



POLICE CHIEF

ROCKFORD POLICE DEPARTMENT

Rockford, Illinois





The Board of Fire and Police Commissioners

for the

CITY OF ROCKFORD, ILLINOIS

seeks applications for the position of:

Police Chief

We offer an opportunity for a committed and passionate law enforcement professional who is dedicated to impacting regional safety through effective crime prevention and reduction methodology and prevention. The successful candidate will leverage his/her strengths to:

- **Garner the confidence and respect of community members, officers and city leaders through building and maintaining successful relationships**
- **Further build rapport and collaboration with regional law enforcement criminal justice agencies through understanding the distinct advantages of alignment while respecting the unique role of each**
- **Provide direction and oversight of a department that is recognized for its efficiency and effectiveness**

SALARY: \$145,724. - \$189,529.60, annually

OPENING DATE: May 24, 2021

CLOSING DATE: July 1, 2021

APPLICATION INFORMATION

Minimum Requirements for Application

- Minimum of 5 years in a leadership role with demonstrated success within a law enforcement agency.
- Pattern of progressive achievement throughout his/her career.
- Bachelor's degree required, preferably with emphasis in criminal justice, psychology, sociology, organizational development, public administration, or closely related field.
- Demonstrated competency in strategic planning and execution (ensuring mission, vision and values drive the organization), financial planning, and staff development founded in outstanding interpersonal skills.
- Experience in an urban law enforcement agency or comparable experience.
- Certification or ability to be certified as a law enforcement officer/peace officer in the State of Illinois.
- Possession and maintenance of a valid driver's license.
- Employee must live within the corporate city limits of Rockford, IL following employment.

Desired Qualifications

- Master's Degree preferred.
- Management/leadership training from FBI National Academy, Senior Management Institute of Police, Southern Police Institute, or Northwestern Police Administration Training Program or equivalent strongly preferred.

HOW TO APPLY

Your application should include the following components:

1. A cover letter that addresses your qualifications (specific instructions provided below).
2. A résumé.
3. Completion of an Internet-based personal history questionnaire:

<https://www.surveymonkey.com/r/RPDChief>

Your cover letter and resume must be submitted electronically to **Industrial/Organizational Solutions (IOS)**, the consulting firm managing this executive recruitment process. IOS' email address is RockfordPD@iosolutions.com. Call IOS at 708-410-0200 with any questions and ask to speak with Allison Johnston.



Your cover letter and résumé must be submitted electronically (via email, as described above) and your personal history questionnaire must be completed by 11:59 PM on July 1st, 2021.

Cover Letter Instructions

In a summary, please provide a written narrative describing how your past experiences (both law enforcement and non-law enforcement), trainings, education, and certifications, make you qualified and how they have prepared you for this role. Please also list and explain your top five personal attributes that you believe will aid Rockford Police Department and the community.

GENERAL OVERVIEW OF POSITION

Position Profile

The Police Chief is the executive in charge of overseeing the Rockford Police Department. The police chief is responsible for the overall management and leadership of all police functions including strategy development, hiring, promotions, transfers, terminations, and staff recognition (302 sworn officers). Work involves responsibility for the efficient operation of the Police Department by assuring that law and order are maintained, that laws and ordinances are enforced, and that measures are implemented to prevent crimes and to protect lives and property. Work also involves consulting with City officials in determining overall plans and policies to be followed in conducting police operations. Work is performed with wide latitude in interpreting and applying policies, rules, and regulations; work performance is measured by total results obtained. The police chief works closely with the Board of Fire and Police Commissioners and interacts with the City Council members, as necessary. The Police Chief reports to the Mayor and City Administrator.

Department Mission and Values

MISSION STATEMENT:

The Members of Rockford Police Department are dedicated to protecting the lives and property of the citizens of Rockford by reducing crime and building relationships that cultivate prosperity.

VALUES:

Vigilance: We are ever watchful.

Accountability: We will always be responsible in our duties.

Loyalty: We are devoted to the community, organization, profession.

Unity: We stand as one with all we serve.

Ethics: We will do what is right without compromise.

Service: We are dedicated to giving of ourselves

Duties and Responsibilities

An employee in this class may be called upon to do any or all of the following: (These examples do not include all of the tasks which the employee may be expected to perform.)

- Plans, organizes, directs, and manages the programs and activities of the Police Department, including a division of operations, division of administration, and internal affairs.
- Supervises a staff of law enforcement and clerical employees directly or through subordinate supervisors.
- Consults with city officials in the development of overall policies and procedures to govern the activities of the department.
- Directs the participants in the preparation of the annual department budget, and in the control and expenditure of appropriations.
- Advises and assists subordinates in highly complex criminal or other investigations.
- Directs discussions, meetings, and resolution of union issues, grievances and negotiations.
- Cooperates with county, state, and federal officers in the apprehension and detention of wanted persons. Cooperates and collaborates with other departments where activities of the Police Department are involved.
- Attends and participates in public functions for the purpose of promoting crime prevention, law enforcement, and establishing favorable public relations; represents the department in news/media activities.
- Oversees the function of departmental staffing; identifies and documents departmental staffing needs; develops requests and/or proposals for additional staff.

- Provides for the selection, training, professional development, and work evaluation of department staff; authorizes discipline as required; provides policy guidance and interpretation to staff; ensures that laws, ordinances and policies are consistently enforced.
- Establishes and communicates general and specific departmental rules, regulations, policies and procedures; establishes and oversees a procedure for maintaining discipline.
- Oversees and administrates the department's budget; establishes controls and manages expenditures.
- Interacts with the community on behalf of the department and the City; prepares and delivers speeches, lectures, and presentations; represents the department and the City before various city and county boards, commissions and committees; responds to public inquiries and resolves complaints.
- Effectively supervises and recommends the hiring, discharge, assignment, evaluation, discipline, and adjustment of grievances of subordinate department employees.
- Prepares, recommends, and implements strategic plans to meet the City's current and long-range needs.

Desired Knowledge, Abilities and Skills

- **Leadership:** The chief must have a clear vision, be capable of motivating subordinates department-wide, and gain swift buy-in. The chief must find a way to support his/her officers while ensuring that they are properly serving the community of Rockford.
- **Relationship Building:** The chief needs to effectively work with members of the community to build solid relationships to help address challenges facing the city. The chief must collaborate with various community members, groups, and agencies so that the police department can better serve the community as a whole. Also, the chief will need to work to build a solid and effective working relationship with officers in the department as well as the police union.
- **Management:** The chief needs to be an excellent manager of department resources. For example, the chief must be able to effectively use information produced by crime analysts and ensure that actionable intelligence is disseminated and properly used. The chief also needs to be able to manage human resources effectively and deal with challenging and detrimental internal disciplinary issues effectively. The chief needs to effectively enforce rules and uphold policy.
- **Accountability:** The chief must be motivated by achieving results and being held accountable for goal attainment.

- **Union Management:** The chief must have experience interacting with collective bargaining units effectively. The chief will need to be adept at working with the union to reach mutually acceptable outcomes while being firm on policy/disciplinary matters.
- **Public Relations/Customer Service:** The chief will be responsible for ensuring that the needs of all citizens of Rockford are a priority, regardless of race, religion, or sex. Past incidents have created tension between the police department and minority community, and the chief must be adept at fostering and enhancing a positive relationship with all community members.
- **Team-Orientation:** The police chief will be required to work closely with numerous individuals. It will be necessary that the chief establishes excellent working relationships with the mayor, city administrator, city department directors, Winnebago County Sheriff and community. While the chief is hired by the Fire and Police Commission, he/she will report directly to the Mayor. It is desirable that the chief have a strong focus on achieving success by partnering with these parties to achieve mutual goals. Also, the chief must work to create a department where officers work together to achieve goals.
- **Communication:** The chief needs to be an excellent communicator. He/she needs to serve as the face of the police department and be willing and able to communicate information to the community, city council, city management, media, and external organizations.
- **Decision Making & Problem Solving:** The chief will need to be able to reason through multi-faceted issues and solve problems in a manner that reflects the best interests of the city. Specifically, the chief must handle and make decisions regarding complex personnel issues including, but not limited to, enforcing policy violations.
- **Fiscal Management:** The chief will be responsible for a large budget and will have to be adept at carefully managing the budget to achieve a level of strong service/output.
- **Knowledge of Law Enforcement Strategies:** A fundamental understanding of law enforcement strategies and tactics will be critical to the success of the police chief. The chief will manage crime analysis function and be charged with deploying resources based on a data-driven approach to addressing/reducing/preventing crime. Also, the chief must acquire (if does not already possess) a working knowledge of Illinois criminal laws, protocols, and key court cases that effect law enforcement.
- **Knowledge of Crime Reduction Strategies:** The city faces challenges related to violent crime, gangs, poverty, and domestic issues (child neglect and abuse). The police chief must possess knowledge regarding strategies and systems to address these issues.
- **Diversity:** The chief is responsible to ensure that appropriate training occurs with officers relative to diversity and issues dealing with people of color to ensure consistency of training techniques and application of laws and policies.

Competency Requirements

- Ethical Conduct
- Leadership
- Personal Effectiveness/Credibility
- Relationship Building
- Communication Proficiency
- Public Relations/Customer Service
- Decision Making
- Problem Solving/Analysis
- Project and Fiscal Management
- Diversity and Inclusion
- Stress Management/Composure
- Time Management

Physical Requirements

- Perform all the duties of a Police Officer and assigned tasks.
- Operate Police equipment as efficiently and economically as possible under a variety of conditions and in accordance with law and established procedures. Equipment includes but is not limited to, vehicles, weapons, computer and radio equipment, cameras, and audio and video recording equipment.

Environmental Requirements

- Job may require infrequent exposure to adverse environmental conditions.

Sensory Requirements

- Job requires oral communications ability.
- Job requires color perception and discrimination, without impairment.
- Job requires sound perception and discrimination.
- Job requires odor perception and discrimination.
- Job requires depth perception and discrimination.
- Job requires texture perception and discrimination.
- Job requires visual perception and discrimination for each eye correctable up to 20/20.

Other Requirements

- Possession of a valid driver's license and a good driving record.
- Employee must live within the corporate city limits of Rockford, Illinois, no later than six months after completion of the introductory period of employment.

COMMUNITY AND DEPARTMENT BACKGROUND

Community Profile

Rockford, with a population of 150,000 people, is the county seat of Winnebago County and is the major city of within the Rockford metropolitan statistical area, population 350,000. The City was founded in 1852 along the beautiful Rock River, and it has a rich cultural history, particularly in the manufacturing sector of the economy. Bordered between Interstate 39 and Interstate 90 and home to one of the largest air cargo operations in the United States, Rockford is known as a manufacturing, medical, tourism and logistics hub due to its close proximity to Madison (75 miles), Milwaukee (95 miles) and Chicago (90 miles). Rockford is a culturally diverse community, with a community racial composition of Caucasian (57%), African American (21%), Hispanic/Latino (17%), and Asian (2.5%)

Also known as the “Forest City”, Rockford is a picturesque city of over 61 square miles with rolling hills and tree-lined streets and offers 20,000 acres of open space and a park and recreation system that has perennially ranked as one of the best in the nation. Rockford has an architecturally diverse, affordable, and abundant housing stock, and because of the various community amenities, it is known as a great place to raise a family. Rockford’s public school system offers a rich and varied curriculum to its 28,000 students and is one of the largest school districts in Illinois. In addition, there are charter school and private school k-12 options as well. Rockford also enjoys a solid higher education presence with Rock Valley Community College, Rockford University, a Northern Illinois University-Rockford, University of Illinois School of Medicine, and Rasmussen College. Rockford is a Promise Community, providing free tuition and general fees for Rockford Residents. This includes a bachelor’s degree from Northern Illinois University for students that live inside the City limits of the City of Rockford by the first day of freshman year in high school, attend R public schools all four years of high school and earn a cumulative 3.0 grade point average (GPA).



The top economic clusters of the Rockford Region are distribution and electronic commerce, automotive, business services, metalworking technology, production technology and heavy machinery, aerospace vehicles and defense, food processing and manufacturing, transportation and logistics, and hospitality and tourism. Due to Rockford's large historical manufacturing footprint, globalization, economic downturns and the housing foreclosure crisis hit Rockford particularly hard over the past 15 years. Because of these factors, Rockford has struggled with structural poverty and unemployment within concentrated geographies of the City. While Rockford's overall crime rate has seen an overall decline in the past ten years, violent crime has been stubbornly higher than average, predominantly driven by domestic violence as well as youth and gang violence associated with the illegal drug trade, something that is exacerbated due to our central location near major metropolitan areas. Despite this challenge, Rockford continues has dramatically improved its school system, invested heavily in its capital infrastructure, and downtown business activity as well as activity at Chicago-Rockford International Airport is thriving.

Rockford community websites: gorockford.com, rockfordil.gov

Police Department Profile

Since its inception, the Rockford Police Department has continued to expand as an agency while improving the services they provide. The Department's mission is to reduce crime and enhance the quality of life through an active partnership with the Rockford community, with an overall vision to have a city free from crime and public disorder. The Department strives to meet and exceed their objectives by maintaining and enhancing the confidence and trust of those they serve, while continually expanding and strengthening trust with the citizens of Rockford and the members of the Department through innovative problem-solving and progressive best practice strategies.

The Department is comprised of approximately 175 patrol officers, 70 investigators, and 30 sergeants. The Annual Police Department Budget is approximately \$65 million. The Command staff is comprised of the Chief of Police, 1 Deputy Chief, five Assistant Deputy Chiefs, and 10 Lieutenants. The sworn staff is supported by 36 non-sworn positions. The Department is organized into three main bureaus. Administrative Services Bureau, which manages financial operations, payroll, records, crime analytics, information service, evidence and property, training and staff development, recruiting, , and accreditation. The Field Services Bureau is comprised of patrol, community services, civilian reporting, traffic, K-9, Specialized Community Oriented Police



Enforcement Team (S.C.O.P.E.), Rockford Housing Association unit and the school liaison unit. The Centralized Investigative Services Bureau includes the following investigative units: sensitive crimes, violent crimes, finance & property crimes, domestic violence, gang crimes, identification, and narcotics. The Chief of Police is supported by an Office of Professional Standards, as well as a Chaplain's Division that is comprised of approximately 20 volunteer chaplains throughout the community to assist the Department and the community.

The Rockford Police Department has recently received accreditation through the Illinois Law Enforcement Accreditation Program, (ILEAP). The Department has an excellent records management system, along with robust crime analytics and operational technology. Through vigorous training and active management, and a state-of-the-art early warning system, the Department has a very low use of force rate, and complaints of use of force are extremely low. This has assisted with improving community relations and improving injury rates and risk management liabilities. The City, and the Department, have been leaders in implementing best practices with regard to constitutional policing and are committed to continuous improvement in this area.

The Rockford Police Department is in the process of implementing body-worn cameras for all sworn officers and the replacement of vehicle dash cameras.

The Rockford Police Department operates a Pilot Crisis Co-Response Pilot Program in partnership with Rosecrance mental health clinicians and regional law enforcement agencies. CCRT identifies individuals struggling through mental health crisis and provides them assistance as an alternative to enter the criminal justice system. The program has been awarded funding from the Winnebago County Mental Health Board sustaining and expanding the program in 2021 and 2022.

Community policing is core to our goal of enhancing police-community relations. The Department provides ongoing citizen police academies, summer youth programs, clergy-religious forums, a Police Chief advisory board, Hispanic-Latino Coalition monthly meetings, police recruitment meetings, parole re-entry monthly forums, and monthly meetings with various neighborhood groups.



City Organization

The City of Rockford is a non-home rule community that operates under the Mayor-Council form of government. The Council consists of a Mayor who is elected at-large and 14 aldermen who are elected by their respective wards. The City Council sets the overall policies for the operation of the government, and the Mayor is the full-time CEO to carry out council policies, assisted by a professional City Administrator who oversees daily operations as CAO. The Mayor is responsible for the appointment of all City Department Heads, with the exception of the Fire and Police Chief, who are appointed by the Fire and Police Commission. There are ten Departments within the City organization, including Fire, Police, Public Works, Community and Economic Development, Legal, Finance, Information Technology, Health and Human Services, Human Resources and the Office of the Mayor.

The City has established seven “Guiding Principles” creating the foundation of work, in serving the community and ensuring a high quality of life for all residents. These seven principles (Leadership & Communication, Economy & Finances, Safety, Infrastructure & investment, Business Climate, Entertainment & Quality of life Safe & Vibrant neighborhoods (Resident Quality & Inclusion) and Education) serve as the vehicle to accomplish the City’s vision of a high quality of life for all residents.

The City stresses best practices and is one of the few cities in the country that has both nationally accredited police and fire departments.

City Employment

The City of Rockford is committed to hiring and employing without regard to race, color, national origin, religion, ancestry, age, disability, pregnancy, marital status, military discharges status, order of protection status, sexual orientation, genetic information, citizenship, gender identity or other factors prohibited by law.

FUTURE STEPS

Background Investigation

If you are selected as finalist in the process and wish to continue in the process, you must consent to a background investigation.

Timeline

There potentially will be phone interviews conducted in June and/or July and an assessment center conducted in August.

The City of Rockford is an Equal Opportunity Employer