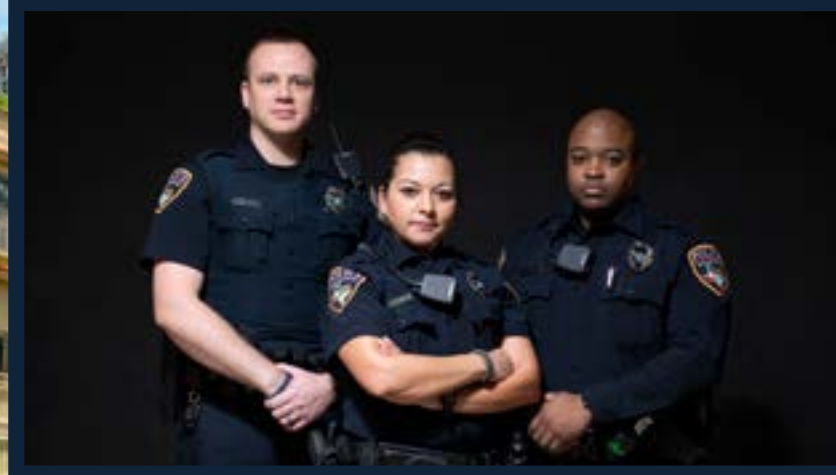


City of SAN MARCOS, TEXAS



CHIEF OF POLICE



Recruitment Services Provided By Ralph Andersen & Associates



The City of San Marcos, Texas offers a tremendous career opportunity to police executives in a thriving area rich with opportunity and recreational opportunities. The next Chief of Police will lead a capable and respected Police Department serving a progressive community in the beautiful Texas Hill Country.

The ideal candidate will be a dynamic and engaged leader with experience in community collaboration to address the complex issues faced by progressive law enforcement agencies and the communities they serve. The trait must be demonstrated by experience with criminal justice reform efforts, police legitimacy and accountability efforts, and proactive community outreach programs.





The City of San Marcos

San Marcos, Texas is the county seat of Hays County and has a population of 64,776 across 36 square miles. Located on Interstate Highway 35 between San Antonio and Austin, the character and economy of the City is heavily influenced by Texas State University, which has a student enrollment of 38,187.

Millions of visitors are attracted to San Marcos for the serene beauty of the Texas Hill Country and some of the most popular attractions in the state. San Marcos has been named one of the “Best Places to Raise Your Kids” by Business Week and was named the “#1 Retirement Community” by Forbes. Residents enjoy convenient access to an array of amenities and unmatched recreational opportunities.

San Marcos, Texas, was founded in 1851 and incorporated in 1877. It sits at the headwaters of the beautiful San Marcos River. Archeologists have discovered artifacts indicating the area is one of the longest continuously inhabited places in North America. The City has flourished for almost 170 years and is proud of its heritage. As it grows, it makes efforts to preserve its culture and traditions while promoting sustainable economic development.

The Texas Historical Commission and the National Trust for Historic Preservation designated San Marcos an official Main Street City in 1986. Due to its passionate commitment to community preservation efforts, San Marcos was distinguished as a “Texas Treasures Community.” The City has a charming downtown and historic districts featuring great restaurants, unique locally owned shops, and eclectic markets. San Marcos is an international destination for shopping and retail development, which plays a vital role in the community’s thriving economy.

The City also hosts a variety of popular annual events, such as the Mermaid Festival, Mardi Gras Parade, MLK March, and Sights and Sounds Christmas Festival. Fun can be had at Saturday Market Days, Wine Walks, and the Farmhouse Table Dinner, all located in the City square’s famous kissing alley.

Recreational opportunities for outdoor enthusiasts abound in San Marcos. The San Marcos River winds through 150 acres of parkland and, since it is always a refreshing 72 degrees, the river is enjoyed year-round. At the source of the river are the San Marcos Springs, the third largest collection of springs in Texas, which are fed by the Edwards Aquifer. The river provides excellent opportunities for swimming, canoeing, and tubing. Residents and visitors enjoy glass bottom boats to see hundreds of bubbling springs at Texas State University’s Meadows Center, a unique aquatic observatory that features habitats for endangered and threatened aquatic species, archeological sites, a wetlands boardwalk, and more. The City is home to many parks providing quality programs to residents of all ages.

The City’s K-12 students are served by the San Marcos Consolidated Independent School District. The district provides quality education to approximately 8,200 students across 12 campuses. For those seeking higher education opportunities, Texas State University has a 507-acre campus, with 220 buildings, and 38,231 students. The Science, Technology and Advanced Research (STAR) Park covers 73 acres and two buildings. Austin Community College, located in nearby Kyle, provides additional educational opportunities.

City Government

The City of San Marcos operates under the council-manager form of government. The City Council is comprised of six Council Members and a Mayor, all elected at-large and without term limits. The City provides a wide array of municipal services through 850 employees in twenty municipal departments and has an all-funds budget of \$239 million. In addition to the general government functions discussed above, the City has several enterprise funds including electric utility, storm water management, transit, resource recovery, and water and wastewater. The City also operates an airport, a cemetery, and a transit system.

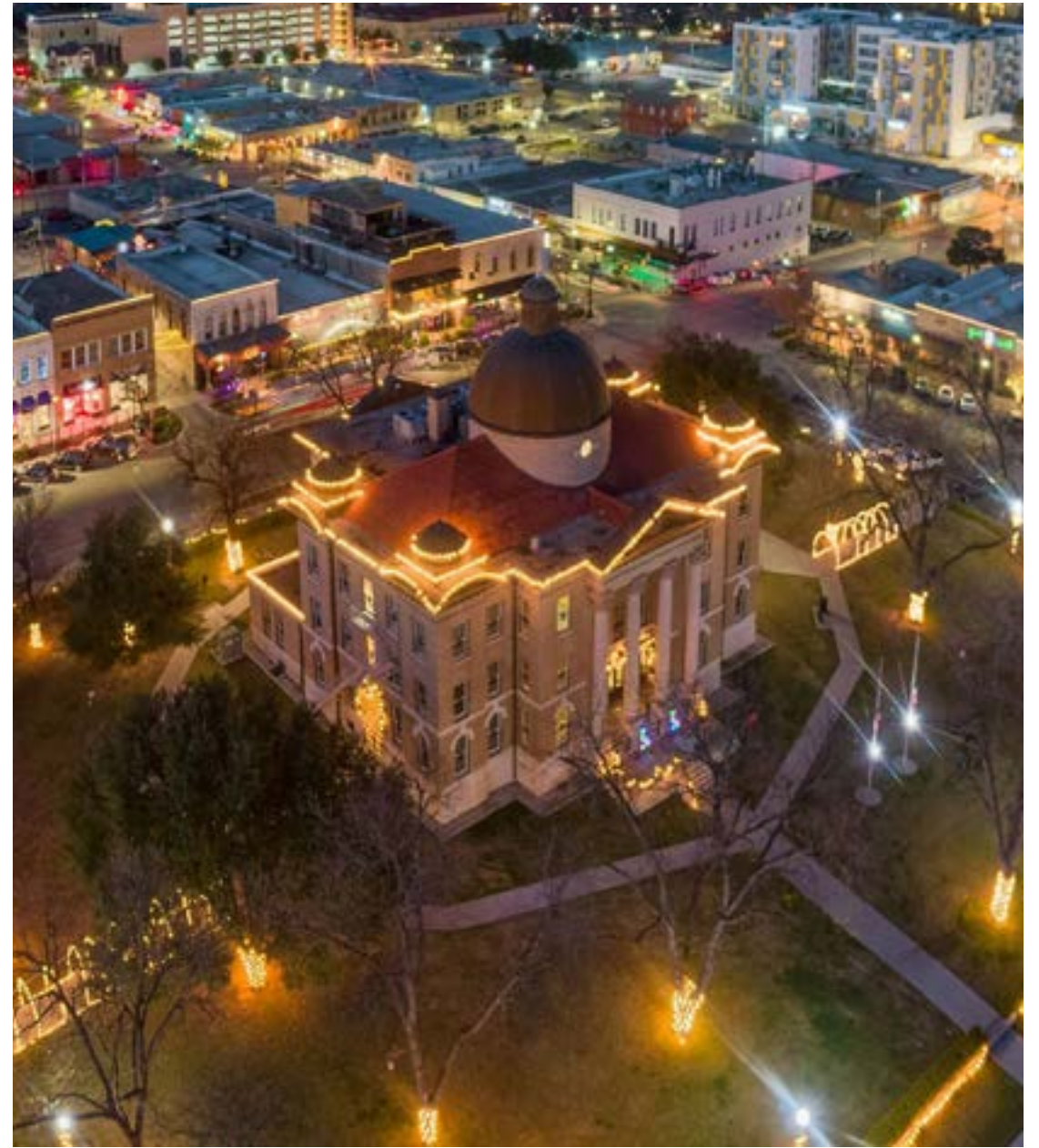
The goals of the City of San Marcos are to safeguard the health, safety, and welfare of the City's residents, provide for a high quality of life, including neighborhood integrity, a clean and abundant water supply, a cost-efficient electricity supply, efficient police and fire departments, educational opportunities, effective road and transportation systems, a healthy business environment, and well-maintained parkland and recreational opportunities. The organization fosters intergovernmental collaboration and communication, encourages responsible citizenship, promotes sound community and economic development, promotes high quality affordable housing, and conserves and protects the City's natural resources and environment, in particular the San Marcos River, its springs, aquifer, and tributaries.

The San Marcos Police Department

The San Marcos Police Department is a full-service, 24/7, agency that provides law enforcement and dispatch services to the San Marcos community. Services are delivered through 108 full-time and 2 part-time sworn officers and 54 non-sworn professional staff.

The Department is organized in two divisions, the Operations Division and the Administration Division, and each Division is led by an Assistant Chief of Police. The Operations Division primarily entails uniformed patrol services and criminal investigations, and the Administration Division includes a wide variety of functions including 911 communications, records, training, support services, parking, and community services.

The San Marcos Police Department consistently carries out its work in a manner that has earned a great deal of trust and support from the community. Likewise, there are healthy and effective partnerships with the local law enforcement agencies that enhance the regional abilities for all involved.



Challenges and Opportunities

The next Chief of Police for the San Marcos Police Department will have a number of identified challenges and opportunities to address:

- ◆ In the last several years, officers of the San Marcos Police Department have suffered immense tragedy, including two officers killed in the line of duty and four seriously injured. These traumatic events are both recent and distressing to the Department and community alike. The next Chief of Police must be sensitive to these tragedies while ushering in a new era of leadership for the Department.
- ◆ A remodel and expansion of the San Marcos Police Headquarters and communications center has been designed and funded, and construction is expected to be complete by the end of 2021. The \$11.5 million project will add 3,000 square feet to the facility and renovate 9,000 square feet of existing space. The next Chief of Police will have the opportunity to see this project to completion.
- ◆ The Chief of Police will report directly to the Director of Public Safety who works in the City Manager's Office. The Director of Public Safety has responsibility over Police, Fire, Emergency Management, Neighborhood Enhancement, and Municipal Court. Organizationally, the Chief will indirectly report to the City Manager and meets regularly with the City Manager and Director of Public Safety. This structure is depicted with a dotted line on the organizational chart from the Chief to the City Manager.
- ◆ While recruitment and retention are issues in most all police departments, the San Marcos Police Department does well in both regards. However, the Department is experiencing a wave of retirements across the organization, resulting in the loss of a significant amount of organizational experience. The City of San Marcos recently adopted a new pay scale that significantly improves the City's position in the market, which will continue to bolster its recruitment efforts.
- ◆ In a progressive, university city like San Marcos, there are heightened interests in local legislative reforms and calls for improved transparency. Recently, for example, the San Marcos City Council adopted an ordinance requiring officers to cite and release low level offenses in lieu of custodial arrests. In doing so, San Marcos became the first city in Texas to adopt such a policy.
- ◆ Policing in a university city brings unique challenges and opportunities not only related to the "town and gown" city/university relationship, but also the more youthful and diverse student population. The next Chief of Police must understand the nature of this environment and the nuances needed to be successful.
- ◆ The State of Texas recently enacted legislation that will limit municipal revenues. Like all cities in Texas, the City of San Marcos will need to make adjustments to its service delivery in this new environment of constrained revenues.





The Ideal Candidate

In addition to being ethical, well-qualified, and experienced, the next Chief of Police must possess certain traits that will be essential for success:

- ◆ The ideal candidate will be a servant leader who is invested in creating and maintaining healthy and productive relationships across the organization and across the community. The next Chief will be expected to engage with groups and individuals and will likely be out of the office more than in.
- ◆ The City desires a dynamic leader who is an effective communicator to any audience. The ability to speak Spanish is a plus, as it will more readily allow the next Chief to connect to a sizable portion of the community.
- ◆ Experience working to maintain productive labor-management relationships are needed, as the existing relationships are strong and healthy and a critical ingredient to the Department's success.
- ◆ The Leadership Team (Directors) for the City of San Marcos has a collaborative style that will require the next Chief of Police to share time, talents, and resources for the mutual success of the City.
- ◆ The ideal candidate will be humble, inclusive, and always willing to listen and consider the viewpoints of others. The citizens in San Marcos are accustomed to a kind and compassionate leader as their Chief of Police, which has helped engender a very strong relationship between the Police Department and the community.
- ◆ Related to humility, the Chief must work to remain an accessible leader that is visible to the Police Department members and to the larger community as well.
- ◆ A successful chief must be able to balance service to the Police Department, the community, and city hall well, and the new Chief will have the opportunity to help grow the next generation of leaders in the Department through delegating some of these responsibilities.
- ◆ The next Chief of Police will have the good opportunity to lead a highly ethical department, but that also means that the next Chief of Police will have the ultimate expectations for honesty, integrity, and character.
- ◆ The Chief of Police in San Marcos is expected to be a strong and engaged contributor to a number of community organizations. These effective relationships have served San Marcos well and are one ingredient of the strong community support for the San Marcos Police Department.
- ◆ The City of San Marcos desires a Chief of Police that will pay homage to the past but create and cast a shared vision for the future.

Qualifications

Any equivalent combination of experience, education, and training that provides the required knowledge, skills, and abilities is considered qualifying. The following is a typical way to qualify:

Education: Bachelor's degree from an accredited college or university in Criminal Justice, Public Administration, Business Management, or a related field.

Experience: Ten years of full-time, progressive law enforcement experience in a municipal police department. Four years of the required experience must have been in a command level position with at least two years in a deputy or assistant chief level position.

Certification: Advanced Law Enforcement Officer Certification from the Texas Commission on Law Enforcement Officer Standards and Education, or similar level of certification from another state.

A Master's degree is preferred, as is executive leadership training experience such as the FBI National Academy, the Southern Police Institute, Southwest Legal Command Management College, or similar program. Experience gained at the supervisory or management level from municipal policing in a college community is preferred. Master Peace Officer and Instructor certifications are preferred, or similar certifications from other states.



Compensation and Benefits

The anticipated starting salary is \$165,000 +\-, depending on qualifications.

The City of San Marcos offers an excellent benefits package including the following major areas:

◆ **Retirement:** Texas Municipal Retirement System (TMRS) is provided with an employee contribution of 7% of salary and a 2:1 matching contribution by the City. TMRS allows for service credit from other public agencies. www.tmr.org

◆ **Insurance:** The City provides excellent insurance plans for employees and their dependent family members, including health, dental, life, long-term disability, and voluntary vision coverage. Sick Pool Bank is offered in lieu of short-term disability.

◆ **Leave:** 15 vacation days, 15 sick days, 6 personal leave days and 12 holidays annually.

◆ **Relocation Expenses:** Assistance toward moving expenses will be negotiated with the selected candidate.

The City of San Marcos also offers a wide array of additional benefits. Please visit www.ralphandersen.com/jobs/chief-of-police-san-marcos-tx for a comprehensive summary of executive benefits.



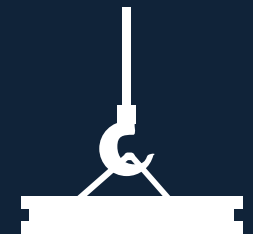
110
Sworn Officers



54
Non-Sworn
Professional Staff



\$17.9 million
BUDGET



9000
square foot
FACILITY REMODEL
AND EXPANSION

Recruitment Process



All interested candidates should apply by **July 27, 2020** by submitting a compelling cover letter and comprehensive resume to apply@ralphandersen.com. Confidential inquiries are welcomed to Chief Bryan Noblett (ret.) or Chief Greg Nelson (ret.) at (916) 630-4900. Prior to interviews, candidates will be required to sign a release form to authorize verifications to be conducted including employment history, degrees obtained, and other certifications. Final selection is subject to confirmation by the San Marcos City Council.

This recruitment incorporates existing rules and regulations that govern public sector recruitments in the State of Texas. In accordance with public disclosure/open record laws, information submitted for consideration may be made available to the public upon request by interested parties.



The City of San Marcos is an Equal Opportunity Employer and does not discriminate in its employment practices on the basis of age, race, religion, pregnancy, sex, gender identity, sexual preference, color, national origin or disability. The City is also a Drug Free and Smoke Free Employer.

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