



# PORTLAND, MAINE **CHIEF OF POLICE**



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## COMMUNITY INFORMATION

The City of Portland is the largest city in Maine and is a regional economic and cultural hub for the state. Located 100 miles north of Boston, Portland sits on beautiful Casco Bay and boasts a working waterfront, multiple islands, an international Jetport, and nationally recognized food scene, among many other attributes. Portland covers a total area of just under 70 square miles, and is home to approximately 68,000 people, although that number vastly increases during working hours. The city has established itself as a highly desirable place to live and work. The City of Portland has long been a welcoming city that strives to be inclusive and a place where everyone, from all backgrounds and experiences, can have a strong sense of belonging. Its racial, ethnic and linguistic make-up has changed dramatically in the past 10 years, driven in part by the arrival of immigrants, refugees and asylum seekers to Portland from many countries around the world. The Portland Public School district now has 24 percent of students who are black or African, seven percent who are Asian, six percent who are Hispanic/Latino and four percent who identify themselves as multiracial. About 32 percent of students speak a primary language other than English at home.

## DEMOGRAPHICS

- Population: **69,071**
- Male – **48.76%**
- Female – **51.24%**
- White – **83.63%**
- African-American – **8.61%**
- Asian – **3.85%**
- Two or more races – **2.98%**
- Native American – **0.31%**
- Average household income - **\$78,881**
- Median Age – **36.5** years
- Education Level
  - High School Grads – **93.41%**
  - Bachelor's degree or higher – **53.68%**



## COMMUNITY INFORMATION

The Portland metropolitan statistical area is regarded as the strongest economic region in Maine. Approximately one-third of Portland companies are in service industries and about 20% of the businesses are in retail. The city also includes a manufacturing sector and is a leading distribution center for Northern New England. In addition, the finance industry has long been a significant part of the economy. Tourism is an important economic factor. The city is also home to a thriving port.

The healthcare industry is a major employer, and Maine Medical Center is one of Portland's top employers. Other important employers in the area include UNUM and WEX, along with several colleges including the University of Southern Maine, the Maine College of Art and Design, the Roux Institute of Northeastern University, and the University of New England. Jobs are also provided by companies that produce items such as leather goods, stainless steel, plastic components, food products, metals, paper products, machinery, lumber and wood.

Portland was included among the 50 best places for business and careers in the nation by Forbes Magazine. Inc Magazine ranked Portland #15 in a list of the top U.S. medium sized cities for doing business. Portland has also been ranked as the #1 market for small business vitality by the American City Business Journals.





## THE DEPARTMENT & THE POSITION

The Police Department has an authorized complement of 223 personnel (160 sworn members, 27 civilian staff, 36 dispatch center staff) with the Chief overseeing a sworn staff of 1 Assistant Chief, 2 Majors, 11 Lieutenants, 20 Sergeants and 122 Officers. By number of positions, the Portland Police Department is the largest municipal law enforcement agency in Maine. Operating with an annual budget in excess of \$15M, the Department typically responds to more than 80,000 calls for service each year.

The most recent Chief left the Department in 2021 to accept a position as a global corporate security director. The current Acting Chief has been in that capacity since 2021.



## PORTLAND POLICE DEPARTMENT STATS (2021)

Calls for Service: **67,846**

Part 1 Offenses: **1344**

Arrests: **2,005**

Motor Vehicle Stops: **4,599**

Citations: **1,484**



## THE DEPARTMENT & THE POSITION

Requirements for Chief of Police candidates:

- Proven leader who recognizes the significance of working collaboratively and has the skills to recruit, retain, and lead a dedicated team of law enforcement and dispatch professionals.
- Proven track record of success in a diverse community; understands, communicates, and effectively interacts with people across cultures.
- An exceptional communicator, able to thoughtfully represent the interests of the Department and the City, with a high level of community presence and responsiveness.
- A minimum of ten (10) years of progressively responsible law enforcement command experience with at least three years of upper level command experience in an organization presenting comparable complexity and challenges.
- A Bachelor's degree from an accredited college or university in criminal justice, law enforcement, public administration or other field of study relevant to the position. A Master's Degree is preferred.
- Completion of a nationally recognized advanced law enforcement administration course.
- Experience of successful leadership in a union setting.
- Comprehensive understanding of the various divisions and operations within an urban police department.
- Previous experience working within a Council-Manager form of government preferred.
- Must be able to meet the state standards for certification as a Law Enforcement Officer by the Maine Criminal Justice Academy within one (1) year of employment and maintain that status and an active Executive Certificate for the duration of service.

Candidates must possess well-developed communication and public presentation skills, as well as the utmost integrity, and be committed to the long-range success of the Portland Police Department

The Portland Police Chief is appointed by the City Manager with the approval of the City Council. Reporting directly to the City Manager, the Chief is not only responsible for the Department sworn and civilian staff, but also oversees the regional communications and dispatch center.



## POLICE DEPARTMENT MISSION STATEMENT

The mission of the Portland Police Department is to maintain a safe city by working in partnership with the community to prevent and reduce crime, protect life and property, help resolve neighborhood problems and protect the rights of all.

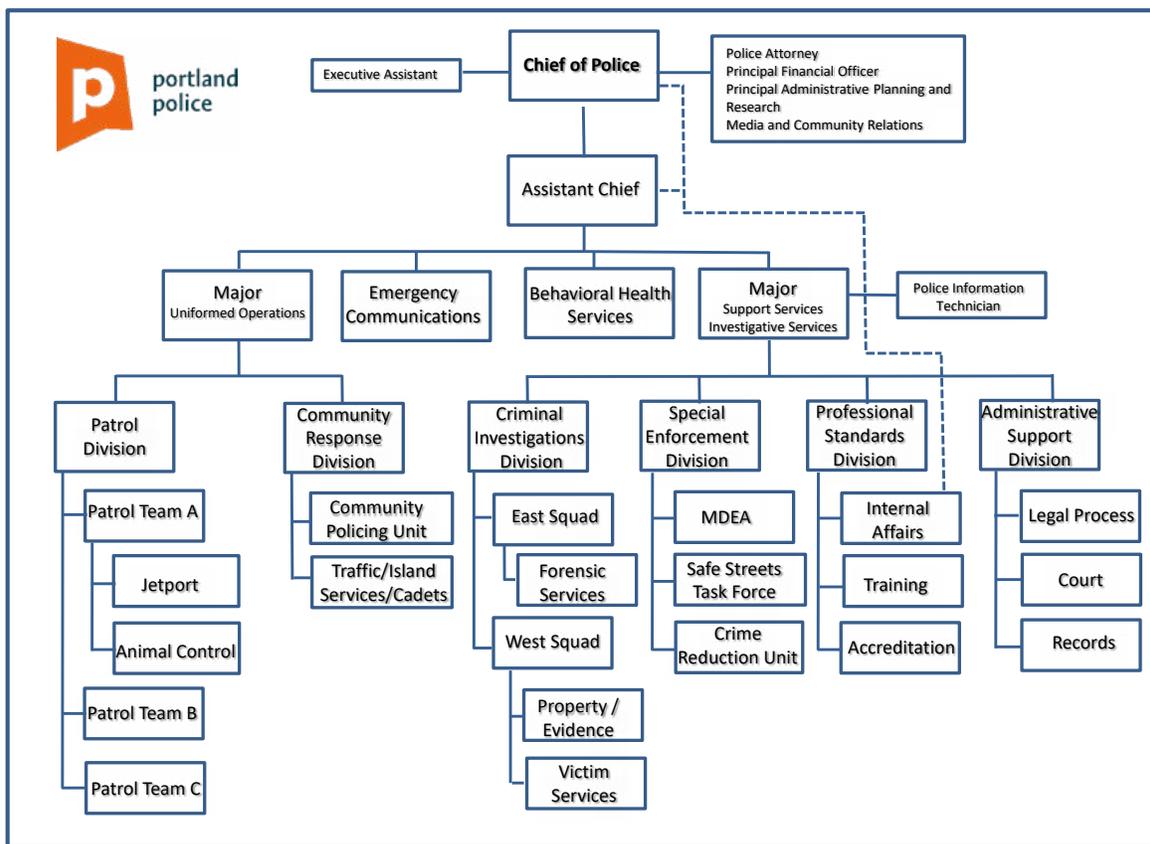
## CORE VALUES

**LEADERSHIP** is the hallmark of the Portland Police Department. We seek to encourage neighborhood partnerships and inspire positive programs to spark community change. We work cooperatively with other law enforcement agencies and strive to be a model for effective, forward-thinking policing. We commit to empowering all employees to be creative and to take a leadership role in our organization.

**INTEGRITY** for each and every member of the Department is the basis of our credibility with the community. We honor our oath as police officers and all employees, sworn and civilian, seek to maintain the highest professional and ethical standards. We are honest, fair, and respectful in our interactions with the public and honor our commitments to the community and to each other.

**SERVICE:** The Portland Police Department exists to serve our city. We are professionals who gratefully accept the responsibility of keeping our neighborhoods safe. We serve with pride and compassion and are committed to the successful achievement of our collective goals. We value, respect, and embrace diversity within our agency and the community.

# THE PORTLAND POLICE DEPARTMENT

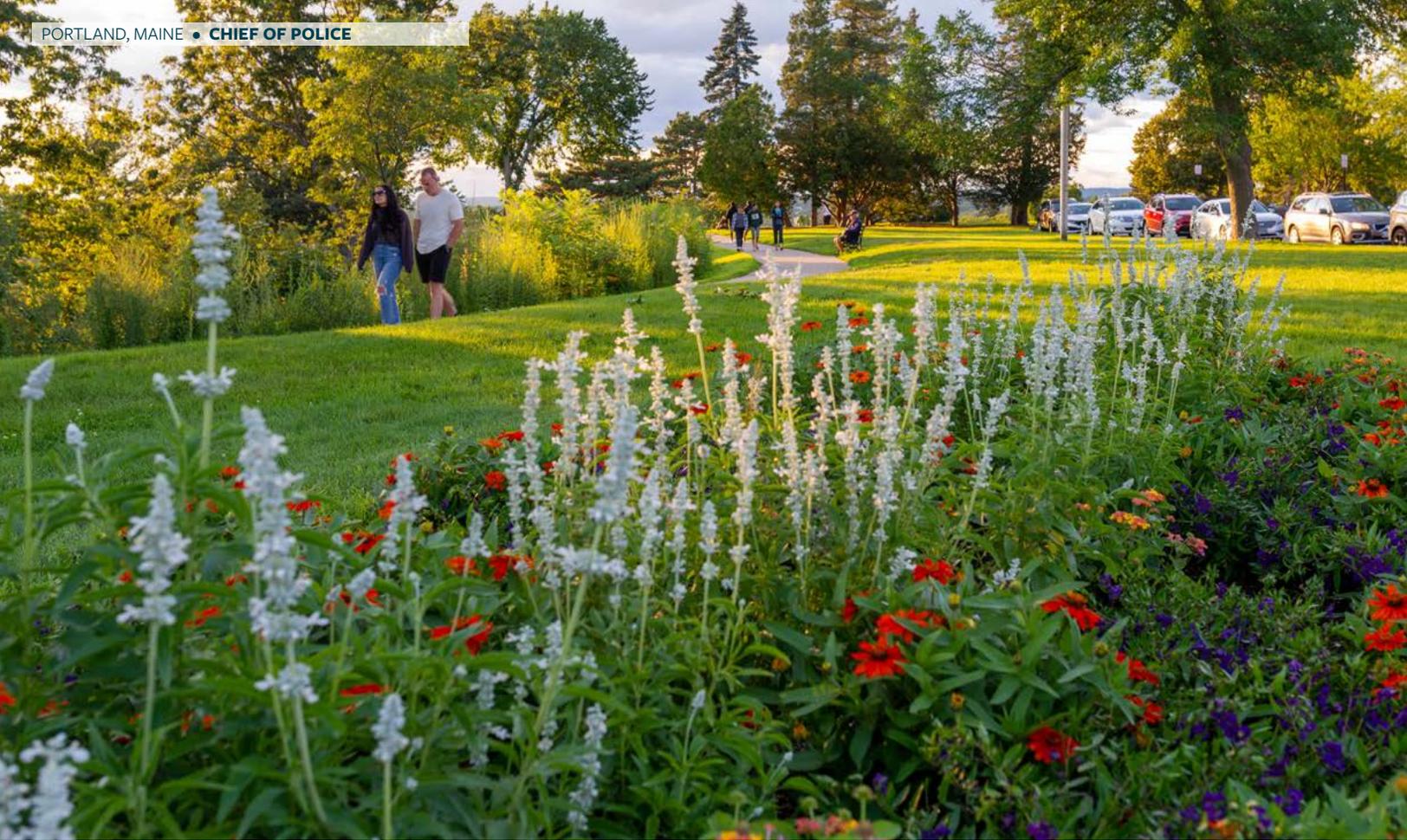


In addition to responding to more than 80,000 calls for service, the Department fields an experienced Criminal Investigations Division including a forensics component, a robust Community Policing Unit, a regional Emergency Communications Center and a substantial number of specialty teams/special capabilities. Specialty teams include a Hazardous Devices Unit, Dive Team, Crisis Negotiators, Special Reaction Team, and a Canine Unit. Special capabilities include a nationally recognized Mental Health Co-Responder Program as well as accident reconstruction, arson investigation, and victim services. The Department also provides patrol services on Peaks Island, at the City-owned and operated Portland International Jetport, and assigns personnel to the Maine Drug Enforcement Agency and a Federal Bureau of Investigation (FBI) Safe Streets Task Force.

The Department is staffed by a number of support personnel, including property and evidence handling, and administrative support, and receives support from the City's internal legal department, human resources, and others. A training unit ensures that all personnel, sworn and civilian, receive state-mandated training as well as advanced training in order to best serve the community.

A Police Major heads the Uniformed operations Group. The primary duty of this group is the protection of lives and property. This is accomplished through continuous patrol directed at the suppression of crime and the apprehension of violators. The group consists of three patrol teams broken into twelve squads. This unique deployment structure allows the department to utilize a workload analysis to assign a proportionate number of patrol officers throughout the city. This model structure also promotes teamwork and cohesive organizational commitment within the small units. Each team is responsible for conducting routine patrol services such as responding to calls for service, traffic enforcement, building security and maintenance of public order.

Community Policing Officers are assigned to six neighborhood sectors and the Youth Services Program. These officers work closely with Portland residents, local businesses and other department and city staff to enhance problem solving. In addition to answering calls for police services, these officers attend meetings, collaborate with fellow officers, and work with the Community Policing Coordinators to facilitate efforts in their geographically assigned areas. Portland has five neighborhood-based community policing centers located in Parkside, Bayside, East Bayside, West End and Munjoy Hill neighborhoods. Community policing also serves properties owned and managed by the Portland Housing Authority. In addition, this section consists of a Traffic Unit, responsible for traffic-related services and an Island Unit responsible for providing public safety services to residents of Peaks Island.



## CITY GOVERNMENT

The City of Portland operates under a Council-Manager form of government with a nine-member City Council, comprised of a popularly elected mayor, five district councilors and three at-large councilors. The mayor is elected by a majority of voters through ranked choice voting and serves a four-year term. The city's five voting districts each elect one council member to represent their district and three at-large members are elected citywide. The eight councilors serve three-year staggered terms.

As the official head of the City, the Mayor provides community leadership and develops policies to guide the city by setting strategic goals and priorities for the city with the council. The mayor provides guidance to the city manager for preparation of city budgets and capital improvement plans and has veto authority over the municipal budget, which is subject to council override by a vote of at least six members. The mayor appoints council standing committees, serves as chair of the council, and directs the agenda for council meetings.

The council appoints the City Manager, Corporation Counsel, and City Clerk. The city manager has the authority to appoint and manage all other city department heads. The city manager oversees the day-to-day operations of the City, serves as the administrative head of the City and is responsible to the council for the administration and management of all departments. The manager's primary responsibilities include providing and maintaining the essential city services through the efficient and effective management and operation of the city under the direction of the mayor and City Council. The city manager executes the policy direction set by the Mayor and City Council through the management of 13 city departments. Currently, the position of City Manager is being filled by an interim City Manager. A candidate search process for this position is expected to determine a permanent City Manager to be appointed in May, 2023.

City services are delivered by 1,271 budgeted full-time staff. The City's General and Enterprise Fund budget for FY2022 is \$268 million.

The City also has a Civil Service Committee, made up of two sub-committees: the Employment Subcommittee, which is the gatekeeper for hiring, discipline, and termination processes for civil service employees; and the Police Citizen Review Subcommittee, which review internal affairs investigations to ensure they are thorough, fair, timely, and objective. A November 2022 referendum vote determined that a "Citizen Review Committee" with expanded authority is to be formed and in place this summer.

## CHALLENGES AND OPPORTUNITIES

- The next Chief of Police will need to develop a comprehensive, practical recruitment plan that incorporates a staffing analysis to meet the ever-changing role of law enforcement services; and have the ability to develop a marketing plan to attract, train and retain candidates.
- The new Chief will be charged with the responsibility to further enhance the relationship of the Police Department with the community, while providing members of the Department with recognition, opportunities for meaningful career development and a defined succession plan, as well as develop personnel while expanding the Department's role in community engagement.
- Following a community referendum in November, the community determined that a new Police oversight board, the "Citizen Review Committee", with expanded authority will be incorporated into the City. The new Chief, along with the City Manager, will be involved with the process and work with the Committee to help establish the guidelines and/or ordinances that govern their work.
- The City of Portland's racial, ethnic and linguistic make-up has changed dramatically in the past 10 years, driven in part by the arrival of immigrants, refugees and asylum seekers to Portland from many countries around the world. The City is dealing with a growing homeless population that continues to challenge the community. The next Portland Chief of Police will need to make sure they are an active partner in collaborating on the development of a wide array of social services to be responsive to the changing makeup of the city while still supporting public safety.
- The next Chief of Police will need to know, understand and be able to implement "best practices" in the application of resources and be able to have the flexibility and creativity to work both internally and

externally to problem solve in the best interest of the community. As an example, staffing shortages at the Cumberland County Jail have caused procedural issues impacting the holding of suspects for offenses normally requiring incarceration. Working with County, State and other neighboring criminal justice partners to develop new protocols, options and criminal justice alternatives for this, and similar regional matters, will be an important process in the new Chief's responsibilities.

- The next Portland Chief must have the ability to use, understand and implement the value derived from both human resources and state of the art technology to deal with the increase in incidents of violent crime; to keep the community safe while mindful of the ever-changing role law enforcement has; and to work with mental health and social service providers to develop criminal justice alternatives.
- As a public figure, the Chief will need to be able to garner the respect of all communities, cultures, and faiths in the community, be visible, active and involved; and be politically aware and able to articulate what the City can be proud of and the good work of the Police Department.
- The next Chief will enhance the culture of the Portland Police Department; allow officers to have the flexibility to make decisions and latitude to engage the community with effective collaboration. While holding Department members accountable to policies and professional standards, the Chief will need to lead the Department to achieve its next level of success by valuing the human resources, qualities and qualifications of all Department members.
- Trust, honesty and being forthright in their relationships will be essential for the success of the new Chief. For the new Chief, these characteristics will be the trademarks of their personal and professional life; a model for the Department, the City and the community.



## SURVEYS CONDUCTED

Two surveys were conducted to further understand the Key Qualifications and Traits of the Police Chief position considered important to the Portland Community and to City Employees. The Portland Community survey rendered responses from 280 participants. The Portland Employee survey rendered responses from 130 participants. The top 5 results of selected survey responses identified the following:

### KEY QUALIFICATIONS & TRAITS (From Community Survey)

PREFERRED LEADERSHIP & MANAGEMENT STYLE FOR NEXT CHIEF	
Holds officers accountable to policies and high professional standards	74%
Collaborative / partners with community and other leaders	69%
Committed to transparency / communicates proactively	64%
Promotes police culture of stewardship and protection vs. enforcement and control	52%
Committed to diversity, inclusion, and fairness in promotions and discipline	50%

ESSENTIAL COMMUNITY ENGAGEMENT SKILLS FOR NEXT CHIEF	
Commitment to using de-escalation techniques	69%
Trains and empowers all officers to engage in the community	58%
Listens and incorporates community concerns into police operations	57%
High regard for all members of the community	55%
Engages community in creative and different ways (e.g., town halls, meet-and-greets, neighborhood walking tours, listening sessions, Officer Friendly, assigned community liaisons, etc.)	45%

ESSENTIAL CHARACTERISTICS FOR NEXT CHIEF	
Trustworthy / honest / forthright	77%
Accountable	56%
Respect for others	54%
Open-minded	42%
Approachable / accessible	39%

### KEY QUALIFICATIONS & TRAITS (From Employee Survey)

KEY QUALIFICATIONS AND TRAITS MOST IMPORTANT FOR THE NEXT CHIEF TO POSSESS	
Trustworthy / honest / forthright	79%
Approachable/ accessible	58%
Decisive	52%
Team Player / team builder	49%
Open minded – Accountable	48%

LEADERSHIP TRAITS MOST IMPORTANT FOR THE NEXT CHIEF TO POSSESS	
Collaborative	68%
Strategic	68%
Decisive	68%
Innovative	62%
Transformational /Servant Leadership	38%

ESSENTIAL ABILITIES AND SKILLS FOR THE NEXT CHIEF TO HAVE	
Knowledge of current best practices in policing and openness to challenge those practices for the betterment of the Department and the community.	58%
Ability to challenge the status quo and make changes if needed.	52%
Ability to build effective teams within the Police Department	50%
Anticipate long-range needs of the Police Department	45%
Skill in effectively communicating with staff, City Council, and other stakeholders	42%

## ADDITIONAL INFORMATION

The Portland Police Department has an active partnership with the community in promoting a responsive and flexible approach to quality-of-life issues as a foundation of the Department's community policing efforts. Effective coordination and cooperation with other City agencies, community and faith organizations and members of Portland's many neighborhoods have generated a variety of problem-solving partnerships. These coalitions have been successful in addressing comprehensive solutions to community problems and forging new partnerships in keeping the community safe and helping to improve the quality of life for all Portland residents.

Applicants may find additional information regarding the City of Portland, the Police Department and the Chief of Police position by accessing the City of Portland website at <https://www.portlandmaine.gov/>.

The City offers an excellent benefit package. The salary range established for this position is \$135,000 - \$175,000 based on qualifications. Specific material pertaining to this position is available at [www.portlandmaine.gov/PoliceChiefSearch](http://www.portlandmaine.gov/PoliceChiefSearch).

The recruitment schedule for the position has been modified and the review of initial applications will now begin with those received on or before April 10, 2023. Submit résumé, cover letter and contact information for 5 professional references to Paul M. Harlow at [www.GovHRjobs.com](http://www.GovHRjobs.com). Electronic submissions are required. Telephone inquiries: (847) 380-3240.



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