

Position Profile

POLICE CHIEF

Asheville, NC



Introduction

The City of Asheville is seeking qualified applicants for the position of Police Chief. The city is looking for an effective leader who is committed to highly professional and progressive policing and who has knowledge of best practices in the profession. The successful candidate must have the ability to effectively engage and build trust with residents and visitors in the City of Asheville, along with the men and women of the Asheville Police Department. The Chief must have an appreciation for the unique culture and history of the City and must have demonstrated experience effectively working with diverse communities.

The Police Executive Research Forum is assisting the City of Asheville in the search for its next Police Chief.

The City of Asheville

Nestled between the Blue Ridge and Great Smoky Mountains at the confluence of the Swannanoa River and the French Broad River, the City of Asheville is a vibrant community and regional hub for western North Carolina. It is the tenth most populous city in the state, with 91,929 residents in 45.5 square miles. Asheville's estimated daily population grows to over 150,000, including people who come to the city for work, services and leisure. Over the next five years, growth is projected to increase by 16,000.

Asheville also serves as the county seat for Buncombe County. The city is accessible by Interstates 40, 240, and 26. Air travel is available through the Asheville Regional Airport in nearby Fletcher, NC.

The city's natural and architectural beauty, moderate climate, strong job market and outstanding education and health care facilities have consistently led to its ranking as one of the best places to live, work, visit and retire in the United States. Asheville is ranked 36th in the 2018 [Top 100 Best Places to Live](#) by Livability.com and is one of CNN Travel's international [18 Best Places to Visit in 2018](#).

Asheville's lively arts scene and plentiful recreation opportunities make the city a popular venue for tourists. Major attractions include the dome-topped Basilica of Saint Lawrence and the vast 19th-century Biltmore Estate displaying artwork by renowned masters. The Downtown Art District is filled with galleries and museums, and in the nearby River Arts District, former factory buildings house artists' studios.

The City's economy is diverse with strong representation in health care, education, retail trade and tourism. The largest employers are Mission Hospital, the Buncombe County Schools System, Ingles Market, and various federal, state and local government agencies. Tourism generates over 10.9 million visitors annually.



Asheville City Government

The City of Asheville recognizes that complex local government operations require strong political leadership, policy development, a relentless focus on execution of strategies and results, a commitment to transparent and ethical government, and a strategy for representing and engaging every segment of the community.

Operating under the council-manager form of local government, the Asheville City Council consists of a mayor and six council members who serve as the policy-making and legislative authority for the city. The City Council is elected on a nonpartisan basis. Council members serve four-year staggered terms. The Mayor is elected to serve a four-year term. The Council is responsible for establishing a vision for the city, adopting the budget, and levying a property tax on both real and personal properties located within its boundaries. The Council also appoints the city manager, city attorney, and city clerk.

The City provides a full range of services, including police and fire protection, the construction and maintenance of streets and other infrastructure, solid waste and water services, recreational activities and cultural events. For fiscal year 2018-2019, the City has an operating budget of \$180 million and a staff of 1,248 employees. The City of Asheville has a strong financial position as indicated by two AAA ratings assigned to the City's general obligation debt. Voter approval of a five-year, \$74 million bond issuance in 2016 is providing financing for a variety of capital improvement projects, over and above the City's annual average capital improvement program of \$200 million.

The Office of Equity & Inclusion was created to intentionally advance racial and social equity and inclusion in Asheville by leading with race to prioritize addressing our deepest disparities.

As part of city government, the Office of Equity & Inclusion plays a unique role toward removing barriers and maximizing the access and opportunities so that all people have the ability to satisfy essential needs, advance their well-being and achieve their full potential. The Asheville Police



Department in partnership with the Equity & Inclusion Office and all of the City Leadership, is committed to moving the city organization toward successful advancement of equity. This will be done through understanding, analyzing and eliminating the root causes of racial disparities, and advancing equitable policies, practices and procedures.

The Police Chief is selected by and reports to the City Manager who was newly appointed by the Asheville City Council in December 2018.

The Asheville Police Department

The Asheville Police Department has a budget of \$29M and a staff of 238 sworn officers and 63 non-sworn professionals. It is the largest police department in western North Carolina. It has been accredited by the Commission on Accreditation for Law Enforcement Agencies since 1994 and received Advanced Meritorious Accreditation in 2017.

The department recently implemented full deployment of body-worn cameras for all operations personnel, and has increased training throughout the department to include Integrating Communications, Assessment, and Tactics (ICAT) to emphasize de-escalation; Crisis Intervention Training; and Fair and Impartial Policing training. In 2018, the department responded to 114,159 calls for service, an increase in 4.8% from 2017. Total Use of Force Incidents steadily declined from a high of 82 in 2013 to a low of 21 in 2018.

The department has two Deputy Chiefs who oversee the Administration Bureau and the Operations Bureau. The Administration Bureau includes the Special Services Division and the Administrative Division. The Operations Bureau includes the Patrol Operations Division and the Investigations and Operations Support

Division. Patrol Operations is divided into three Districts with plans to add a fourth in the next fiscal year. The department has five Police Resource Centers from which officers are deployed daily.

All non-sworn and sworn staff may choose to be represented by the Fraternal Order of Police (FOP) or the Police Benevolent Association (PBA) for issues of due process. All staff, excluding the Deputy Chiefs and Chief, are represented through the City of Asheville's Civil Service System. North Carolina is a right-to-work state and does not recognize binding union contracts.

The Ideal Candidate

The Police Executive Research Forum met with community members, elected officials, city staff and members of the Asheville Police Department to gather information and gain an understanding of what qualities and attributes are important in their next police chief. The City held two open meetings to hear directly from the community to gain input. The City created an online survey which resulted in 228 responses that allowed members of the community to provide feedback. City staff went to community meetings to collect additional input and met with numerous residents at a variety of locations around the city. Additionally, staff went out on the streets of Asheville, surveys and clipboards in hand, to actively solicit community input. After reviewing all of the input that was submitted, the following is a summary that provides a list of the knowledge, skills, abilities, attributes and qualities that are desired in the next police chief.

LEADERSHIP

Demonstrated competencies in visionary, effective, community-engaged, and strong police leadership.

A strong leader who will serve as a role model and representative of the police department and the city who sets an example of integrity.

A commitment to leading an open and transparent police department with the goal of establishing a high degree of community trust.

Compassionate, empathetic leadership and a willingness to listen and be responsive to ideas

generated by City of Asheville stakeholders, and a commitment to having consistent dialogue.

Must gain the respect of the officers by holding everyone accountable and by communicating that officers' work is valued, motivating them to work to their potential.

Must be a champion for the police department with an excellent ability to communicate the department's accomplishments, in person, in group settings, and through traditional news media and social media.

COMMUNITY ENGAGEMENT

A strong commitment and belief in community policing and the ability to instill the value of these concepts throughout the police department.

Establish clear, transparent and timely communications with city officials and the community by proactively leading discussions, anticipating and answering questions, and providing context to make police data more usable and accessible.

Must understand and get to know the different neighborhoods that make up the City of Asheville and the differences in their concerns and perspectives regarding police services.

Must instill the value of establishing community relationships throughout the department and ensure that community members from all neighborhoods are treated with respect and dignity.

Must work collaboratively with city government, the business community, non-profit and social service organizations to identify innovative ideas for addressing issues concerning the homeless and others who are transient and travel through Asheville.



Understand the value of tourism and other resources to the local economy. Work with businesses and other organizations to establish policies and protocols to support them.

Place a priority on finding opportunities for police officers to engage youths and partner with the schools in an effort to build trust and encourage students to have an active role and positive influence in their communities.

Chief should develop partnerships with the housing authority in order to create new approaches to crime problems related to underserved communities.

A commitment to serving as a mentor and a willingness to become invested in the community and provide a sense of stability within the police department.

MANAGEMENT SKILLS

Exceptional organizational and management skills, including the ability to promote effective communications throughout the police department.

Extensive experience in the many aspects of contemporary policing practices in a diverse community.

An understanding of the recommendations contained in the [Final Report of the President's Task Force on 21st Century Policing](#).

An understanding of and desire to promote innovation, technology solutions (including data drive decision-making) and officer training to support and enhance the work of the department that is consistent with and responsive to the needs of the community.

Must emphasize employee development that includes implicit bias training, effective communications skills and use of force training that focuses on de-escalation.

A collaborative, team approach to working with other city departments and regional non-profit and social service organizations in an effort to address problems that impact the city as a whole.

Must possess critical thinking and conflict resolution skills.

Must understand how to appropriately share information and have a collaborative approach to solving problems, and avoiding "silos" throughout

the city organization as well as within the police department.

An ability to take a creative approach to addressing the challenges that are inherent in the civil service system.

Commitment to partnering with other law enforcement organizations on justice reform projects.

Have a strategy to manage hiring and retention in the police department.

Must be able to collaborate with other organizations to address issues related to wellness and mental health in the community and police department.

INCLUSION

Cultural awareness and sensitivity, an appreciation of diversity and an understanding of the need for equity, inclusiveness and social justice.

A commitment to increasing the diversity of the department at all levels of the organization.

The ability to understand the history and cultural distinctions of the community and the police department, and to build bridges that unite this community as a whole.

Be a good listener, not make decisions in a vacuum, and be willing to ask questions and obtain input from others.

INTERPERSONAL SKILLS

Superior interpersonal skills that demonstrate confidence and a commitment to being visible, available, and approachable within the department and in the community, with the goal of improving neighborhoods for everyone.

Experience and demonstrated success building strong relationships of trust, mutual understanding, and accountability with the community, with police officers, and with city officials and local and regional public safety partners.

An accomplished public speaker with the ability to inspire confidence through open, sincere and honest dialogue. Exceptional communication skills with the ability to be persuasive in an effort to build community relationships and champion his/her ideas for improvement.

Required Education and Experience

Bachelor's degree in Law Enforcement Administration, Criminal Justice, Public Administration or related field, with over seven (7) years of progressively responsible experience in law enforcement administration or command work; or an equivalent combination of education and experience sufficient to successfully perform the essential duties of the job. The successful candidate must obtain a valid North Carolina driver's license along with certification as a Police Officer through the Criminal Justice Education and Standards Commission of North Carolina. An advanced degree is preferred along with additional specialized leadership education, such as the Senior Management Institute for Police (SMIP) or the FBI National Academy.

Salary and Compensation

Salary Range: \$107,362 - \$171,779 DOQ, plus a very competitive fringe benefits package.

To Apply

Qualified candidates should apply by **October 31, 2019** with cover letter, résumé, and the names and contact information of five references in confidence to:

AshevillePC@policeforum.org

Asheville is an Equal Employment Opportunity Employer.

Women and minority candidates are encouraged to apply.

If you have questions regarding this opportunity, or a recommendation of a colleague, please contact: Charlotte Lansinger at clansinger@aol.com or (301)639-3020.

For more information, visit the city's site by clicking [here](#).

