



INDEPENDENCE  
★ MISSOURI ★



# INDEPENDENCE, MISSOURI CHIEF OF POLICE



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Independence, MO population 123,011 is looking for a successful police leader to be their next Chief of Police. Independence is known as the hometown of the 33rd president of the United States, Harry S. Truman. The Truman Library & Museum, with exhibits detailing the life and career of the former U.S. president and hometown hero, is a year-round attraction. The city is also known as the "Queen City of the Trails" as it was the starting point for the California, Oregon, and Santa Fe Trails.

From the strength and fortitude of its earliest trailblazers to the straight-talking, pragmatism of Harry S. Truman, Independence has provided the country just what it needed at the time. And the city continues its role as a launching pad for brave new ideas and future growth. Nowhere is that more evident than in places like the Ennovation Center, an entrepreneurial incubator where a fiercely independent and creative work ethic is blazing new trails in industries from business technology and healthcare to food services and bringing a whole new generation of innovators to the area.

The Independence School District offers families choices for their children's education. The Academies of the ISD are personalized learning communities, guiding students toward college and career success. Every high school student in the Independence School District is enrolled in the Freshman Career Academy to build an academic foundation before continuing their path toward college and career success in one of the five ISD Career Academies.

The Parks, Recreation and Tourism Department at the City of Independence brings together a wide array of programs, events, parks, and facilities geared toward enriching the lives of residents and visitors alike. The City owns and/or operates nearly 50 public parks and facilities, including Adventure Oasis Water Park, the Independence Uptown Market and Cable-Dahmer Arena. Parks land covers nearly 800 acres, including 43 athletic fields, and offers several hundred events and programs every year. Shopping at the Independence Uptown Market, enjoying a peaceful walk on the trails at George Owens Nature Park, making new friends in a group exercise class or beyond, the City strives to provide you the best possible experience and help create wonderful, new memories for you and your family.



# INDEPENDENCE

## BY THE NUMBERS

Population: **123,011**

Land area: **78.4** square miles

County: **Jackson**

Median Home Price: **\$174,000**

Median Household income: **\$50,727**

Households: **48,836**

Median age: **40**

### RACIAL MAKEUP OF THE CITY:

**91.87%** White

**2.59%** African American

**0.70%** Asian

**0.64%** Native American

**0.46%** Pacific Islander

**1.43%** from other races

**2.31%** from two or more races

Hispanic or Latino of any race were 3.69% of the population.



Independence seeks a police chief with diverse experience who can excel in all facets of the job. A documented history of developing all staff and building succession plans is a critical skill. Candidates must be able to navigate political waters while remaining apolitical. Experience with facility development is a plus.

The selected candidate as chief will have the opportunity to guide the department through the challenges being faced by law enforcement. The department is dealing with critical incidents which occurred recently. The new chief will need to understand the need for the department care as well as peer support. Creating a caring and supportive department culture to support each member of the department will be necessary. The chief needs to lead by example and have unquestioned integrity. Independence requires a chief who will engage with the community and department to strengthen relationships to promote a high degree of trust inside and outside the Police department. Building on modern day policing principles and strategies, including the 21st Century Policing principles, will be important.

## CHALLENGES

- FACILITIES-** The police department building is outdated. The department needs new facilities or a complete renovation of the current building. Studies have been conducted and new facilities are a less expensive option, but movement has not gone forward towards finding a building site and beginning construction.
- STRATEGIC PLANNING-** The department needs a strategic plan to chart the future of the organization. The strategic plan must include training and succession planning. Civilian and sworn staff must know and understand the mission of the department and what roles they have in the department.
- RECRUITMENT AND RETENTION-** The department is authorized for 230 sworn officers but currently only has 185. The civilian staff are authorized for 94 positions but are operating with 81. The current staffing numbers are not sufficient to maintain service levels. The new chief will need to make staffing a top priority.
- COMMUNITY OUTREACH-** The department has great support in the community. This has been built by officers and staff being active within the community. However, with the current staffing levels staff are not able to maintain the level of community involvement which they previously had been able to provide and citizens continue to request.





**The next Chief will be approachable and available to dialogue with department staff, elected officials, community leadership, and community members. The chief will focus on relationships and new approaches that help to strengthen service delivery.**

**The new Chief will improve accountability, demonstrate a consistently high level of communication, and have the fortitude to demonstrate strong decision-making skills.**

Today's complex demands, created by the need to balance social concerns and ensure public safety, will require an awareness of competing demands and the ability to prioritize and pivot to a wide range of situations. Long-term strategies will need to be employed to bridge the knowledge gap created by impending retirements of senior leadership within the department. Leveraging opportunities to strengthen the department's delivery of service, while maintaining its collaborative, and integrated approach to policing will be essential.

**The chief must foster proactive recruiting measures to hire and retain a diverse, highly talented Police Department team.**

Increased communication with the citizenry through social media and other technology improvements will support accountability. The new Chief will also help guide the process for the building of a new police station or the refurbishment of the existing station.

**The Independence Police Department is fortunate to have strong community support, top of the line equipment and a well-educated, well-trained group of employees.**

The department has five divisions managed by five majors. The Operations Division, the most visible and largest part of the department, the men and women of the four Patrol watches are the first responders to citizens' calls for police assistance or intervention. These officers work 12-hour shifts in a minimum of 12 patrol districts that cover the 78 square miles of the city. These districts vary in geographical size, however, the dispatched calls for service to each district are analyzed on a quarterly basis by watch commanders to ensure that no district officer receives a disproportionate number of dispatched calls compared to other districts. The Special Operations Division is a diverse group with varying responsibilities. Under the umbrella of Special Operations are the following Units: Traffic Safety, the Special Weapons and Tactics, Hawthorne Place Patrol, Independence Center Substation, D.A.R.E. and School Resource Officers, the Reserves and the Canine. The Support Services Division comprises three units: the Emergency Communications Center, the Detention Unit, and the Records Unit. This division consists of the bulk of non-sworn department personnel who serve the department in essential support roles. The division comprises four units: Criminal Investigations, Drug Enforcement, Crime Scene, and Career Criminal. Each unit's primary responsibility is centered around the follow-up investigation of criminal offenses. The Division is also actively involved with the Child Protection Center, the Jackson County Drug Task Force, Regional Cyber Crimes Forensic Lab, the Metro Squad, FBI Cyber Crimes Task Force, and the ATF Task Force. The Administrative Services Division is a diversified unit responsible for a wide variety of duties essential to the daily operations of the Police Department. The Division comprises the Fiscal Management Unit, the Training Unit, the Professional Standards Unit, the Public Information/Crime Prevention Unit, and the Research and Development Unit.



## THE SUCCESSFUL CANDIDATE WILL HAVE THE FOLLOWING QUALIFICATIONS AND EXPERIENCES:

- An approachable individual with well-developed leadership abilities who can establish a positive and professional presence in the department and community who will advocate and implement modern policing standards and practices.
- A methodical individual who will gather facts, perspectives and apply sound decision making to steadily guide the department in daily operations.
- Experience working with elected officials, and City management in a team-oriented approach ensuring department operational concerns are shared in a tactful, articulate and timely manner advocating for the department when necessary to ensure a balanced approach to operating issues and concerns.
- Commitment to building a supportive relationship amongst the department employees and will improve accountability and alignment with City objectives while keeping focus on the need to apply modern police techniques, policies and approaches to complex and sensitive issues.
- Create an environment that fosters a responsive and attentive relationship with the residents of the community, stakeholders such as the School and Park Districts, and the business community; he/she will demonstrate complete personal and professional integrity.
- An active and visible relationship with partner and regional public safety networks and neighboring communities. Demonstrate successful experience in progressively responsible supervisory, administrative, and managerial assignments in law enforcement, preferably in a community with a similar socio-economic environment.
- Foster and enhance a respectful labor relations environment that supports employee personal and professional development and advancement opportunities. The Chief will be called upon to serve as a mentor and guide to a highly qualified cadre of professional police officers.
- An understanding of the demands and challenges facing law enforcement officials to consider ways to support the physical and mental challenges of policing in an ever-changing environment.
- A genuine passion for the police profession from an internal department standpoint and for service to the community.
- A bachelor's degree in Police Administration, Emergency Management, Business, law enforcement or criminal justice with ten (10) years of progressively responsible law enforcement experience that includes five years command experience or an equivalent combination of education, training and experience which provides the requisite knowledge skills and abilities. A master's degree in public policy, public administration, business administration or a related field is a plus.
- A strong sense of self confidence; have a track record of fostering collaboration; receptive to new ideas, technology and systems in an effort to foster increased department service delivery.

THE NEXT CHIEF MUST HAVE OR WITHIN ONE YEAR AFTER APPOINTMENT HAVE THE LISTED TRAINING AND EXPERIENCE:

- Must possess a bachelor's degree; Master's degree preferred
- Have at least ten (10) years of service in law enforcement, including five (5) years in a supervisory position, and training which provides the knowledge, skills, and abilities to perform the job.
- Candidates should have executive management training, including but not limited to:
  - **FBI National Academy**
  - **FBI Law Enforcement Executive Development Association Trilogy Award**
  - **Police Executive Research Forum's Senior Management Institute for Police**
  - **Center for Police Leadership and Ethics Crossing Program**
  - **Similar leadership training will be evaluated on a case-by-case basis**
- Be an exceptional communicator, able to thoughtfully represent the interests of the Department and the City, with a high level of community engagement.
- Will have a record of success in a leadership position in a similarly diverse community with a comparably sized municipal law enforcement agency.
- Have extensive experience with budget development with a municipal police department.
- Have a history of success in working in a collective bargaining environment.
- Be proactive in addressing criminal activity while maintaining and enhancing community engagement.
- Be a commissioned police officer by the Missouri Peace Officers Standards and Training, or able to attain certification within one (1) year of hire.

Candidates must possess well developed communication and public presentation skills, utmost integrity, and be committed to the long-range success of the Independence Police Department. The Police Chief is appointed by and subject to the authority of the City Manager and is considered an at-will employee.



## SALARY, BENEFITS AND HOW TO APPLY



The salary range for the position is \$150,000-\$160,000 DOQ with an excellent benefit package. Living in the community is highly desirable but not required. If the chief does not live in the community, there will be a response time requirement for the chief to respond to emergencies. Submit resume, cover letter and contact information for 5 professional references by May 11, 2022 to Jon Fehlman at: [govhrusa.com/career-center](http://govhrusa.com/career-center). Electronic submissions are required. Email or telephone inquiries may be directed to Jon Fehlman at: 615.692.9264 or [jfehlman@govhrusa.com](mailto:jfehlman@govhrusa.com).

All positions in the City of Independence are filled according to the Equal Rights Act with no discrimination shown on the basis of race, religion, color, sex, age, national origin, or disability.

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