



ROANOKE

CHIEF OF POLICE



ROANOKE, VIRGINIA



EXECUTIVE RECRUITMENT



PROFESSIONAL ANNOUNCEMENT

The City of Roanoke (population 100,220), the largest municipality in southwest Virginia, encompasses 43 square miles. It is the principal municipality of the Roanoke Metropolitan Statistical Area. The City provides its diverse population of residents 49 officially designated neighborhoods, 60 parks, and more than 90 miles of greenways and trails. Roanoke has 24 public schools, 16 private schools and twelve colleges and universities within 25 miles. Roanoke serves as the region's education, medical, shopping, recreation, and cultural hub anchoring Virginia's Blue Ridge.

The City of Roanoke, a full service urban community, is seeking police professionals with experience as Chief or Deputy Chief as candidates for the position of Chief of the Roanoke Police Department. The Police Department has a complement of 268 sworn officers, consisting of a Chief, 2 Deputy Chiefs, 4 Captains, 12 Lieutenants, 30 Sergeants and 219 Officers. There are 50 Civilian positions that support the services provided by the Department. Candidates meeting the position criteria with a history of exceptional leadership, capable of moving the Police Department to new levels of success, are encouraged to apply. The Roanoke Police Department enjoys a history of working openly in partnership with the community to foster an atmosphere of trust. The position of Chief of Police is being filled pending retirement of the current Police Chief following his 39 year tenure with the Department.

A candidate for the position of Chief of Police:

- Must be a proven leader, who recognizes the significance of working collaboratively
- Must be an exceptional communicator, able to thoughtfully represent the interests of the Department and the City, with a high level of community presence
- Must possess a Bachelor's degree with major course work in the field of law enforcement, public administration or related field; a Master's degree is preferred
- Have executive management training, or completion of equivalent training, in at least one of the following: FBI National Academy, Southern Police Institute or Senior Management Institute through the Police Executive Research Forum
- Must have at least ten (10) years of related command experience as Chief or Deputy Chief in a similarly sized urban municipality. Candidates with an equivalent combination of education, training and experience which provides the requisite knowledge, skills and abilities may be considered.
- Experience as a police department administrator in a CALEA Accredited Agency is preferred, with a commitment to sustaining in Roanoke the programs and benefits derived from the accredited status
- Have a proven track record of success in a diverse community; understands, communicates and effectively interacts with people across cultures
- Must be a Certified Law Enforcement Officer in the State of Virginia, or able to attain certification through the Virginia Department of Criminal Justice Service

Candidates must possess well developed communication and public presentation skills, as well as utmost integrity, and be committed to the long range success of the Roanoke Police Department. The Police Chief is appointed by and reports to the City Manager.



COMMUNITY INFORMATION

The City of Roanoke is an independent city in the Commonwealth of Virginia, located in Virginia's Blue Ridge. Roanoke is the largest municipality in Southwest Virginia, the principal municipality of the Roanoke Metropolitan Statistical Area (MSA), which represents nearly one-third of the population of the metropolitan area, and includes the independent cities of Roanoke and Salem, and Botetourt, Craig, Franklin, and Roanoke counties. Bisected by the Roanoke River, Roanoke is the commercial and cultural hub of much of Southwest Virginia and portions of Southern West Virginia. Roanoke is located between the Blue Ridge and the Virginia Alleghany Highlands midway between New York, N.Y. and Atlanta, GA., approximately 189 miles west of Richmond, 234 miles southwest of Washington, DC, and 240 miles west of Norfolk. This position in the Southeast gives Roanoke ready access to nearly two-thirds of the total population of the United States, all within a 500-mile radius.

The City offers its diverse population of residents 49 officially designated neighborhoods, 60 parks, and more than 90 miles of greenways and trails. Roanoke has 24 public schools, 16 private schools and twelve colleges and universities within 25 miles. Roanoke serves as the region's education, medical, shopping, recreation, and cultural hub anchoring Virginia's Blue Ridge. The City is experiencing a renaissance built upon the strengths of medical research and care, technology, and advanced manufacturing. Recent economic growth, a vibrant downtown, unparalleled outdoor amenities and numerous arts and cultural offerings have led Roanoke to national recognition.

The people of Roanoke make it a community filled with spirit and project the shared desire to achieve great things, with focus on higher education and research. The City of Roanoke is known for the prestigious Fralin Biomedical Research Institute and Virginia Tech Carilion School of Medicine. While maintaining small town charm, the downtown area has evolved as a vibrant city center. Nestled in the Roanoke Valley, Roanoke is the biggest city on the Blue Ridge Parkway and offers many desirable amenities from hiking trails, an outdoor amphitheater for live entertainment, festivals through the year, an active art scene, and national landmarks for the history buffs. In 2018 over 38,000 participants were present for regional events including Go Outside Festival and the Foot Levelers Blue Ridge Marathon. Roanoke also earned the coveted Silver-Level Ride Center from the International Mountain Biking Association.

The community has flourished as the region's transportation center, which includes the Roanoke-Blacksburg Regional Airport with service via four airlines (Allegiant Air, American, Delta and United Airlines); modern highways, including Interstate 81 and Routes 460 & 220, which have attracted numerous interstate motor freight lines to establish terminals and express delivery offered through Federal Express and UPS; formation of the Interstate 73 Coalition, and operation of passenger rail service (AMTRAK), conveniently located in the City's downtown, connecting Roanoke to other areas in Virginia, Washington, D.C., Baltimore, Philadelphia, New York City, and Boston.

The economy of the City and the entire metropolitan area is predominantly non-agricultural, consisting of services, wholesale and retail trade, construction, manufacturing, transportation and warehousing, finance, insurance and real estate, public administration, and management of companies and enterprises. There are industries in information, arts and recreation, utilities and agriculture as well.



CITY GOVERNMENT IN ROANOKE

Roanoke is a general law city under the council-manager form of government. Six council members and the Mayor are elected by voters on an at-large basis to serve four-year staggered terms. A Vice Mayor is selected based on the highest popular vote in council elections and serves a two-year term. The primary responsibility of the Roanoke City Council is to formulate policies for the administration of the City. The Council appoints the City Manager to serve as the City's chief administrative officer. City Council also appoints the City Attorney, the City Clerk, and the Municipal Auditor, each of whom reports directly to the City Council.

Under the Council-Manager form of government, the City Manager is responsible for implementing the policies of City Council, directing business and administrative procedures, and appointing departmental officials and certain other City employees. Two Assistant City Managers who are responsible for the Operations and Community Development clusters aid the City Manager. The City Manager leads the day-to-day operations of the organization and oversees the management of City services provided through departments that include Economic Development; Planning, Building, and Development; Human Services; Public Libraries; General Services; Human Resources; Finance; Fire-EMS; Technology; Police; Parks and Recreation; and Public Works. City services are delivered by 1650 budgeted full-time staff. The City's General Fund budget for FY 2019-2020 is \$299 million. The City's capital improvement program has allocated \$17.39 million for projects in FY2020.

ROANOKE AT A GLANCE

Population: 100,200
Households: 42,333
Miles of Streets: 1,300
Land Area: 43 square miles
Median Home Value: \$133,700
Median Household Income: \$39,530
Total FY 2020 City Budget: \$299 million
Total FY 2017 Police Department Budget: \$22.76 million



POLICE DEPARTMENT

The Roanoke Police Department has a complement of 268 sworn officers and 50 civilians. Sworn personnel are comprised of one Chief of Police, 2 Deputy Chiefs, 4 Captains, 12 Lieutenants, 30 Sergeants, and 219 police officers. The Roanoke Police Department is organized into 2 divisions: Uniform Operations and Investigation/Support Service, each led by a Deputy Chief. In 2018, the Roanoke Police Department responded to approximately 150,000 calls for service, including 4,916 Part 1 Crimes.

The Department is proud of its commitment to the Commission on Accreditation for Law Enforcement Agencies (CALEA). In November 2017, the Department received CALEA's Certificate of Advanced Meritorious Accreditation with Gold Standard Excellence. This is the eighth CALEA award for the Department since its initial accreditation in 1994. The Roanoke Police Training Academy also received Advanced Meritorious Accreditation for the first time. Based upon having achieved this status, the Roanoke Police Department and Training Academy now move into CALEA's four-year accreditation cycle.

The City of Roanoke enjoys the distinction of being one of the few localities in the United States in which all of its public safety units (Police Department, Fire/EMS Department, E-911 Center and City Jail) are recognized by their national accreditation agencies.

The Police Department has devoted significant resources in personnel, technology, and public outreach to Citizen-centric Policing. The key component of this effort is the ISTAR predictive analytics program, which includes an embedded criminologist. The Department operating budget for FY 2019-20 is \$22,765,947.

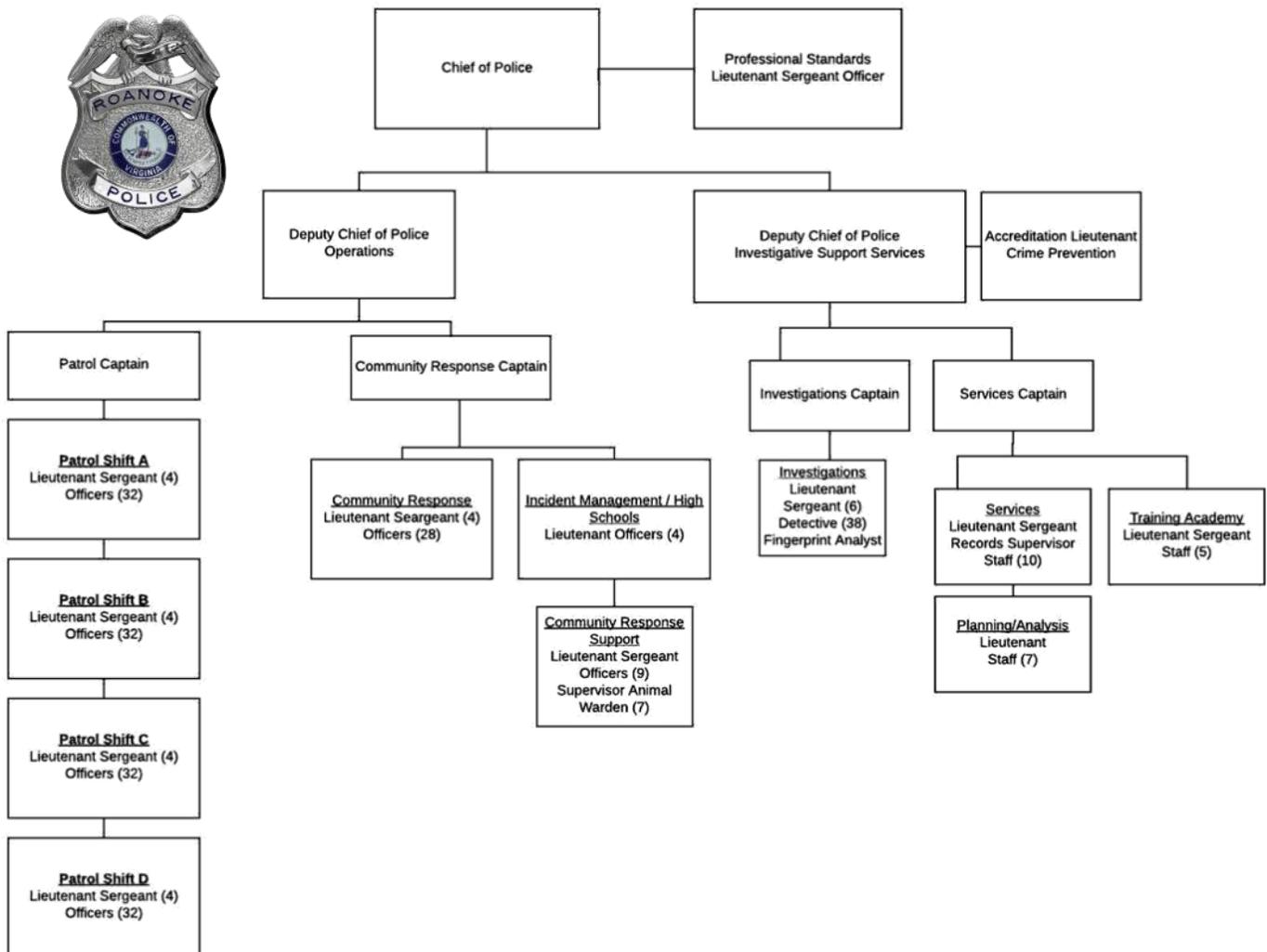
POLICE DEPARTMENT (continued)

The Roanoke Police Department enjoys the benefit of having a positive and trusted relationship with the community. A recent survey found that 94% of citizens surveyed rated the response of Police as “good” or “excellent” in Quality of Treatment. In 2018, the Police Department received the Cisco Leadership in Community Policing Award recognizing the collaborative partnership with Feeding America of Southwest Virginia and the development of the Community Solutions Center.

Emergency Communications for the Police Department is provided by Roanoke’s E-911 Center. This nationally Accredited Public Safety Communications agency is the primary public safety answering point (PSAP) for emergency calls for the City of Roanoke. The Center operates 24 hours a day responding to more than 280,000 telephone calls per year. The staff dispatches over 170,000 calls a year to police and over 25,000 to Fire/EMS responders. The E-911 Center in Roanoke is the largest PSAP west of Richmond and is the default PSAP for the region.

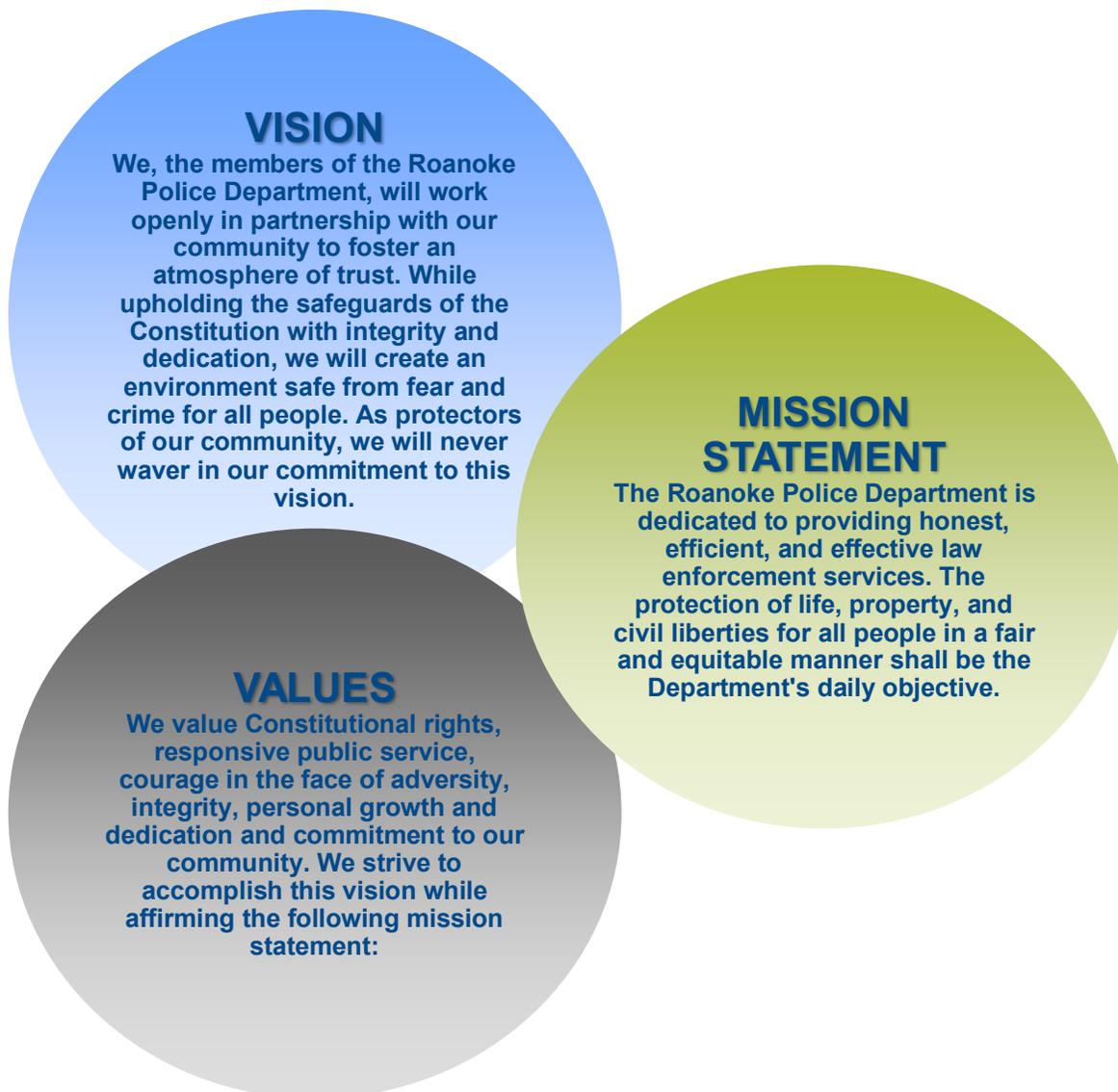
As part of the Police Department, the Roanoke Police Academy is a State of the Art training facility that has achieved national accreditation as part of the Police Department’s goal of being fully nationally accredited. The Roanoke Police Department utilizes its training academy to provide comprehensive law enforcement training to its members. Currently, the Academy conducts 2 recruit academy programs per year. Police Academy employees provide a highly knowledgeable training cadre who oversee the maintenance of officer certifications, the training of new officers, and the training of civilians. The Training Academy is seen as having a significant impact on the efficiency and effectiveness of a highly trained, efficient, and effective community policing oriented department.

The Patrol Division of the Department provides legally mandated basic law enforcement services to the citizens of Roanoke and response to emergency situations. Patrol officers are responsible for responding to citizen calls for service, resolving traffic complaints, enforcing laws, addressing community policing concerns and providing traffic enforcement. Numerous specialized units (Traffic Safety, Motorcycle Traffic Enforcement, Tactical Response Team, Community Response Team, and Fatality Investigations) are services provided through the Patrol Division of the Department. Included in the Operations component of the Department are Community Response functions and School Resource Officer designations. Support Services includes Investigations and services that include Records, Planning and Analysis and the Training Academy. The following chart depicts the organization of the Roanoke Police Department:



CITY OF ROANOKE, VA—CHIEF OF POLICE

The Department has adopted the following Vision, Values and Mission Statement in delivering services to the City:



CHALLENGES AND OPPORTUNITIES

Building upon the success of the Department, the next Roanoke Chief of Police must establish that he or she is both the leader of the Police Department and a clear leader in the community.

The successful candidate will be tasked with further diversifying the Department and establish a culture of inclusiveness that makes the most of the strengths of a diverse workforce.

The Chief must be willing to embrace and enhance the Citizen-centric Policing model utilized by the Roanoke Police Department. He or she must maximize the ISTAR program by systematically distributing the program's crime pattern information to the operational level of the Department. The new Chief will not only be sensitive to the benefits that this program has achieved, but embrace and grow the culture of the program for the benefit of the City of Roanoke. Through high levels of community engagement, the Police Chief will be charged with advancing the organization to new levels of success.

The next Chief will be positioned to enhance the strong relationship of trust with the community that is now enjoyed by the Department; to further relationships with stakeholders (internal and external); to promote a thoughtful relationship with the media to support the interests of the Department and the City.

With an increase in gun violence in the Community and the commencement of a Gun Violence Task Force, the Police Chief will assume a vital role in representing clear, useful analysis based on current, state of the art methods and strategies on addressing gun violence in an urban community.

CANDIDATE QUALIFICATION CRITERIA

The City of Roanoke is seeking a Police Chief with a proven track record of excellence in leadership, able to effectively adapt to the resources and culture of the community and the police organization, while performing as an effective and innovative leader.

Education and Experience

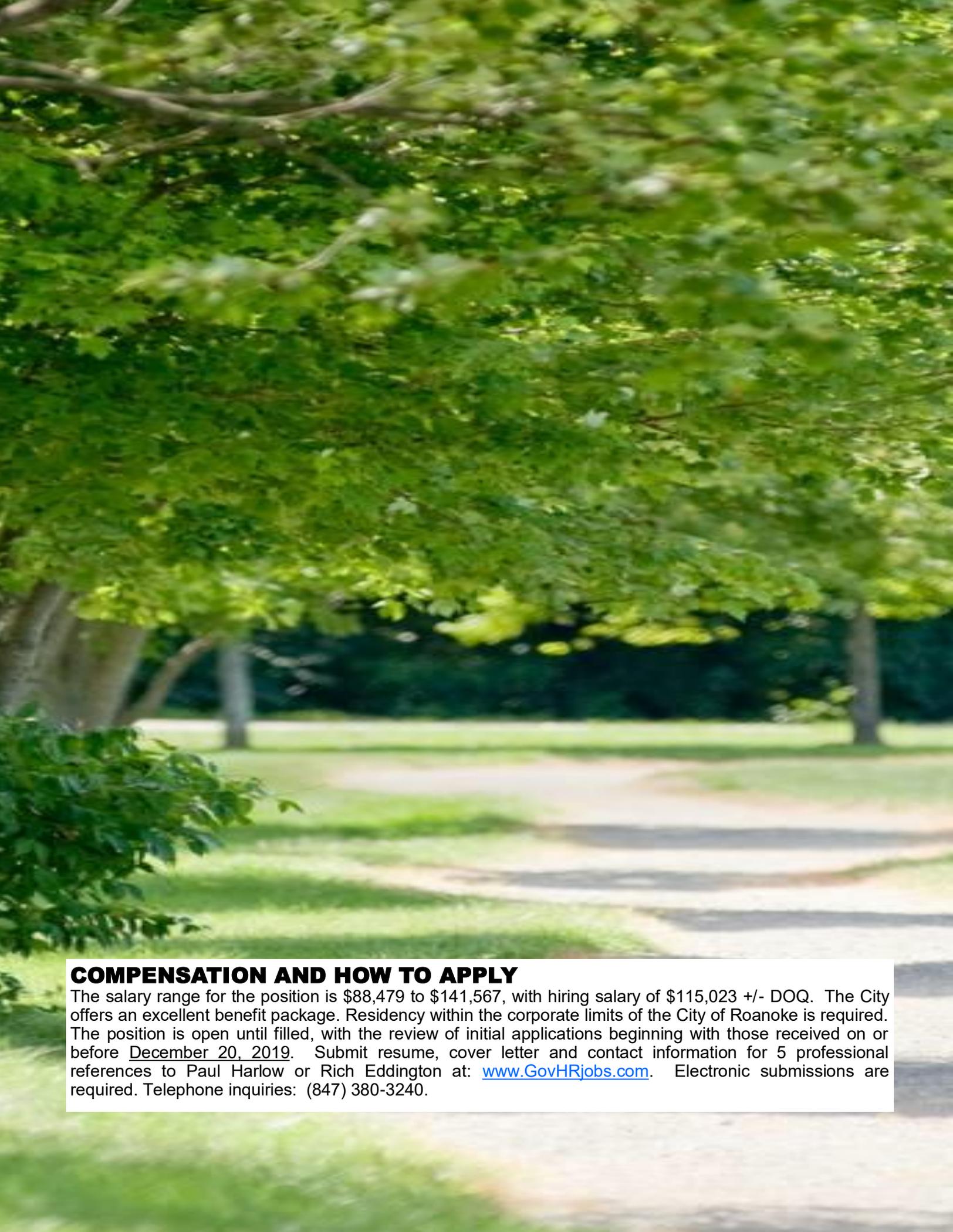
- Must possess a Bachelor's degree with major course work in the field of law enforcement, public administration or related field; a Master's degree is preferred and have executive management training, or completion of equivalent training, in at least one of the following: FBI National Academy, Southern Police Institute or Senior Management Institute through the Police Executive Research Forum.
- Must have at least ten (10) years of related command experience as Chief or Deputy Chief in a similarly sized urban municipality. Candidates with an equivalent combination of education, training and experience which provides the requisite knowledge, skills and abilities may be considered.
- Experience as a police department administrator in a CALEA Accredited Agency is preferred, with a commitment to sustaining in Roanoke the programs and benefits derived from the accredited status.
- Have a proven track record of success in a diverse community; understands, communicates and effectively interacts with people across cultures.
- Experience in and recognition of the responsibilities and process of working in a Council Manager form of government.
- Must be an exceptional communicator, able to thoughtfully represent the interests of the Department and the City with a high level of community presence. Be a self-starter and someone who is willing to listen to new ideas; be innovative and creative when addressing issues and solving problems.
- Have excellent oral and written communication skills with the ability to effectively communicate openly and with clarity with the Mayor and City Council, City Manager, community leaders, local organizations, media, City staff and other appointed and elected officials.
- Have experience in the development and implementation of a Department Plan; developing, articulating and carrying out annual goals and objectives; have a history of responsible budgeting and fiscal management; able to get the most out of resources allocated to the Department. Be available for and make presentations to the community as the "emissary" for the City of Roanoke; have the appropriate balance of time spent internally and externally.
- Have experience leading a team that emphasizes a collaborative approach to solving problems and encourages creativity and innovation within the Police Department. Be able to thoughtfully represent the diversity interests of the Department and the City with a high level of community engagement; understand the need for and move to gaining cultural competency.
- Have an understanding and appreciation of the benefits of developing community partners in neighborhoods to further the culture of a the Citizen-centric Policing model. Ability to engage the community and build relationships for Department members to work with the community as a whole; able to cultivate a thoughtful relationship with the media to support the interests of the Department and City.
- Have extensive experience in and a reputation for dealing openly and fairly with employees. Be able to effectively carry out personnel initiatives in the interest of the Department and the City of Roanoke.
- Be able to apply and enhance the Department responsibility for personnel management, including recruitment, selection and promotion of Department personnel; develop a pro-active plan to enhance the diversity of the Department; create an inclusive environment. Have a record of success in managing a fair and consistent disciplinary process; recognize the value and effectiveness of the Citizen Disciplinary Review Board.
- Have a proven record and strong understanding of fiscal constraints in a municipal environment; as part of a City management team with common and shared needs, be able to develop, justify and present a Department budget. Have experience in identifying the needs of a responsible capital improvement program.
- Have the ability to formulate an effective means to evaluate, recognize and develop personnel through a consistently applied career development program; to provide succession planning and leadership development in the Department; to identify and develop future leaders in the Department.
- Be capable of evaluating the workload at all levels of staffing to make the best use of Department resources.

Leadership Skills and Management Style

- Candidates must have complete personal and professional integrity inspiring the confidence of elected and appointed officials as well as the general public; be able to identify and implement effective and responsive community based law enforcement; conduct all personal and professional interactions fairly, honestly and ethically
 - Be flexible, have an open, friendly personality and management style and be one who can establish trust quickly with others; have excellent interpersonal skills and the ability to work with differing personalities. Maintain a calm demeanor during times of stress, providing thoughtful guidance to employees, other department heads and elected officials
 - Candidates must be articulate and effective communicators both orally and in writing; someone who is comfortable listening to and talking with a wide spectrum of people, and is open, friendly, and diplomatic; someone who makes a good first impression; adept in presenting Police Department policies and procedure both internally and to the media, community and other public agencies; able to explain law enforcement concepts in understandable and practical terms
 - Candidates need to demonstrate an appreciation for the community, the quality of life and the expectation for the City to provide exceptional, cost effective law enforcement services that all residents in the City of Roanoke have come to expect
 - Be “easily accessible” and approachable as the City’s top law enforcement officer; demonstrate flexibility when appropriate in the application of principles that guide a “community based organization”
 - Have strong analytical skills, developing reports and well-reasoned recommendations based on a thorough analysis of the relevant data; and be able to present these recommendations in a logical, understandable manner; ability to analyze data to manage resources; able to effectively and diplomatically present professional views and options, and carry out decisions in a timely, professional, and impartial manner
 - Be enthusiastic about participating and being active in community events, being the face of the Police Department and part of the “fabric” of the community
 - Project a calm and friendly demeanor with the ability to meet challenges and adversity
 - Have management experience in creating an environment of trust, integrity and mentorship where employees respect one another and where the organization consistently functions at a high level of customer service
 - Have experience in intergovernmental relations, working with appropriate local, regional, state, and federal jurisdictions and agencies in a constructive and cooperative manner, and representing City-approved policies in an effective manner
 - Have a record of keeping up-to-speed on modern/innovative technology, programs and procedures; understanding how technology can be used to enhance transparency in government, increase police department efficiencies and provide better customer service for residents
 - Be a team-oriented, collaborative leader who can coach and develop employees to facilitate organizational change, and provide the atmosphere to motivate employees; have an appreciation of the benefits of, and promote the proper delegation of senior Department staff to interact with the community; able to recognize and assign responsibilities to Deputy Chiefs as valued resources in interactions with the community
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Applicants may find additional information regarding the City of Roanoke, the Police Department and the Chief of Police position through the City of Roanoke website at <http://www.roanokeva.gov>. Specific material pertaining to this position is available at www.roanokeva.gov/2545/police-chief-recruitment-2019-2020.





COMPENSATION AND HOW TO APPLY

The salary range for the position is \$88,479 to \$141,567, with hiring salary of \$115,023 +/- DOQ. The City offers an excellent benefit package. Residency within the corporate limits of the City of Roanoke is required. The position is open until filled, with the review of initial applications beginning with those received on or before December 20, 2019. Submit resume, cover letter and contact information for 5 professional references to Paul Harlow or Rich Eddington at: www.GovHRjobs.com. Electronic submissions are required. Telephone inquiries: (847) 380-3240.