



LEADERSHIP PROFILE



Director of Public Safety & Operations
Midtown Alliance
Atlanta, GA

“We believe in the power of place.”

THE ORGANIZATION

Midtown Atlanta is an extraordinary place, and it owes much of its nationally recognized vibrancy to the efforts of Midtown Alliance.

Formed in 1978 with the objective of transitioning Midtown Atlanta from a district struggling with slow urban development, public safety challenges and a lack of vision, Midtown Alliance has been a critical catalyst in an extraordinary transformation. A once undervalued, deteriorating part of Atlanta is now celebrated as a model of urban planning and progress and the live/work/play center of the South’s most dynamic metropolis.



Midtown’s dramatic revitalization was spearheaded by the Alliance in partnership with regional business leaders and entrepreneurs, forward-thinking funders and citizens committed to creating an urban environment where economic, residential and cultural development could thrive.

Some examples of the resources and strategy Midtown Alliance has leveraged in pursuit of a Midtown that is safer, cleaner, more efficient and more inviting for residents and businesses:

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▀ **A Unique Blueprint.** Initiated by Midtown Alliance, Blueprint Midtown is a comprehensive master plan that continues to guide the district's growth. The plan evolved from a unique visioning process in which the entire community had a voice and was incorporated into a special zoning district in Midtown in 2000.

Through the Blueprint, Midtown Alliance focuses on issues that promote economic development and enrich community life—public safety, a cleaner environment, better pedestrian passageways, the efficient movement of traffic, public plazas and green space—all geared towards reinforcing the vitality for which Midtown has become known.



▀ **Strong and consistent** expansion of commercial and residential development. Since the adoption of the Blueprint Midtown, Midtown's tax digest, number of residential units and retail space have all more than tripled. At the same time, Midtown Atlanta has retained and strengthened its commitment to superior walkability, quality design and abundant choices for workers, residents and visitor.

▀ **Greenprint Midtown.** In 2012, Midtown Alliance completed a sustainability action plan—Greenprint Midtown—that established a vision and framework for energy, water, waste, transportation and open spaces. Midtown Alliance is a pioneer in creating the South's first EcoDistrict grounded in sustainability strategies.

▀ **Public Safety.** Public safety is always an issue in urban environments, and ensuring a positive, secure and welcoming experience is of primary importance to Midtown Alliance, its members and its partners. The most visible component is Midtown Blue, a 24/7 force of off-duty Atlanta police officers and civilian public safety personnel.



In addition, Midtown Alliance has invested considerably in a state-of-the-art camera network, the region's most extensive, which links directly to the Atlanta Police Department's Video Integration Center. The ability to see major streets, corridors and

intersections in real-time enables Midtown Alliance to respond quickly to incidents, improve traffic flow and monitor large-scale civic events.

Together these continuing efforts have had a dramatic and positive effect on both the perception and reality of Midtown as a safe and welcoming urban district.

🌿 **Clean & Green:** Preserving Midtown’s status as a highly attractive and well-maintained district is a major mandate. This work is performed seven days a week and includes the repair and replacement of fixtures, streetlights and other infrastructure in the public right of way, general maintenance and light landscaping—all implemented with environmentally sensitive practices. Green Team members also act as important eyes and ears to identify and report back on issues that need to be addressed.



Midtown Alliance is a member-supported nonprofit governed by a volunteer board. The Alliance is staffed by full-time professionals in urban planning & design, transportation, capital projects & infrastructure, public safety & operations, finance, law and marketing.

Midtown Alliance is also actively involved in constructing public improvement and transportation projects in the public right-of-way. In 2017, about half the organization’s annual budget of \$16mm will be spent on capital projects.

THE OPPORTUNITY

The Director of Public Safety will be expected to build upon the accomplishments and momentum of current public safety initiatives and, with the CEO and senior staff, develop and manage a successful security and operations strategy for the next chapter of Midtown’s growth.

As an integral part of the senior leadership team, the Director ensures day-to-day safety and security programs for Midtown Alliance via Midtown Blue. Beyond traditional public safety, the Director and staff ensure that the district’s public areas are clean and well-maintained, proactively managing related infrastructure and addressing maintenance issues before they become problems.

Accordingly, the Director of Public Safety & Operations must engage proactively with area development teams and contractors working in Midtown’s streets and sidewalks, ensuring proper lane or sidewalk closure permits and coordination. 24/7 walkability remains an essential priority and key success metric, and the Director has an important role in reinforcing Midtown’s daily appeal to residents, visitors and workers.

Near-term, the Director of Public Safety & Operations will balance several interconnected mandates:

➤ **Proactively execute to address public safety issues.** More than just a guardian of react-and-respond, the Director will be expected to anticipate the preventable, providing a forward-looking viewpoint on challenges to Midtown's momentum as a safe, secure and inviting environment. Similarly, as the Alliance's chief front-line representative on such matters, the Director must be both capable and comfortable presenting a unified message on public safety and related operational mandates.

➤ **Continue to strengthen Midtown Alliance's collaborative approach to public safety and comfort.** Seamless coordination between Midtown business owners, residents, attractions, public safety partners, APD and Midtown Alliance is essential to Midtown's offering a safe and welcoming environment.

True effectiveness requires regular collaborative planning with numerous stakeholders, such as area property owners and residents, local businesses, the Atlanta Downtown Improvement District, MARTA, Emory, SCAD, Georgia Tech, the Federal Reserve and the Atlanta Police Department (APD).

Successfully addressing public safety in Midtown involves an appreciation of both the perception and reality of safety. While the majority of the Alliance's public safety priorities mesh seamlessly with those of APD, strategies to address quality of life issues require creativity and coordination. The Director will work in concert with APD Zone 5 leadership and other public and private security partners to develop coordinated and complementary approaches that achieve the goals of Midtown Alliance.

➤ **Reinforce the department's ongoing commitment to customer service.** Midtown Alliance enjoys a stellar reputation for service. Since members of the security and safety team are on the streets every day, their aptitude for service and responsiveness has an extraordinary ripple effect. The Director should model exceptional customer service and elicit the same from the team.

➤ **Leverage relevant technology.** Technology plays a central role in Midtown's safety and efficiency, but it is also important because Midtown is such an important hub for technology innovation and commerce. Midtown Alliance is already a leader in efficient and progressive uses of public safety technology, and the Director will be encouraged to capitalize on that reputation.

THE RELATIONSHIPS

<p>Reports to:</p>	<p>Chief Executive Officer, Midtown Alliance</p>
<p>Oversees:</p>	<ul style="list-style-type: none"> • Midtown Blue, a force of some 36 part-time officers, all current or retired members of Atlanta Police Department • Civilian public safety force of eight full-time supervisors and (nonsworn) officers • Vendors involved in streetscape and maintenance
<p>Other key relationships and partnerships:</p>	<ul style="list-style-type: none"> • City of Atlanta (including public works) • Atlanta Downtown Improvement District • Atlanta Police Department (including the Chief of Police and the Zone 5 commander) • A variety of community and public safety partners (e.g., MARTA, Emory, Georgia Tech, SCAD, Federal Reserve Bank and private building and corporate security teams) • Midtown business owners and residential building associations • Board of directors of both Midtown Alliance and Midtown Improvement District

THE LOCATION

The offices of Midtown Alliance are at 999 Peachtree, in the heart of Midtown Atlanta.

Among other assets, Midtown is home to some 65,000 workers, 6 million annual visitors and a fast-growing residential population of 20,000. In addition, several global businesses, eight of the city's ten largest law firms, landmark buildings by internationally-renowned architects, and a major concentration of world-class arts and educational institutions, Piedmont Park and the Atlanta Botanical Garden are based in Midtown.



THE CANDIDATE

The most compelling candidates to become Midtown Atlanta's Director of Public Safety & Operations will:

- Be comfortable in a visible position of community leadership and impact
- Be experienced in the proactive management of public safety initiatives and teams
- Be a strategic ally, thought partner and leadership resource on the broader issues of both the reality and perception of public safety as well as all attributes that combine to create a vibrant and welcoming urban experience
- Be an effective, reliable and trusted community partner for Midtown Alliance's members and stakeholders
- Bring a record of people development to the role, remaining alert to opportunities to enrich the lives of those with whom the position interacts
- Build relationships of mutual respect and shared interest with Midtown's public safety partners, recognizing the imperative of effective community partnerships to achieve the shared responsibility of public safety
- Have a demonstrated record of integrity, leadership and career progression in public safety, law enforcement, corporate security or another field requiring sensitivity to the key issues articulated in this profile
- Demonstrate an appreciation for technology and its public safety applications
- Be an invested collaborator, fully integrated with Midtown Alliance's senior leadership
- Maintain a customer-service orientation
- Be an effective and confident communicator in a variety of settings and media, reinforcing respect and confidence with a wide range of audiences and partners
- Be both data-savvy and people-focused, employing relevant metrics in service of a more vibrant, welcoming Midtown



For potential consideration or to suggest a prospect, please email
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