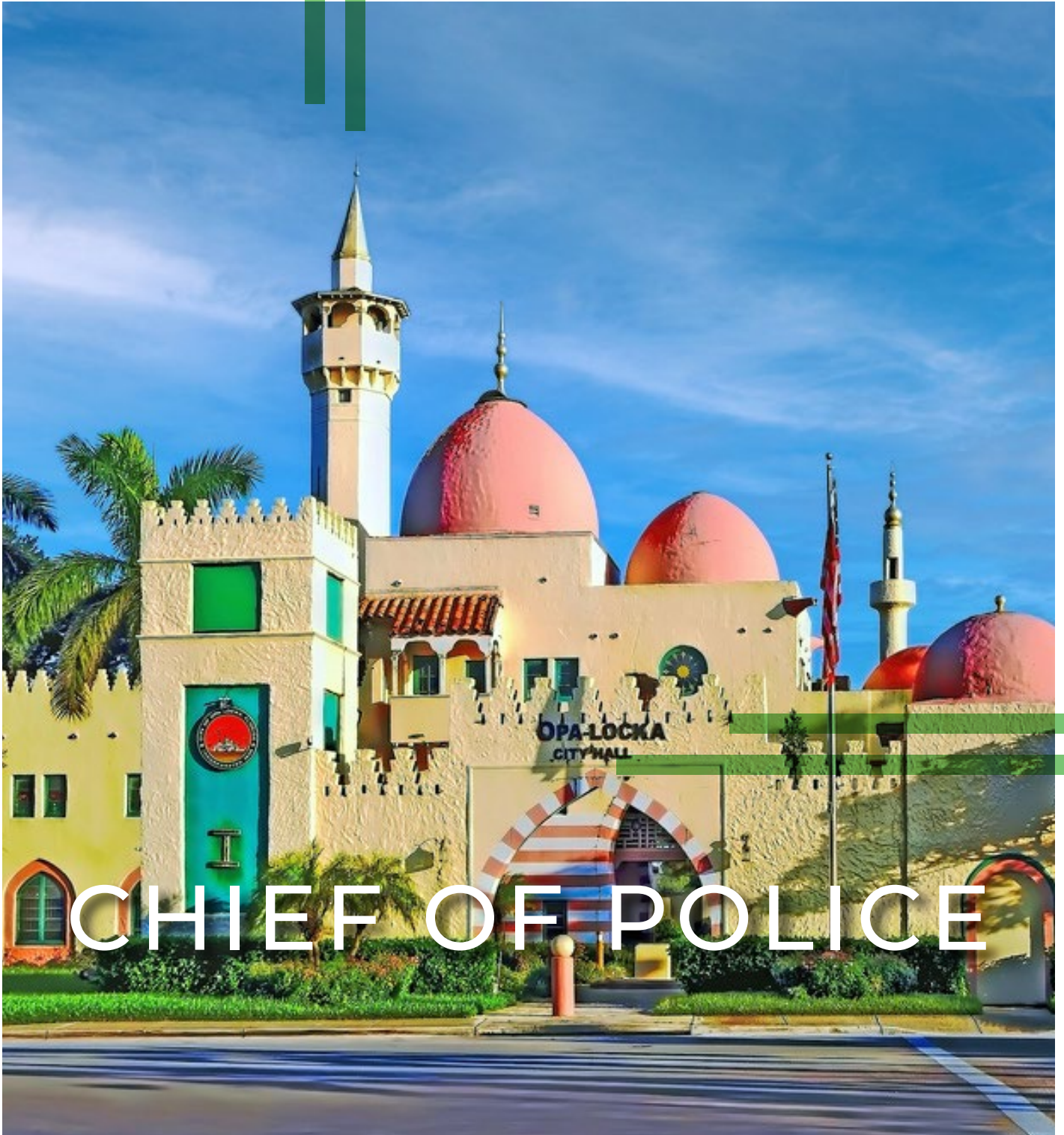


**A NATIONAL  
SEARCH IS**  
underway for a  
new Chief of Police  
**Opa-Locka, FL**



**CHIEF OF POLICE**



# THE CITY OF OPA-LOCKA, FLORIDA

# AN EXCITING OPPORTUNITY

# 01.



**The City of Opa-Locka, Florida, offers an exciting career opportunity for a progressive law enforcement professional to serve as the City's next Chief of Police.**

Opa-Locka is a city eager to make positive changes that build both community trust and ensure public safety. The Chief of Police must have the highest level of integrity and a record that includes progressive and dynamic police leadership. Opa-Locka seeks an individual who possesses excellent interpersonal, fiscal, and management skills. The Chief of Police is appointed by and reports directly to the City Manager and works cooperatively with the City Commission, Department Directors, and the Community.



# 02. THE GOVERNING STRUCTURE

**The City of Opa-Locka operates under the Commissioner-Manager form of government.**

The City Commission consists of the Mayor and four Commissioners, who serve staggered four-year terms and are subject to term limits (two terms or eight consecutive years). The Commission appoints the City Manager, the City Attorney, and the City Clerk. The Commission is responsible for creating a vision for the City and enacting ordinances, resolutions, and regulations that govern the City. The City Manager is accountable for implementing Commission directives and overseeing the day-to-day operations of the City. Opa-Locka provides traditional municipal services such as community development, police, fire, public works (water, sewer, street maintenance, and stormwater), and parks and recreation.

The 2020 budget for the City of Opa-Locka is \$49 million. The City has 152 total employees, with separate unions representing police and general employees. The City was in financial distress in 2016, but new leadership has implemented best financial practices. The next Chief of Police will be an integral part of the City Manager's leadership team.

# THE COMMUNITY

# 03.

Located in Southeast Florida just 12 miles north of Miami, the City of Opa-Locka originated as a “Moorish” real estate development community. Founded in 1925 by Glen H. Curtiss, a pioneer aviator, airplane manufacturer, and real estate developer, the City was incorporated a year later.

The City’s design is based on the Arabian Nights theme with street names like Sabur Lane, Sultan Avenue, Ali Baba Avenue, and Sesame Street. Opa-Locka has the most extensive collection of Moorish Revival architecture in the Western hemisphere.

Twenty buildings are currently listed on the National Register of Historic Places. Though many buildings were destroyed in the 1926 hurricane, the City retains its one-of-a-kind charm.

Opa-Locka covers 4.5 square miles and has a population of more than 16,000 people and 1,600 businesses. Close to everything, Opa-Locka is a transportation hub with 70% of the city zoned commercial-industrial, while only 30% is residential. The community is a blend of residents, businesses, and visitors from many different cultures and backgrounds. Opa-Locka is one of the most ethnically diverse cities in the United States, with residents identifying as African American (53.5%), Hispanic or Latino (43.7%), White (1.4%) or two different races (1.30%). The languages spoken are also very diverse, including English (52%), Spanish (43.7%), French (3.7%), French Creole (3.5%), and Other African languages (3%).



# THE POLICE DEPARTMENT 04.

**With a 2020 budget of \$4.7 million, the Chief of Police oversees an authorized staff of 54 sworn officers and 10 civilian employees. The Department is comprised of two Bureaus, each supervised by a Police Lieutenant, and managed by the Police Major:**

- The Administration Bureau is responsible for Criminal Investigations, Administrative & Special Operations (Motors/Traffic, Records, Communications, and Technology), Property & Evidence, Fiscal, Fleet Management, Special Projects, Reserves, and Off-Duty Work.
- The Uniformed Patrol Bureau is responsible for Patrol Teams, the Street Crimes Unit, and Field Training Program.



# 05. THE POSITION

The Chief of Police is an “at-will” position appointed by and serving at the pleasure of the City Manager. The Police Chief is a sworn police officer who leads the Department by developing and implementing best practices and crime control strategies. The Chief is also responsible for planning, directing and coordinating extensive and complex law enforcement activities in the City. The Chief is accountable for providing leadership through subordinate managers and supervisors. The Chief exercises independent judgment and must have professional managerial experience and knowledge that will help provide the highest level of protection to Opa-Locka citizens.



# 06. OPPORTUNITIES & CHALLENGES

At the request of the City, the Miami-Dade Police Department conducted an organizational assessment of the police department. In May 2020, Miami-Dade published its report, which concluded, in part, “significant changes are needed in practically all aspects of the department’s administrative and operational functions.”

The study suggests the Opa-Locka Police Department must build a strong leadership team based on “mutual trust and respect, especially among the department’s supervisory team, all of whom are talented and experienced individuals.”

While some of the foundational work with the current command staff is underway, the next Chief must be an experienced police executive with strong leadership skills and a commitment to developing an agency rooted in service, transparency and accountability to address the various challenges and opportunities that lie ahead. Some of the opportunities that were identified in the organizational assessment include:

- Communication at all levels of the organization must be improved. Ineffective communication currently impacts accountability measures. The next Chief of Police will have the opportunity to make sweeping improvements to all aspects of communication in the department.
- There are opportunities to develop and implement best practices to ensure accountability standards are applied consistently and fairly.
- Strategies, objectives, and goals must be established to guide the Department and its employees toward common and measurable achievements.
- The next Chief will have the opportunity to engage employees and consider their collective voices as decisions are made, policies formulated and department goals and objectives are achieved.
- The Chief will have the opportunity to engage employees so they can play an active and productive role in the achievement of the Department’s goals and objectives.



# 07. THE IDEAL CANDIDATE

**The next Police Chief must have impeccable integrity and a strong background in implementing and strengthening community policing. The Chief will be an effective communicator both inside the department and in the community. The Chief will be held to a high standard and will hold their staff accountable for conduct and outcomes. The ideal candidate will also:**

- have previous experience in senior police management; including data-driven and modern problem-solving with a history of making significant improvements in a police agency;
- have proven ability to communicate with the public and with police department employees;
- have experience using strategies that promote trust, reflect community values and enhance public safety;
- have experience working with community groups, businesses and nonprofits, to address public safety needs collaboratively;
- be committed to transparency and accountability;
- have the ability to work well with a unionized workforce and create a fair culture that values input;
- have a demonstrated understanding of the importance of leadership, decision-making and full transparency; and
- be skilled at overseeing preparations for and responses to natural or civil disasters, significant events, and 1st amendment protests

# 08. QUALIFICATIONS

**Any combination of experience and education that provides the required knowledge, skills, and abilities is qualifying.**

#### **EXPERIENCE:**

This position requires a minimum of ten (10) years of experience as a full-time, sworn police officer with three (3) years of management or command level experience.



#### **EDUCATION:**

A Bachelor's degree and a Master's degree may be a significant advantage with the right combination of career experience.

#### **DESIRABLE QUALIFICATIONS:**

Graduation from the FBI National Academy (FBINA) or comparable advanced training is highly desirable.

## Compensation

The salary for this executive position is under review and will be competitive for the market. Salary placement will depend on qualifications, accomplishments, and experience. In addition, the salary is supplemented by a very generous benefits program, which can be viewed [here](#).



## TO BE CONSIDERED

Candidates are encouraged to apply immediately by submitting a comprehensive resume, compelling cover letter, and a minimum of five work-related references via email to [apply@publicsectorsearch.com](mailto:apply@publicsectorsearch.com). Confidentiality will be maintained until the selection phase, to the extent possible and practical. References will not be contacted without the express consent of the candidate. Applications will be accepted until November 30, 2020, with interviews to follow. After the City Manager makes the final selection, the next Chief of Police will take office at a mutually agreeable date before the end of 2020.

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## APPLY WITH CONFIDENCE

Confidential inquiries and questions regarding this career opportunity should be directed to:

### Public Sector Search & Consulting, Inc.

**Gary Peterson (Chief of Police, Ret.)**

**President / CEO**

[gary@publicsectorsearch.com](mailto:gary@publicsectorsearch.com)

Mobile: (916) 622-5323 | Office: (916) 789-9990





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## ADDRESS

6520 Lonetree Blvd.  
Suite 1040  
Rocklin, CA 95765

## PHONE & FAX

Phone (916) 789-9990  
Fax (916) 290-0201

## WEB & EMAIL

Email [info@publicsectorsearch.com](mailto:info@publicsectorsearch.com)  
[gary@publicsectorsearch.com](mailto:gary@publicsectorsearch.com)  
Web [publicsectorsearch.com](http://publicsectorsearch.com)

