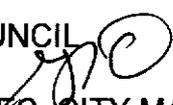


MEMORANDUM

TO: MAYOR & CITY COUNCIL 

FROM: GREGORY J. ORAVEC, CITY MANAGER

SUBJECT: EMPLOYMENT AGREEMENT WITH CRAIG R. NOVICK FOR THE POSITION OF POLICE CHIEF

DATE: JUNE 22, 2012

As you may be aware, Section 32.71 of the Code of Ordinances regulates the hiring of the Police Chief, stating:

Sec. 32.71. - Police chief.

(a) The city manager shall hire or appoint a police chief, who shall have not less than the minimum qualifications and shall have the duties and responsibilities as set out below. The police chief shall be in charge of the police department, subject to the supervision of the city manager.

(b) The police chief shall have, at minimum, the requisite certification by the Florida Criminal Justice Standards and Training Commission (see especially F.S. § 943.13 for minimum standards of employment), and must have ten years of law enforcement experience, five of which must be in a supervisory capacity. The police chief must demonstrate an ability to make acceptable budgetary estimates for any project within the scope of his responsibilities, and possess the knowledge and skill for modern police work, including administration, which is indispensable to the efficient operation of a police department. The police chief shall be the accountable officer for all police department equipment and shall maintain proper inventories and property records.

(c) The police chief shall be paid a salary to be set each year by the city council upon the recommendation of the city manager, or in a contract of employment for term of years to be approved by the city council.

(78 Code, §§ 15.5-12—15.5-14; Ord. 80-13, passed 4-7-80)

As you know, we recently completed a rigorous selection process, which resulted in the selection of Mr. Craig R. Novick for the position of Police Chief. I would like to thank you, our citizens, our staff and a very hard working Selection Committee for helping me make this very important decision.

Please be advised that Mr. Novick has accepted our conditional offer of employment based upon the terms set forth in the enclosed employment agreement. The agreement is based upon our typical department head agreement with a few changes. Key elements and the aforementioned changes (noted by asterisks) are outlined below:

- The Police Chief is an at-will contractual employee.
- Start Date: September 8, 2012.

- Term: 2 years. Extensions are automatic unless one party notifies the other at least 90 days prior to the expiration date.
- Salary: \$120,000. The median salary in our comparable jurisdiction study group is \$136,805. His current salary is \$120,000. The salary of our last police chief was \$137,134.
- Vacation Days*: The contract provides him with 80 hours of vacation time at the start of his contract. Mr. Novick has a wedding planned at the end of the year. Typically, vacation time is accrued per pay period at a rate dictated by length of service.
- Severance Pay*: 3 months if terminated within first year. 5 months if terminated thereafter. Typically, severance is 3 months if terminated within first 2 years and 5 months if terminated after 2 years.
- State Certification Sponsorship*: The City shall pay all examination and training fees on employee's behalf related to obtaining Florida certification as a law enforcement officer. This is not a normal provision in our department head contracts, but is not atypical in the hiring of police officers. Additionally, the total cost is estimated to be less than \$2,000.
- Residency*: This is a provision I intend to insert into the agreements of all new department and assistant department heads. It requires that the employee establish legal residency within the City within 12 months from the Effective Date.

In addition to the above, it should be noted that Mr. Novick did not request moving expenses and has stated that he will decline healthcare coverage. With your approval of the terms of the agreement, I will execute it once Mr. Novick completes the remaining elements of the hiring process, which include drug screening, physical, HR background check, obtaining a Florida Driver's License and signing all required documents in the new employee package. As you know, a comprehensive Police Department background investigation of Mr. Novick has already been completed.

Unfortunately, Mr. Novick will be unable to attend Monday's meeting because he is on vacation out of the country. However, he transmitted the enclosed statement, which I would like to read into the record at the appropriate time.

If you have any questions or require additional information, please do not hesitate to contact me.

Craig R. Novick, M.B.A., M.S.

June 21, 2012

Mr. Gregory J. Oravec, City Manager
City of Port St. Lucie
121 SW Port St. Lucie Blvd.
Port St. Lucie, FL 34984

Dear Mr. Oravec:

Unfortunately Keri and I will be out of the country next week. I will be unable to provide a response if any questions arise. I do have a statement for you to pass along:

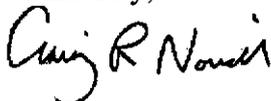
I would like to take this opportunity to thank City Manager Greg Oravec, Mayor Faiella, Vice Mayor Bartz, City Council, The brave men and women of the Port St. Lucie Police Department and the citizens of Port St. Lucie for your trust and support.

The last few days, I was honored by all the phone calls and emails from citizens all across Port St. Lucie asking for me to reconsider. I also had comprehensive conversations with members of the city council and the city manager.

I am now ready and extremely energized to serve the citizens of Port St. Lucie and work side by side with our police officers to raise the bar and ensure excellence in public safety. I am proud to now be part of the community and eager to bring the Port St. Lucie Police Department to the highest levels of success.

My doors will always be open to each and every citizen. I am committed to always improving the quality of life. It is my honor and privilege to be part of Team Port St. Lucie.

Sincerely,



Craig R. Novick

EMPLOYMENT AGREEMENT

THIS AGREEMENT, effective the 8th day of September, 2012 (the "Effective Date"), by and between the CITY OF PORT ST. LUCIE, hereinafter referred to as CITY, acting through Gregory J. Oravec, City Manager, hereinafter referred to as CM, and **Craig R. Novick**, hereinafter referred to as EMPLOYEE, governs the terms and conditions of EMPLOYEE'S employment.

WHEREAS, CITY desires to retain the services of an administrative officer to manage, direct, supervise and coordinate the activities of its Police Department; and

WHEREAS, CM desires to appoint a Police Chief; and

WHEREAS, CITY agrees to employ EMPLOYEE and EMPLOYEE agrees to accept employment with CITY in the position of **Police Chief**; and

WHEREAS, it is the desire of CM to establish terms and conditions of employment, and to codify working conditions of EMPLOYEE; and

NOW THEREFORE, in consideration of the mutual covenants herein contained, CITY and EMPLOYEE agree as follows:

I. DUTIES.

A. A job description for the position delineating specific job duties is attached hereto as Exhibit A and

incorporated herein by this reference.

B. CM agrees that the Police Chief shall be the chief administrative officer of the Police Department, subject to the supervision of the CM, pursuant to Section 32.71 of the Code of the City of Port. St. Lucie and Sections 4.01 and 4.04 of the City Charter.

II. DURATION OF AGREEMENT.

A. EMPLOYEE shall serve at the pleasure of CM and shall be an at-will contractual employee of the CITY, and waives any rights to a pre- or post-disciplinary hearing in the event of discipline, including termination.

B. Nothing in this Agreement shall prevent, limit, or otherwise interfere with the right of CM to terminate the employment of EMPLOYEE at any time, subject only to the provisions set forth in Section XI.

C. Nothing in this Agreement shall prevent, limit, or otherwise interfere with the right of CM to cancel this Agreement, subject only to the provisions set forth in Section III (B) (C) or (D).

D. Nothing in this Agreement shall prevent, limit, or otherwise interfere with the right of EMPLOYEE to resign at any time, subject only to the provisions set forth in Section III (A).

E. The duration of this Agreement shall be for a period of two (2) years, commencing the 8th day of September, 2012, until the 8th Day of September, 2014.

F. Extension of Agreement. In the event either party to this Agreement does not give written notice to the other party at least ninety (90) days prior to the expiration date, this Agreement shall be extended for two (2) years on the same terms and conditions as set forth in this Agreement. Said Agreement shall continue thereafter for two-year periods, unless either party provides written notice to the other party at least ninety (90) days prior to the expiration date of the current period of the Agreement. In the event either party provides written notice at least ninety (90) days prior to the expiration date of the initial term or renewal, the Agreement will expire and EMPLOYEE shall only be compensated for eligible accrued benefits to date, based on the limitations and conditions detailed herein.

III. CANCELLATION OF AGREEMENT.

The parties agree that this Agreement may be canceled in one of the following ways:

A. EMPLOYEE may cancel this Agreement by providing at least 60-days written notice to CM of EMPLOYEE'S voluntary resignation, unless the parties agree otherwise. A timely notice constitutes a "good standing" separation. EMPLOYEE

acknowledges and understands that, in the event of a voluntary resignation, EMPLOYEE is not entitled to any severance pay.

B. CM may cancel this Agreement in the event EMPLOYEE abandons the position. A position is considered abandoned after unauthorized absences from work for a consecutive period of three (3) days (or three (3) assigned shifts) occur. EMPLOYEE is not entitled to severance in the event of cancellation due to abandonment.

C. If EMPLOYEE is convicted of a misdemeanor involving moral turpitude or a felony violation of Florida or federal criminal law, such charges arising from events and prosecution occurring during the term of this Agreement, CM shall have the option of canceling this Agreement without being obligated to pay any severance pay.

D. CM may cancel this Agreement in the event EMPLOYEE is unable to become Florida certified as a law enforcement officer, pursuant to Chapter 943, F.S., by the Effective Date. EMPLOYEE acknowledges and understands that, in the event certification is not achieved, EMPLOYEE is not entitled to any severance pay.

IV. TERMINATION OF EMPLOYMENT. CM may, with or without cause, terminate the employment of the EMPLOYEE at any time. If the EMPLOYEE is terminated before the expiration of the Agreement as set forth in Section II (B), EMPLOYEE shall be

entitled to severance pay as set forth in Section XI. EMPLOYEE shall also be compensated for all eligible accrued benefits to date, based on the limitations and conditions detailed herein.

V. PERFORMANCE CRITERIA AND EVALUATIONS.

A. At least annually, CM (or his designee) shall meet with EMPLOYEE to establish performance standards, departmental goals and criteria for a performance evaluation. Shortly before each annual anniversary date of this Agreement, CM (or his designee) shall, in accordance with criteria previously established, review and evaluate the performance of EMPLOYEE.

B. CM (or his designee) shall provide EMPLOYEE with a written performance evaluation and provide an opportunity for EMPLOYEE to discuss the contents thereof with CM (or his designee) for the purpose of advancing the overall effectiveness of EMPLOYEE in his position.

C. CM (or his designee) may provide EMPLOYEE with periodic written performance evaluations during the first 180 days of employment as **Police Chief**.

VI. HEALTH, DISABILITY, AND LIFE INSURANCE.

A. CITY agrees to provide disability, accidental death and dismemberment, and life insurance for EMPLOYEE and to pay the premiums thereon equal to that which is provided to all other CITY employees.

B. CITY agrees to provide comprehensive health and

hospitalization insurance coverage, which includes medical, dental, and vision insurance for EMPLOYEE and EMPLOYEE'S dependents (if eligible), provided EMPLOYEE pays the required contribution(s). Contributions, co-payments, and other fees shall reflect the rate(s) applicable to CITY employees.

VII. SECONDARY EMPLOYMENT. EMPLOYEE agrees not to accept any other full-time employment. However, CM agrees that EMPLOYEE shall be allowed to accept part-time employment and to accept normal compensation for such endeavors, provided such part-time employment shall be scheduled so as to not interfere with the normal operations of the CITY and shall require the prior written approval of CM.

VIII. SICK, ANNUAL, COMPENSATORY, PERSONAL, BEREAVEMENT AND MILITARY LEAVES, AND OTHER AUTHORIZED ABSENCES.

Note: "anniversary date," as referenced in this section, shall mean September 8.

SICK TIME. EMPLOYEE shall be granted ninety-six (96) hours sick time upon the Effective Date and nine-six (96) hours sick time upon each subsequent anniversary date. Said sick time may only be used in accordance with the provisions outlined in the City's Personnel Rules and Regulations. In the event EMPLOYEE separates from service pursuant to Section III (B), (C) or Section IV, EMPLOYEE shall not be compensated for unused sick time. However, the aforementioned prohibition of unused sick

time compensation does not include a separation due to a "Reduction in Force" (RIF).

If EMPLOYEE leaves City employment pursuant to Section III (A) or as part of a RIF, compensation for unused sick time will be granted in accordance with the following:

Years Employed	Payment Percentage
5 - 9	50%
10 - 14	60%
15 - 19	75%
20 +	100%

Payments are limited to a maximum of one thousand forty (1,040) hours.

ANNUAL LEAVE. EMPLOYEE shall be granted eighty (80) hours annual leave upon the Effective Date. Effective September 8, 2013, and upon subsequent anniversary dates, EMPLOYEE shall accrue annual leave on a bi-weekly basis as follows:

Years Employed	Days Accrued Per Year
0-3	10
4-9	15
10-19	20
20 +	25

Annual leave may only be accrued to a maximum of two-hundred forty (240) regular hours. If EMPLOYEE leaves CITY employment after more than six (6) months of continuous employment from his date of hire, he shall receive payment for any accrued annual leave as of the date of separation.

COMPENSATORY TIME. EMPLOYEE shall be granted forty (40) hours of compensatory time upon the Effective Date and upon each

subsequent anniversary date. Said compensatory time may be used in addition to other approved leaves. No more than (40) hours per year may be utilized within any twelve-month period, namely the period commencing on September 8 and ending on September 7 the following year. Upon separation from employment with CITY for any reason, including but not limited to resignation, termination or cancellation of the Agreement, EMPLOYEE is not entitled to and will not receive payment for any unused compensatory time balance.

PERSONAL DAYS. EMPLOYEE shall be granted three (3) paid personal leave days upon his hire and upon each anniversary date. Paid personal leave days may not be accrued from year-to-year. Personal days are not compensated upon separation from City employment.

BEREAVEMENT, MILITARY AND OTHER AUTHORIZED LEAVES/ABSENCES may be granted, pursuant to the City's Personnel Rules and Regulations, and in accordance with applicable law.

IX. RETIREMENT.

A. The CITY agrees to pay an amount equal to ten and one-half (10.5%) percent of EMPLOYEE'S base pay into the ICMA Retirement Corporation 401(A) or 457 Account. Said contributions to coincide with EMPLOYEE'S bi-weekly salary payments as provided to all other managerial CITY employees.

B. Alternatively, EMPLOYEE shall have the option to

participate in the Port St. Lucie Police Officers Retirement Trust, organized under the provisions of Chapter 185 F.S. and applicable local ordinances. CITY agrees to pay an amount equal to ten and one-half (10.5%) percent of EMPLOYEE'S base pay into the 185 Police Retirement Trust.

X. SALARY/ALLOWANCES/COMPENSATORY LEAVE.

A. Starting salary shall be **One Hundred and Twenty** thousand dollars (\$ 120,000) per year, payable in bi-weekly installments. EMPLOYEE shall be eligible for, and/or subjected to, any budgeted salary adjustments, based upon annual performance reviews or for other legitimate reasons.

B. EMPLOYEE acknowledges that, pursuant to the Fair Labor Standards Act (FLSA), EMPLOYEE qualifies for the "**ADMINISTRATIVE,**" employee exemption. As an exempt employee, EMPLOYEE is paid a weekly salary, not subject to minimum wage or overtime provisions of the FLSA. As such, EMPLOYEE shall do all things necessary and required to be available to CITY during the term of this Agreement.

C. **AUTOMOBILE EXPENSES.** EMPLOYEE will receive a CITY-issued vehicle for local and out-of-area business travel. The use of said vehicle shall be governed by Ordinance 79-27. EMPLOYEE will also receive mileage reimbursement for use of EMPLOYEE'S personal vehicle for local and out-of-area business travel at the CITY rate, which shall annually coincide with the

Internal Revenue Service's standard mileage rate.

D. COMMUNICATION EXPENSES. CITY hereby agrees to provide EMPLOYEE fifty (\$50) dollars per month, subject to all applicable payroll taxes, for the maintenance of a cellular telephone or similar device for use in the normal conduct of business, in accordance with City policy.

XI. SEVERANCE PAY. CM shall grant EMPLOYEE three (3) months' severance pay (equal to thirteen [13] regular weeks' pay) if terminated pursuant to Section IV prior to the first anniversary date. After One year in the position of **Police Chief**, CM shall grant EMPLOYEE five (5) months' severance pay upon termination by CM pursuant to Section IV.

XII. RESIDENCY. EMPLOYEE shall establish legal residency within the City Limits of Port St. Lucie no later than twelve (12) months from the Effective Date and maintain such residency throughout his tenure as Police Chief.

XIII. GENERAL EXPENSES. CM recognizes that certain expenses of a non-personal and job-affiliated nature may be incurred by EMPLOYEE, and hereby agrees to reimburse or to pay said general expenses, subject to prior approval of CM and in accordance with City policy. The Finance Director/City Treasurer is hereby authorized to disburse such monies upon receipt of duly executed expense or petty cash vouchers, receipts, statements, or personal affidavits.

XIV. STATE CERTIFICATION SPONSORSHIP. CITY shall pay all examination and training fees on EMPLOYEE'S behalf related to obtaining Florida certification as a law enforcement officer.

XV. CIVIC CLUB MEMBERSHIPS. CM recognizes the desirability of representation in and before local civic and other organizations. EMPLOYEE shall present to CM for his review and approval a listing of civic organizations for which, if approved, the CITY shall pay all expenses on EMPLOYEE'S behalf.

XVI. EMPLOYEE HANDBOOK. Terms and conditions of EMPLOYEE'S employment not specifically set forth in this Agreement shall be governed by the City's Personnel Rules and Regulations for non-bargaining unit employees, provided said provisions are not inconsistent with or in conflict with the provisions of this Agreement, CITY Code of Ordinances and/or any law.

XVII. POST EMPLOYMENT RESTRICTIONS. EMPLOYEE shall not personally represent another person or entity for compensation before the CITY COUNCIL or any CITY board or commission for a period of TWO (2) years following EMPLOYEE'S separation of employment. However, this post employment restriction shall not apply to EMPLOYEE'S representation of a bargaining unit or any not-for-profit entity serving the needs to the community as may be determined by the CITY COUNCIL.

This section shall survive the termination of EMPLOYEE or cancellation or nonrenewal of this AGREEMENT.

XVIII. MODIFICATIONS. No change or modification of this Agreement shall be valid unless it is reduced to writing and signed by both parties.

XIX. GOVERNING LAW. This Agreement shall be construed and governed by the laws of the State of Florida, and venue for any proceedings brought hereon shall be in St. Lucie County, Florida.

XX. SEVERABILITY OF PROVISIONS. If any clause or provision of this Agreement shall be determined to be illegal or to be void as against public policy, the remainder of this Agreement shall not be affected thereby.

IN WITNESS WHEREOF, the parties hereunto have set their hands to this instrument this ____ day of _____ 20__.

Craig R. Novick, EMPLOYEE

Gregory J. Oravec,
City Manager

APPROVED AS TO FORM:

Milton R. Collins,
City Attorney

XVIII. MODIFICATIONS. No change or modification of this Agreement shall be valid unless it is reduced to writing and signed by both parties.

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XX. SEVERABILITY OF PROVISIONS. If any clause or provision of this Agreement shall be determined to be illegal or to be void as against public policy, the remainder of this Agreement shall not be affected thereby.

IN WITNESS WHEREOF, the parties hereunto have set their hands to this instrument this 21 day of JUNE 2012.



Craig R. Novick, EMPLOYEE

Gregory J. Oravec,
City Manager

APPROVED AS TO FORM:

Milton R. Collins,
City Attorney



CITY OF PORT ST. LUCIE
Position Description

Job Title: Chief of Police
Department: Police
Reports To: City Manager
Job Code: 1816
Band: Administrator
FLSA Status: Exempt
Union Status: Non
Prepared Date: July 15, 2004
Modification Date:
Vehicle Status: Available for use

This position is an Essential classification and will require you to report to duty after a hurricane or emergency.

Summary

Responsible administrative and technical position as head of City's Police Department. Directs, plans, manages, and coordinates activities and operations of departmental personnel and activities by performing the following duties personally or through subordinate supervisors.

Essential Duties and Responsibilities include the following. Other duties may be assigned.

Develops, plans, and implements police department goals, objectives, rules, regulations, and work methods that comply with federal, state, and local laws and in response to assessment of community needs.

Appraises crime prevention and law enforcement problems of the City. Develops efficient police solutions and adjusts departmental methods to meet new situations and to improve existing operations and effectiveness.

Prepares, reviews, and presents reports and other necessary correspondence. Performs routine administrative functions. Coordinates, administers, and monitors police activities, personnel, and programs.

Establishes, within policy guidelines, appropriate service and staffing levels. Directs the selection, supervision, training, development, and discipline of department personnel.

Provides consultation and staff assistance to City Manager, City Council, and other City officials.

Advises and assists police officers in non-routine criminal or other investigations.

Supervises and participates in the development and administration of the police department budget. Controls expenditures of departmental appropriations.

Directs investigation of citizen complaints regarding officer misconduct or other alleged wrongdoing. Responds to complaints and inquiries regarding department operations and policies.

Coordinates law enforcement activities with activities of other departments and law enforcement agencies. Cooperates with state and federal officers in the apprehension of wanted persons, and other agencies with which the department's

activities are involved.

Participates in professional organizations and sits on a variety of boards, commissions, and committees. Attends, conducts and addresses meetings at public gatherings and community organizations to explain and promote the department's activities and functions and to establish and maintain favorable public relations.

Commands force during emergencies, such as fires, riots and terrorist threats.

Provides input in the legislative process on matters related to law enforcement and public safety.

Successful candidate should demonstrate previous ability to work collaboratively with the community, a diverse cultural environment to communicate, lead and manage. Must have extensive knowledge and experience in community policing, problem oriented policing, instituting problem analysis and the COMPSTAT process.

Supervisory Responsibilities

Manages subordinate supervisors who supervise employees in the department. Responsible for the overall direction, coordination, and evaluation of staff. Also directly supervises non-supervisory employees. Carries out supervisory responsibilities in accordance with the City's policies and applicable laws. Responsibilities include interviewing, hiring, and training employees; planning, assigning, and directing work; appraising performance; rewarding and disciplining employees; addressing complaints and resolving problems.

Competency

To perform the job successfully, an individual should demonstrate the following competencies:

Analytical - Synthesizes complex or diverse information; Collects and researches data; Uses intuition and experience to complement data; Designs work flows and procedures.

Design - Generates creative solutions; Translates concepts and information into images; Uses feedback to modify designs; Applies design principles; Demonstrates attention to detail.

Problem Solving - Identifies and resolves problems in a timely manner; Gathers and analyzes information skillfully; Develops alternative solutions; Works well in group problem solving situations; Uses reason even when dealing with emotional topics.

Project Management - Develops project plans; Coordinates projects; Communicates changes and progress; Completes projects on time and budget; Manages project team activities.

Technical Skills - Assesses own strengths and weaknesses; Pursues training and development opportunities; Strives to continuously build knowledge and skills; Shares expertise with others.

Customer Service - Manages difficult or emotional customer situations; Responds promptly to customer needs; Solicits customer feedback to improve service; Responds to requests for service and assistance; Meets commitments.

Interpersonal Skills - Focuses on solving conflict, not blaming; Maintains confidentiality; Listens to others without interrupting; Keeps emotions under control; Remains open to others' ideas and tries new things.

Oral Communication - Speaks clearly and persuasively in positive or negative situations; Listens and gets clarification; Responds well to questions; Demonstrates group presentation skills; Participates in meetings.

Written Communication - Writes clearly and informatively; Edits work for spelling and grammar; Varies writing style to meet needs; Presents numerical data effectively; Able to read and interpret written information.

Teamwork - Balances team and individual responsibilities; Exhibits objectivity and openness to others' views; Gives and welcomes feedback; Contributes to building a positive team spirit; Puts success of team above own interests; Able to build morale and group commitments to goals and objectives; Supports everyone's efforts to succeed.

Visionary Leadership - Displays passion and optimism; Inspires respect and trust; Mobilizes others to fulfill the vision; Provides vision and inspiration to peers and subordinates.

Change Management - Develops workable implementation plans; Communicates changes effectively; Builds commitment and overcomes resistance; Prepares and supports those affected by change; Monitors transition and evaluates results.

Delegation - Delegates work assignments; Matches the responsibility to the person; Gives authority to work independently; Sets expectations and monitors delegated activities; Provides recognition for results.

Leadership - Exhibits confidence in self and others; Inspires and motivates others to perform well; Effectively influences actions and opinions of others; Accepts feedback from others; Gives appropriate recognition to others.

Managing People - Includes staff in planning, decision-making, facilitating and process improvement; Takes responsibility for subordinates' activities; Makes self available to staff; Provides regular performance feedback; Develops subordinates' skills and encourages growth; Solicits and applies customer feedback (internal and external); Fosters quality focus in others; Improves processes, products and services; Continually works to improve supervisory skills.

Quality Management - Looks for ways to improve and promote quality; Demonstrates accuracy and thoroughness.

Business Acumen - Understands business implications of decisions; Displays orientation to profitability; Demonstrates knowledge of market and competition; Aligns work with strategic goals.

Cost Consciousness - Works within approved budget; Contributes to profits and revenue; Develops and implements cost saving measures; Conserves organizational resources.

Diversity - Demonstrates knowledge of EEO policy; Shows respect and sensitivity for cultural differences; Educates others on the value of diversity; Promotes a harassment-free environment; Builds a diverse workforce.

Ethics - Treats people with respect; Keeps commitments; Inspires the trust of others; Works with integrity and ethically; Upholds organizational values.

Organizational Support - Follows policies and procedures; Completes administrative tasks correctly and on time; Supports organization's goals and values; Benefits organization through outside activities.

Strategic Thinking - Develops strategies to achieve organizational goals; Understands organization's strengths & weaknesses; Analyzes market and competition; Identifies external threats and opportunities; Adapts strategy to changing conditions.

Judgment - Displays willingness to make decisions; Exhibits sound and accurate judgment; Supports and explains reasoning for decisions; Includes appropriate people in decision-making process; Makes timely decisions.

Motivation - Sets and achieves challenging goals; Demonstrates persistence and overcomes obstacles; Measures self against standard of excellence; Takes calculated risks to accomplish goals.

Planning/Organizing - Prioritizes and plans work activities; Uses time efficiently; Plans for additional resources; Sets goals and objectives; Organizes or schedules other people and their tasks; Develops realistic action plans.

Professionalism - Approaches others in a tactful manner; Reacts well under pressure; Treats others with respect and consideration regardless of their status or position; Accepts responsibility for own actions; Follows through on commitments.

Quality - Demonstrates accuracy and thoroughness; Looks for ways to improve and promote quality; Applies feedback to improve performance; Monitors own work to ensure quality.

Quantity - Meets productivity standards; Completes work in timely manner; Strives to increase productivity; Works quickly.

Safety and Security - Observes safety and security procedures; Determines appropriate action beyond guidelines; Reports potentially unsafe conditions; Uses equipment and materials properly.

Adaptability - Adapts to changes in the work environment; Manages competing demands; Changes approach or method to best fit the situation; Able to deal with frequent change, delays, or unexpected events.

Attendance/Punctuality - Is consistently at work and on time; Ensures work responsibilities are covered when absent; Arrives at meetings and appointments on time.

Dependability - Follows instructions, responds to management direction; Takes responsibility for own actions; Keeps commitments; Commits to long hours of work when necessary to reach goals; Completes tasks on time or notifies appropriate person with an alternate plan.

Initiative - Volunteers readily; Undertakes self-development activities; Seeks increased responsibilities; Takes independent actions and calculated risks; Looks for and takes advantage of opportunities; Asks for and offers help when needed.

Innovation - Displays original thinking and creativity; Meets challenges with resourcefulness; Generates suggestions for improving work; Develops innovative approaches and ideas; Presents ideas and information in a manner that gets others' attention.

Qualifications

To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skill, and/or ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

Education and/or Experience

Master's degree in Public Administration, Business Administration or related field. Ten (10) years of experience in law enforcement and responsible administrative positions, three (3) years of which must have been at the level of Chief or Assistant Chief in a comparable department and a record of successfully setting and accomplishing goals and objectives. Completion of an executive-level law enforcement training program; e.g., F.B.I. National Academy or Southern Police Institute desirable.

Language Skills

Ability to read, analyze, and interpret general business periodicals, professional journals, technical procedures, or governmental regulations. Ability to write reports, business correspondence, and procedure manuals.

Mathematical Skills

Ability to work with mathematical concepts such as probability and statistical inference, and fundamentals of plane and solid geometry and trigonometry. Ability to apply concepts such as fractions, percentages, ratios, and proportions to practical situations.

Reasoning Ability

Ability to define problems, collect data, establish facts, and draw valid conclusions. Ability to interpret an extensive variety of technical instructions in mathematical or diagram form and deal with several abstract and concrete variables.

Computer Skills

To perform this job successfully, an individual should have knowledge of Database software; Internet software; Project Management software; Microsoft Excel spreadsheet software and Microsoft Word word processing software.

Certificates, Licenses, Registrations

Florida Law Enforcement Certification.
Valid Florida Driver's License and maintenance of clean driving record.
A comparable amount of training, education or experience may be substituted for the minimum qualifications.

Other Skills and Abilities

Knowledge of the principles and practices of modern police science, police administration and crime prevention.
Knowledge of police records and their application to the solution of police problems.
Knowledge of controlling laws and ordinances.
Knowledge of standards by which the quality of police service is evaluated.
Knowledge of the organization and functions of the City departments and of county,

state, federal law enforcement, regulatory, and licensing agencies.
Knowledge of effective management practices.
Knowledge of computer software programs related to departmental functions.
Ability to express ideas clearly in writing and orally.
Ability to plan, assign, direct and supervise the activities of the department.
Ability to provide strong leadership to the department.
Ability to make good quality decisions.
Ability to assess, select and promote quality people.
Ability to appear before groups of taxpayers and the Council to present data and programs which enhance the continued efficient operation of the Department.
Ability to communicate effectively in writing and orally.
Ability to establish and maintain effective working relationships with other City officials and the public.

Physical Demands

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this Job, the employee is regularly required to sit and talk or hear. The employee is frequently required to walk and use hands to finger, handle, or feel. The employee is occasionally required to stand and reach with hands and arms. The employee must frequently lift and/or move up to 10 pounds. Specific vision abilities required by this job include ability to adjust focus.

Work Environment

The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

The noise level in the work environment is usually moderate.