



# POLICE CHIEF

## CITY OF ANN ARBOR, MICHIGAN

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Application review begins June 19, 2023



PUBLIC SECTOR EXECUTIVE RECRUITMENT



# THE COMMUNITY

Ann Arbor is a vibrant city located in the state of Michigan about 40 miles west of Detroit. The University of Michigan, one of the most prestigious public universities in the country, gives the city a unique college town feel and has a significant impact on the local economy as one of the city's largest employers and its offering of many cultural and sporting events throughout the year. Ann Arbor has a population of around 123,000 people, and it covers an area of approximately 28 square miles. The city is also home to technology companies, including Google, which has a large office in the area.

The City of Ann Arbor has a strong and diverse economy, with a mix of manufacturing, technology, healthcare, and education industries. The University of Michigan is the city's largest employer, followed by the University of Michigan Health System, and the city's public school district. The city also has a growing startup scene, with multiple technology companies and venture capital firms located in the area.

Area attractions include the University of Michigan Museum of Art, the Ann Arbor Hands-On Museum, and the Nichols Arboretum, which offers hiking trails and beautiful views of the city. The city is also known for its festivals and events, including the Ann Arbor Art Fair, which attracts artists and visitors from around the world.

Ann Arbor, a city with something for everyone, is a diverse and inclusive city, with a population that includes college students, young professionals, families, and retirees, people of various ethnicities, religions, and sexual orientations, and a multiplicity of other identities.



# THE ORGANIZATION

The City of Ann Arbor operates under a council-manager form of government. The city council is the legislative body of the city and is responsible for setting policies, passing ordinances and resolutions, and approving the city's budget. Voters elect 11 members of the City Council, including the Mayor.

The City Administrator, appointed by the City Council, serves as the chief administrative officer of the City, provides leadership, vision, and direction to City Departments, oversees the day-to-day operations of the City, implements City Council policies, and works with City Council and administrative staff to implement strategic and financial planning objectives.

The City also has many boards and commissions, appointed by the Council, to advise on specific issues and areas of responsibility. These include the Commissions on Disability Issues, Human Rights Commission, Planning Commission, the Parks Advisory Commission, and the Environmental Commission, among others.

Ann Arbor has a strong tradition of citizen involvement in local government, with many opportunities for residents to participate in decision-making processes and provide input on issues affecting the community. The City has an active public comment period at Council Meetings and a variety of citizen-led initiatives and advocacy groups that work to influence policy and promote community engagement.



**802**  
City FTEs



**AA+**  
General Obligation



**\$525M**  
FY2023 City Budget



**AA+**  
Wastewater Disposal  
System

# THE POLICE DEPARTMENT

The Ann Arbor Police Department is a full-service department with several specialized service units and divisions. The AAPD is among 12 agencies in Michigan that are currently CALEA accredited. The department is led by a Chief of Police who is appointed by the City Administrator and is responsible for overseeing the department's operations.

The AAPD employs 151 sworn officers and 30 civilian staff members (represented by the following unions: Ann Arbor Police Officers Association, American Federation of State, County and Municipal Employees, Ann Arbor Police Professional Assistant, Command Officers Association of Michigan, Deputy Chiefs (Police Administrative Command Unit), Police Service Specialists bargaining unit, and International Brotherhood of Teamsters) who work to maintain public safety and order within the city. The department provides a range of services via the following divisions: Administration, Community Engagement, Community Standards, Detective Bureau, Patrol, Professional Standards, Special Services, Training, and Traffic Enforcement.

The AAPD has a variety of specialized units, including a SWAT team, K-9 unit, and a traffic services unit. The department also operates a 24-hour dispatch center to receive and respond to emergency and non-emergency calls for service. As such, the AAPD is committed to ensuring that its officers are well-trained and equipped to serve the community effectively and safely. The department provides ongoing training and professional development opportunities for its officers and encourages community members to participate in its Citizen Police Academy program to learn more about police work and the department's operations.

Smart, equitable, community-oriented policing is what the AAPD strives to achieve each day, and what the community deserves.



## AAPD Mission

*To provide protection and service to all.*

## AAPD Vision

*All Ann Arbor police personnel are partners with the public and city administration to help the community successfully fulfill its desired destiny.*



## Independent Community Police Oversight Commission

The Ann Arbor City Council established the [Independent Community Police Oversight Commission](#) (ICPOC) as a step in reframing the relationship between Ann Arbor residents and the AAPD. The vision of the commission is to foster a transparent and mutually beneficial relationship between the Ann Arbor Police Department and the Community at large. The Police Chief will have regular interaction with ICPOC. [Click here](#) for more information regarding the creation of ICPOC and supporting reference material.

Additionally, in April 2021, City Council adopted resolution R-21-129 directing the City Administrator to implement an [Unarmed Crisis Response Program](#) in the City of Ann Arbor to utilize existing partnerships with social and human services agencies to structure a new crisis response program that would take charge of a portion of non-criminal calls for service that have historically been dispatched by police officers.

Guided by its strong community policing philosophy and commitment to continuous improvement and building positive relationships with the community through regular outreach and engagement initiatives, the AAPD also partners with community organizations and other agencies to address social issues and reduce crime and disorder in the community. [Click here for more details about the AAPD.](#)



# THE POSITION

Reporting to the City Administrator, the Police Chief is the head of the AAPD and is responsible for overseeing its operations and ensuring that the department is fulfilling its mission of protecting and serving the community. The desired candidate will be a visionary leader who can evaluate the needs of the community, determine law enforcement requirements and goals, and ensure that residents receive the highest quality of professional police services. The Chief should be an engaged, evident, involved, integrated, available, approachable, empathetic listener and public leader who uses formal and informal opportunities to connect with internal and external stakeholders, and is committed to service delivery excellence and leading by example while maintaining and continuously improving AAPD service delivery while ensuring accountabilities for all actions. The next Police Chief should be an innovative law enforcement executive who practices the integration of unique, novel, and emerging solutions while developing and directing strategies to meet City goals, objectives, and priorities.

## Responsibilities of the position include:

- **Managing the department:** Lead employees and manage the day-to-day operations of the department, including staffing, budgeting, and resource allocation.
- **Setting department policies:** The Police Chief develops and implements department policies and procedures to ensure that the department is operating effectively, efficiently, and responsively to the needs of the community.
- **Ensuring public safety:** The Chief also ensures that the department responds effectively to calls for service and addresses crime and disorder in the community.
- **Building community relationships:** The Chief leads initiatives which builds positive relationships with community members and stakeholders, while promoting trust, cooperation, and partnership in addressing public safety issues.
- **Providing leadership and guidance:** The Police Chief is responsible for providing leadership and guidance to department staff, including setting goals and objectives, providing training and professional development opportunities, and promoting a culture of accountability, equity, justice, and excellence.
- **Interagency Collaboration:** The Chief is responsible for collaborating with other law enforcement agencies and community organizations in the City, County, State, and nationally to address public safety issues and promote effective and efficient service delivery.
- **Compliance with laws and regulations:** The Police Chief is responsible for ensuring that the department is operating in compliance with applicable laws, regulations, and ethical standards.

The Chief plays a critical role in ensuring that the AAPD is effectively serving and protecting the community while promoting public safety and order.







# DESIRED CAPABILITIES

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The AAPD Chief must possess a combination of leadership, communication, problem-solving, integrity, collaboration, empathy, adaptability skills and attributes essential to effectively lead people, and manage programs and services while promoting public safety in the community. The new chief must have demonstrated understanding, practicing, and implementation of diversity, equity, inclusion, and just practices and principals. The new chief's qualities are defined below:

**Leadership:** The character and competence to inspire and motivate officers and staff, while also setting a clear vision, goals, and priorities for the department based on the organizations mission, and values.

**Communication:** Excellent communication skills to effectively communicate with staff, community members, and stakeholders, and to provide clear and concise instructions and guidance.

**Problem-solving:** Strong problem-solving skills to effectively address complex public safety issues and develop strategies to reduce crime and disorder in the community.

**Unquestionable Integrity:** High ethical standards and the ability to build, maintain, and when necessary, rebuild the trust and confidence of staff and the community by acting with honesty, fairness, and impartiality.

**Strategic and critical thinking skills:** The ability to analyze complex issues and develop creative solutions to problems.

**Collaboration:** Have strong collaboration skills to effectively work with other law enforcement agencies, community organizations, and stakeholders to address public safety issues and promote effective service delivery.

**Empathy:** Powerful sense and practice of empathy to understand and respond to the needs and concerns of community members and promote positive relationships between the department and the community.

**Commitment:** Be committed to a diverse, equitable, and inclusive culture. Possess a willingness to take all appropriate steps to ensure the staff is reflective of a diverse community.

**Adaptability:** The ability to adapt to changing circumstances and respond effectively to emerging public safety issues and trends. The new police chief must also have a profound understanding of "best practices" in law enforcement principles and policies and an unquestionable commitment to building positive relationships with community and working collaboratively to identify and resolve problems.



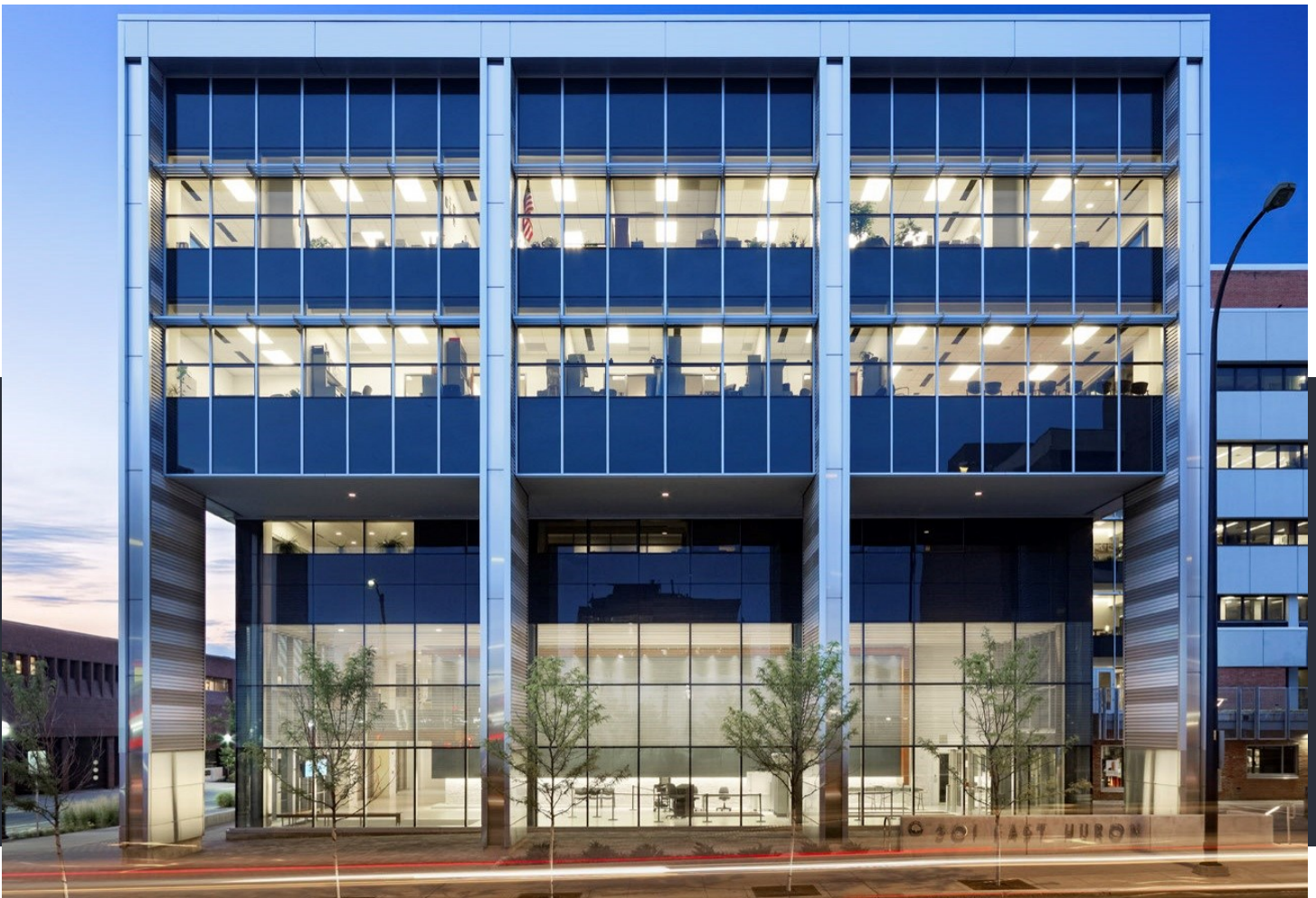
## EDUCATION AND EXPERIENCE

A bachelor's degree from an accredited college or university with major course work in criminal justice, police science, public administration, or a closely related field and a minimum of ten (10) years of professional experience, including five (5) years command-level experience in a law enforcement agency similar to the City of Ann Arbor Department, or a larger community, certification from the Michigan Commission on Law Enforcement Standards, or a similar certification from another state, a valid Michigan driver's license or the ability to obtain a Michigan driver's license within 60 days of employment is required.

A master's degree, and graduation from a command leadership program such as the FBI Academy, Southern Police Institute, Senior Management Institute for Police, or similar desired. Residency within the city limits strongly preferred.

## COMPENSATION AND BENEFITS

The City of Ann Arbor offers a comprehensive total rewards package that includes a base salary in the range of **\$140,000 to \$181,000** depending on qualifications and experience. Additionally the City offers a generous benefit package that includes medical, prescription, dental, and vision insurance; Flexible Spending Account (Medical & Dependent Care), Health, Reimbursement Account, Retirement Health Reimbursement Account, Employee Assistance Program, 15 Vacation Days, 12 Sick Days, 4 Personal Days, 1 Floating Holiday, Paid Parental Leave, Basic Life, Accidental Death and Dismemberment, Supplemental Life Insurance, Short Term Disability, Long Term Disability, optional accident insurance, optional critical illness, 401a Executive Plan, Tuition Reimbursement, and optional 529 College Savings Plan.



# APPLICATION AND SELECTION PROCESS

We invite qualified professionals to click the link below, visit the Baker Tilly Application Portal, review the desired traits, attributes, and characteristics, apply, and allow us the privilege of reviewing credentials and considering qualifications for this outstanding career opportunity.

<https://www.governmentjobs.com/careers/bakertilly>

This position is open until filled; however, application review begins **June 19, 2023**.

Following the first review date, the lead consultant will evaluate all applications against the posted qualifications and may invite a select number of applicants to complete additional assignments or participate in a virtual or in-person interviews. This announcement will remain posted, and we will continue to accept applications until the City of Ann Arbor extends an offer to one finalist. Our process requires the expressed authorization by an applicant to conduct criminal background report check, credit check, academic verification or contact references. Pursuant to state or local laws governing access to public records, all information submitted and associated with an individual's applications, including resumes and cover letters, may be subject to public disclosure.

For more information, please email [Edward.Williams@bakertilly.com](mailto:Edward.Williams@bakertilly.com) or call 214-842-6478.

The City of Ann Arbor, Michigan is an Equal Opportunity Employer.

