enthusiasts choose from 10 Major League Spring Training ballparks, MLB, NFL, NHL, MLS professional sports franchises and collegiate athletics. Outdoors enthusiasts can hunt, fish, and ski (water and snow) at several lakes and national forests within as little as 60 minutes by car.

El Mirage honors its early heritage while providing necessary quality of life for its residents. The City of El Mirage offers a total of seven city-wide signature events per year including the **Veterans Memorial Run**, **Cinco de Mayo (Mexican Independence Day) Fiesta**, **Halloween Harvest Festival** and **Christmas Tree Lighting** party where residents and visitors can play in real snow - the City of El Mirage has something for everyone.



POLICE CHIEF



El Mirage Veterans Memorial Plaza

**PAST POLICE CHIEF**

Five Chiefs served since 2000. **Past Police Chief** had 6 years of City service - 2 years as Chief and 4 year as Assistant. Our **Assistant Chief** has 27 years of state and local law enforcement experience and serves as Interim Police Chief.

**RESIDENCY**

Residency within the city limits is not required (15-minute drive time is preferred.)

**COMPENSATION**

Salary Range: **\$116,000 to \$162,400** (DOQ )  
*(Increase based upon annual performance review).*

Benefits include:

- » *Medical:* BlueCross BlueShield of Arizona Medical network. Employee receives 99% employer paid single coverage and 70% employer paid family coverage.
- » *Dental, Life, AD&D & Vision*
- » *Retirement: Public Safety Retirement System (PSPRS) for all sworn Police officers. Enrollment in Arizona State Retirement System (ASRS) if retired from PSPRS.*
- » *Deferred Compensation & Flex Spending (voluntary)*
- » *Generous Personal and Sick Leave*

**EQUAL OPPORTUNITY**

*The City of El Mirage values public service, equal opportunity and the importance of diversity in the work and importance of diversity in workplace. Veterans, all genders and all ethnicities are encouraged to apply.*

**CONFIDENTIALITY**

Candidate applications may be kept confidential up until the selection of Finalists for interview is made.

**HOW TO APPLY**

Email your resume and Letter of Interest by EMAIL only to:

[ElMiragePoliceChief@municipalsolutions.org](mailto:ElMiragePoliceChief@municipalsolutions.org)

Candidates will be considered **until February 2nd**

Direct questions to Stephen Cleveland or David Evertsen the email address above or by calling 623 207-1309.

**TIMELINE & SELECTION PROCESS**

- Express interest on or before **February 2.**
- Candidates will be screened through **mid-February.**
- Semi-Finalist background checks begin **late February.**
- Finalist interviews and selection in **early March .**



*This recruitment actively managed by:*



[www.MunicipalSolutions.org/recruiting](http://www.MunicipalSolutions.org/recruiting)

**POLICE CHIEF**