



ROANOKE, VIRGINIA  
**DEPUTY POLICE CHIEF**



**EXECUTIVE RECRUITMENT**





# ROANOKE, VIRGINIA DEPUTY POLICE CHIEF

The City of Roanoke, Virginia, a full service urban community, is seeking police professionals with experience as Deputy Chief or position with similar duties and responsibilities, as candidates for the position of Deputy Chief of the Roanoke Police 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. There are two Deputy Chief Positions (Operations and Investigative/Support Services) expected to be filled through this recruitment.

## COMMUNITY INFORMATION

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 in 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.

Located in Virginia's Blue Ridge, Roanoke is the largest municipality in Southwest Virginia, and the principal City in the Roanoke Metropolitan Statistical Area (MSA). The MSA 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 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 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. Events including Go Outside Festival and the Foot Levelers Blue Ridge Marathon are popular in the region. 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 Route 460 & 220, which have attracted numerous interstate motor freight lines to establish terminals, express delivery offered through Federal Express and UPS, formation of the Interstate 73 Coalition, which will focus on improving street transportation connectivity and construction of Passenger Rail, conveniently located in the City's downtown area, connecting Roanoke to other areas in Virginia, D.C., Baltimore, Philadelphia, 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. 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. One Deputy City Manager and two Assistant City Managers assist the City Manager in carrying out these responsibilities. City services are delivered by 1,650 budgeted full-time staff. The City's General Fund budget for FY 2022-2023 is \$325 million, and the capital improvement program has allocated \$64 million for planned projects.

## ROANOKE AT A GLANCE



Population: **100,220**



Households: **41,740**



Miles of Streets: **1,300**



Land Area: **43** square miles



Median Home Value:  
**\$135,100**



Median Household Income:  
**\$44,230**



Business Establishments  
**3,132**



Largest Sectors:  
**Health Care and Social Assistance**



Total FY 2023 City Budget:  
**\$325 million**



Total FY 2023 Police Department  
Budget: **\$22.7 million**



## POLICE DEPARTMENT

The Roanoke Police Department has a complement of 268 sworn officers, consisting of a Chief, 2 Deputy Chiefs, 4 Captains, 12 Lieutenants, 30 Sergeants and 208 Officers. There are 50 Civilian positions that support the services provided by the Department. The Roanoke Police Department is organized into 2 Divisions: Operations and Investigative/Support Services, each led by a Deputy Chief. In 2021, the Roanoke Police Department responded to approximately 95,000 calls for service, including 4,198 Part 1 Crimes.

The Department is proud of its commitment to the Commission on Accreditation for Law Enforcement Agencies (CALEA). In 2021, the Department received CALEA's Certificate of Advanced Meritorious Accreditation with Gold Standard Excellence. This is the ninth CALEA award for the Department since its initial accreditation in 1994. The Roanoke Police Training Academy also received reaccreditation for the fourth time in 2021.

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, E911 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 Citizencentric Policing. The key component of this effort is the ISTAR predictive analytics program, which includes an embedded criminologist. The Department operating budget for FY 2022-23 is \$22,765,947.

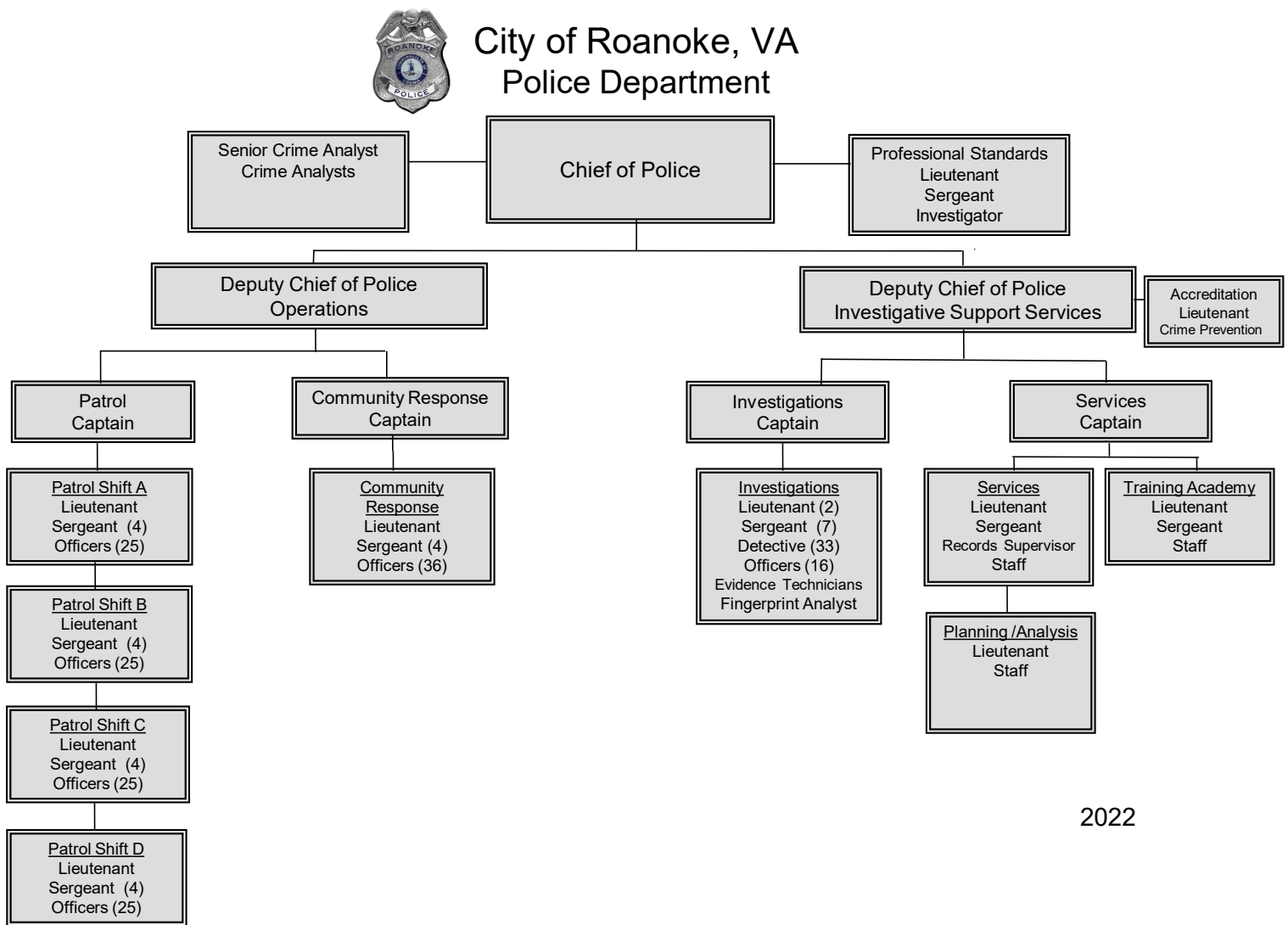
Emergency Communications for the Police Department is provided by Roanoke's E-911 Center. This nationally Accredited Public Safety Communications agency is the primary public safety answering point (PSAP) for emergency calls for the City of Roanoke. The Center operates 24 hours a day responding to more than 265,000 telephone calls per year. The staff dispatches over 150,000 calls a year to police and over 24,000 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. 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 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:



2022

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

## **VISION**

We, the members of the Roanoke Police Department, will work openly in partnership with our community to foster an atmosphere of trust. While upholding the safeguards of the Constitution with integrity and dedication, we will create an environment safe from fear and crime for all people. As protectors of our community, we will never waver in our commitment to this vision.

## **VALUES**

We value Constitutional rights, responsive public service, courage in the face of adversity, integrity, personal growth and dedication and commitment to our community. We strive to accomplish this vision while affirming the following mission statement:

## **MISSION STATEMENT**

The Roanoke Police Department is dedicated to providing honest, efficient, and effective law enforcement services. The protection of life, property, and civil liberties for all people in a fair and equitable manner shall be the Department's daily objective.



## THE POSITIONS

The **DEPUTY CHIEF OF THE OPERATIONS DIVISION** is responsible for the Patrol Bureau and Community Relations Bureau. Patrol includes the four platoons that handle all community calls for service. The Community Relations Bureau is inclusive of School Resource Officers, Animal Wardens, and Community Engagement.

The **DEPUTY CHIEF OF THE SERVICES DIVISION** is responsible for the Services Bureau and Investigations Bureau. The Investigations Bureau covers all of the detectives and task force officers that work with DEA, ATF, etc. The Services Bureau is comprised of the Police Academy, Records (Police Support Technicians, fleet, drug and property rooms) and Planning and Analysis (budget, grants, technology, permits approval and special projects).

Both Deputy Chiefs report to the Chief of Police. To achieve ongoing continuity in the Department, these positions are intended to be interchangeable and Deputy Chief assignments may be switched as may be determined to be in the best interest of the Department.

## CHALLENGES AND OPPORTUNITIES

The next Deputy Chiefs will need to seamlessly transition into their roles to advance their Divisions and promote the quality of law enforcement services in the Roanoke community.

As these two positions are being filled at the same time, the next Deputy Chiefs will need to establish that he/she has the capability to lead their Divisions independently, but also support each other in representing a single message of unity in accomplishing Department goals.

With staffing reductions in the Department due to retirements and career changes, the new Deputy Chiefs will need to work with the Chief in the evaluation of the staffing needs of the Department to ensure that the Department has the proper allocation and distribution of officers to carry out their responsibilities.

With an increase in violent crime, the new Deputy Chiefs will need to have a clear understanding of the causes and be active participants in the ways to decrease the acts of violence; in conjunction with the community and all members of the department.

The Deputy Chiefs will have, or need to acquire, an appreciation for the Citizencentric policing model of the Department that recognizes the importance of community engagement.

The Deputy Chiefs will need to understand and appreciate the use of technology as an asset to prevent and solve crime; to maximize the ISTAR program by systematically distributing the program's crime pattern information to all levels of the Department. With an increase in gun violence in the community, the Deputy Police Chiefs will assume vital roles in representing clear, useful analysis based on current, state of the art methods and strategies on addressing gun violence in an urban community.

As an agency with a culture of successful community engagement, the Deputy Chiefs will be positioned to build upon the success of the Department to enhance and further define exceptional police services in a community; to advance the organization to new levels of success.

The next Deputy Chiefs will be positioned to enhance the strong relationship of trust with the community that is enjoyed by the Department and further relationships with both external and internal stakeholders.

Included in the role and responsibility of the Deputy Chiefs, a strong emphasis will be placed on their ability to identify the strengths of Department members and develop their interests and qualifications for both individual and organizational growth; to find and develop the future leaders of the Roanoke Police Department.



## CANDIDATE QUALIFICATION CRITERIA

The City of Roanoke is seeking candidates for the position of Deputy Police Chief with a proven track record of excellence in leadership, ability 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 from a premier law enforcement training organization such as the FBI National Academy, Senior Management Institute through the Police Executive Research Forum, Northwestern University Center for Public Safety or the Southern Police Institute, or comparable executive management program.
- Must have at least ten (10) years of related command experience as a Deputy Chief or position with similar duties and responsibilities in similarly sized police organization, with oversight of Police Department Operations, Criminal Investigations, Police Services and/or administration.
- 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 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 elected and appointed officials, community leaders, local organizations, media and other City staff.
- 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 Police Department and the City of Roanoke; have the appropriate balance of time spent internally and externally.
- Have experience developing and 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 Citizencentric Policing model. Have the ability to engage the community and build relationships for Department members to work with the community as a whole; able to cultivate thoughtful messaging to support the interests of the Department.
- Have extensive experience in and a reputation for dealing openly and fairly with employees. Be able to effectively research, analyze and carry out personnel initiatives in the interest of the Department.
- Be able to apply and enhance the Department responsibility for personnel management, including recruitment, selection and promotion of Department personnel; assist in developing 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 a Department in the City organization with common and shared needs, be able to develop, justify and present a Division budget.
- Have the ability to research, analyze and carry out effective means to evaluate, recognize and develop personnel through a consistently applied career development program; to assist in providing 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

(Not in order of importance)

- 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 internally, 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; 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 a leader in 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 a leadership style that creates 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 an appreciation of, and actively pursues the benefits of relationships with other intergovernmental agencies, 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 interacting with the community; able to carry out your responsibilities as Deputy Chiefs as valued resources in interactions with the community.





## HOW TO APPLY:

Applicants may acquire additional information regarding the City of Roanoke and the Roanoke Police Department through the following websites: <http://www.roanokeva.gov> and <http://www.roanokeva.gov/150/Police>.

The City of Roanoke offers an excellent benefits package. The successful candidates must be a City resident or secure residence within the City limits within 12 months of employment. The salary range for the position is \$93,776 to \$130,473 DOQ. The positions will be open until filled with initial review of applications beginning with those received on or before September 23, 2022. Electronic submissions are required, with resume, cover letter and contact information for 5 professional references to [www.GovHRjobs.com](http://www.GovHRjobs.com) to the attention of:

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