



# MILFORD, DELAWARE **CHIEF OF POLICE**



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# MILFORD, DELAWARE CHIEF OF POLICE RECRUITMENT

Milford, DE is seeking a Chief of Police with a passion to make a difference by leading an outstanding police department into their next level of excellence. The next Chief of Police must be a dynamic leader who is involved in all areas of the community and police department.

With over 11,000 residents, the City of Milford is a diverse community, spanning 9.86 square miles between Kent and Sussex Counties. Over the past decade, Milford has experienced consistent growth in both its population and economy. Milford while growing has not lost the charm of a small town including the closeness of the community members.



## CITY GOVERNMENT

Milford's Strategic Plan best represents what Milford expects of their leadership:

**VISION:** Small town feel, big time opportunities

**MISSION:** To provide proactive, responsive services and fulfill the needs of its diverse community by using innovative and sustainable methods.

### VALUES:

**Open and Honest Communication:** Effectively and clearly communicate ideas, information, and expectations between team members and to our community in a responsible, transparent manner.

**Reliability:** Ensure and provide consistent, quality services that residents and customers can depend on.

**Respect for Diversity and Equity:** Foster and support a culture that values the rich heritage of the City and experiences of our community members, while providing services impartially and fairly to all.

**Stewards of Our Resources:** Make the best use of resources, in the short- and long-term.

**Commitment to Excellence:** Tackle objectives quickly and positively, going above and beyond basic requirements, to create a service-oriented culture through teamwork and collaboration.

The City of Milford follows a council-manager form of government that combines the strong leadership of elected officials with the strong managerial experience of an appointed manager. In a council-manager government, Councilmembers are the leaders and policy makers elected by the residents of Milford to represent the four wards and to concentrate on policy issues that are responsive to citizens' needs and wishes. The City Council directly oversees the Chief of Police, City Manager, and City Clerk.





## THE COMMUNITY

Milford is a coastal city resting on Delaware Bay. With a population of over 11,000 people and five constituent neighborhoods, Milford is the eighth largest community in Delaware. The new growth in residential real estate is an indication that people are choosing to move to Milford, and putting down their money on brand new construction. Milford's real estate is, on average, some of the newest in the nation. Over 90% of homes in Milford are priced between \$274,000 and \$410,000. The median home value is \$259,471.

The most prevalent occupations for people in Milford are a mix of both white- and blue-collar jobs. Overall, Milford is a city of sales and office workers, professionals, and service providers. There are especially a lot of people living in Milford who work in sales jobs (11.37%), office and administrative support (9.75%), and management occupations (8.54%). A significant employment benefit of Milford is a relatively large number of people work from their home: 7.73% of the workforce.

### COMMUNITY DEMOGRAPHICS:

- White **53.5%**
- Black or African American **24.9%**
- Hispanic or Latino (Of Any Race) **16.8%**
- Other Race / Two or More Races **2.5%**
- Asian **1.8%**
- American Indian and Alaska Native **0.3%**
- Native Hawaiian and Other Pacific Islanders **0.2%**



## EDUCATION

With the goal of Educational Excellence for the Success of All Students the Milford School District fulfills their goal by adhering: The mission of Milford School District is to ensure that all students receive a comprehensive, personalized and quality education in a safe, supportive learning environment where students can gain the knowledge, skills, attitudes, and values that will enable each of them to achieve success in their life pursuits.

The school serves over 4,300 students while maintaining a low teacher to student ratios. 57% of the certified personnel have advanced degrees. The school boasts 15 advance placement offerings along with 17 programs of study. The school values partnerships with local colleges with such programs as:

- Delaware State University Early Bird Program
- Wilmington University Pre-College Credit Program
- Delaware Technical Community College
- Academic Challenge Programs

There are six schools serve the community:

- Morris Early Childhood Center
- Benjamin Banneker Elementary School
- Lulu Ross Elementary School
- Mispillion Elementary School
- Milford Central Academy
- Milford High School



## ABOUT THE POLICE DEPARTMENT

The Milford Department is authorized 32 sworn officers, 5 Command Staff Officers, and 4 civilian staff. Milford PD is a full-service law enforcement agency. Officers assigned to the Patrol Division are Milford Police Department's first line criminal investigators, social mediators, and community relations. The Patrol Division is broken into four shifts, each are commanded by a Sergeant. Officers assigned to the patrol division are on a schedule of 12-hour shifts. These shifts are in place to ensure the safety of the citizens of Milford 24 hours a day, 7 days a week. Officers assigned to each shift are cross-trained in several areas including but not limited to the following:

### **Accident Investigation**

### **Traffic Enforcement/ DUI Investigations**

### **Criminal Investigations (Property Crimes and Crimes against Person(s))**

### **Patrol Officers are trained to have a community policing focus while on patrol.**

The Milford Police Department's Criminal Investigations Division currently consists of three detectives with specialized training in the investigation of Property Crimes (burglary), Financial Crimes, and Crimes against Persons. The Criminal Investigations Division handles several hundred cases each year, ranging from burglaries and serious felony-level assaults to forgeries and frauds. The Division also investigates all homicides, sexual assaults, and child abuse within the city limits. The Division monitors the activities of local pawn shops and handles Megan's Law (Sex



Offender) verifications and notifications within the city limits. Detectives are trained as Evidence Technicians, but they are assisted by a civilian Crime Scene Investigator, who is part of the Evidence Unit.

The Milford Police Department currently has two police officers assigned to the Milford School District as a School Resource Officers. These officers work with the 's constable staff along with building and administration to ensure the safety of the students and staff. As part of their duties, they assist staff with conducting various safety-related drills and training required under the Delaware Omnibus School Safety Act and assist with maintaining records in the Navigate 360 program as required by Delaware Emergency Management. All officers assigned to the Milford School District must be nationally certified through the National Association of School Resource Officers.

The Milford Police Department's K-9 Unit is assigned to the Department's Patrol Unit. The K-9 Unit is responsible for providing support to Patrol Officers across a wide range of incidents including, but not limited to, crowd control, building searches, precautionary presence for in-progress incidents, locating of missing persons, locating evidence through the utilization of tracking or area searches, officer/handler protection and the apprehension of fleeing criminals. The K-9 Unit frequently assists the Drug Unit in searching for controlled dangerous substances. It works as a supplement to the Milford Police Department's Special Operations Group to execute high-risk arrest and search warrants.







The Milford Police Department has a strong commitment to working with those struggling with mental health challenges. To that extent the Department implemented a Behavioral Health Unit (BHU) with a Mental Health Clinician embedded in the police department. The unit's role is to assist law enforcement with individuals who are experiencing mental health crises or substance use concerns. The clinician is trained to provide brief interventions and crisis intervention, as well as referrals to treatment for a variety of behavioral health conditions. Milford Police Department has contracted two part-time embedded mental health clinicians through Partners in Public Safety Solutions, Inc. Both clinicians bring an immense amount of unique experience, passion and expertise to the Milford Police Department BHU.

The department maintains its own Police Dispatch Center which is supervised by the Criminal Division Lieutenant and consists of 8 full-time police dispatchers. There are two police dispatchers permanently assigned to each patrol shift, with a group of part-time police dispatchers who are available to assist as needed. Police Dispatchers monitor many different frequencies, including those of city fire services, ambulances, city maintenance departments, and police officers. The police dispatchers are responsible for receiving calls for service from the public either via telephone or walk-in calls for service, interpreting the information, and dispatching officers to the scene. The Police Dispatch Center is staffed by nationally certified emergency dispatch trainers.

The Special Operations Group (SOG) is a High-Risk Warrant Team, federally recognized as a S.W.A.T. Level III Team. It is comprised of officers who are specially trained in tactical operations. The members are made up of volunteers from the department's sworn officers. Before induction in the group, officers must meet and maintain various requirements: physical agility, firearms proficiency, and advanced tactical update training. The team as a whole is a member of the National Tactical Officers Association (NTOA) and has received training in:

- High-risk warrant service
- Hostage rescue
- Response to active shootings
- Anti-terrorist tactics

The members are frequently called upon to assist with the arrest of violent offenders, enter and secure locations where narcotics are being stored, sold, or consumed, or provide their service in situations where the suspect is reasonably believed to be armed and/or dangerous. The SOG has assisted many local, state, and federal jurisdictions with tactical operations.

## THE NEXT CHIEF OF POLICE

The mission of the Milford Police Department is to provide fair, compassionate, and impartial police services to the citizens and visitors of the City of Milford, Delaware, recognizing both the statutory and judicial limitations of police authority and the constitutionally guaranteed rights of all people.

As we strive to accomplish our mission, it is our goal to carry out our work with the highest levels of honesty, integrity, and compassion while treating all persons with dignity and respect. Experience in developing and implementing new and revised administrative methods, policies and procedures. Ability to develop and implement short- and long-term goals and work plans for the police department.

The Community is looking for a Chief of Police who sets the example while fulfilling the mission of the police department in all actions.

The Community wants a Chief of Police with:

- Experience in working with a diverse multicultural society
- Experience in Proactive Community Engagement
- High Capacity in dealing with a diverse, involved citizenry
- Working with a Behavioral Health Unit
- Relationship builder with all areas of the department, city hall and community
- Learn and understand the culture of the community and be willing to embrace Milford's culture
- Able to balance community engagement with expectations of policing

These are accomplished by the Chief of Police being visible at community events and meetings. The Chief of Police is expected to show up at places where they are not expected. The next Chief of Police must embrace involvement with the community as much as engagement.





## THE IDEAL CHIEF OF POLICE

- Have a history of an inclusive and participatory internal and external management philosophy.
- Be an engaging individual, but project a professional command presence.
- Have knowledge of and embrace best practices in policing.
- Understand and support 21st Century Policing principles.
- Be open and collaborative with all groups and community stakeholders.
- Be a relationship builder.
- Demonstrate complete personal and professional integrity and transparency, inspiring the confidence of appointed and elected officials, subordinates, and the general public.
- Lead the department with a genuinely friendly, approachable style that encourages collaboration and the development of effective working relationships.
- Have proven and successful managerial skills utilizing a consensus-building, team-oriented approach to managing staff members while remaining accountable for all police operations and activities.
- Be highly emotionally intelligent (empathetic, self-aware, effective communicator and listener); demonstrate a facilitative, "macro manager" style with the ability to be decisive in a dynamic, demanding, professional environment marked by high expectations.
- Have the maturity and self-confidence to firmly and diplomatically present professional views, concerns, and implications of proposed policy actions that may be under consideration by the elected officials, while also being committed to carrying out final decisions in a timely, professional, and impartial manner.
- Maintain a calm demeanor during times of stress, providing thoughtful advice to employees, supervisors, department heads, the Mayor and City Council.
- Exhibits a style characterized by candor, directness, tactfulness, and diplomacy, with the ability to admit when mistakes were made, and when corrective action needs to be taken.
- Demonstrate innovation, an openness to change and willingness to challenge the status quo; comfortable in an environment that values a collaborative approach and fosters a setting where employees feel valued.
- Show a genuine interest and commitment to ongoing community/public engagement; demonstrate a high regard for intergovernmental partners and community members.
- Be authentic and demonstrate a commitment to encouraging diversity within the police department workforce.
- Have a clear understanding of the larger mission of the city and how the police department supports that mission.

## REQUIREMENTS

- Education: Min of bachelor's degree, masters preferred
- 5 years in supervisory, leadership, management
- 10-15 years progressive, successful leadership experience
- Demonstrated success includes mentoring, coaching, developing others
- Labor relations background working in a union environment
- Agency the same size or larger
- Well respected in the profession
- Experience in facilities development
- Experience in budgeting/funding





## TRAITS AND PERSONAL STRENGTHS

- Strong, secure leadership style
- Develop command staff members
- Coach, mentor all staff including civilian staff
- Communicator
- Do not manage by memos
- Should not stay in the office all day-show presence in the community
- Promote a work a work/life example for staff
- Not a micromanager-let people do their jobs
- Appreciate and build relationships with civilian staff
  - Caring
  - Empathetic
  - Accountability



## INTEGRITY ABOVE ALL ELSE!



If you are successful police leader looking for the next step in your career Milford is ready for you. The salary for this Department Head position is \$131,277. The city offers an outstanding benefits package that can be viewed by visiting <http://cityofmilford.com/424/Employee-Benefits>.

Interested candidates may contact Jon Fehlman at [jfehlman@govhrusa.com](mailto:jfehlman@govhrusa.com) or 615-692-9264 Candidates must apply through [www.GovHRjobs.com](http://www.GovHRjobs.com) by January 28, 2023.

[Strategic Plan | Milford, DE - Official Website \(cityofmilford.com\)](http://www.cityofmilford.com)

[Home | Milford Police DE](#)

[About The New Police Headquarters | Milford Police DE](#)

[Public Documents Directory - Milford Police Department \(DE\) - PowerDMS](#)

[Home - Milford School District](#)

The City of Milford, Delaware commits to a policy of equal employment opportunity for applicants and employees, complying with local, state and federal laws. The City's policy is to employ qualified persons without discrimination regarding race, creed, color, religion, age, sex, country of national origin, marital status, disability, sexual orientation, gender identity, genetic information, political affiliation, ethnicity, or status in any other group protected by federal/state/local law.



## EXECUTIVE RECRUITMENT

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