

Chief of Police
[City of Riverside, CA]



CHIEF OF POLICE

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ROBERTS CONSULTING GROUP INC

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THE CITY

Founded in 1870, Riverside was built on land that was once a Spanish rancho. By 1882, there were more than half a million citrus trees in California, almost half of which were in Riverside. Today, Riverside is a vibrant city of more than 300,000 residents. It is the 12th largest city in California and the County seat of Riverside County. Riverside offers a blend of small town charm and hospitality with the vision, energy and creativity of a rapidly developing metropolitan area, and is the hub of Inland Southern California. The City is ethnically and culturally diverse, with a large Hispanic/Latino population (45%). The foundation for the City's economy is solid, with the region's largest number of businesses and total jobs.

Riverside is approximately 60 miles east of downtown Los Angeles and 100 miles north of San Diego, and is strategically located among major transportation links including highways, commuter train stations and airports. It is centrally placed with convenient access from Palm Springs, the San Bernardino Mountains and Southern California beaches.

The City is currently more than halfway through a \$1.7 billion "Riverside Renaissance" initiative, investing in key projects throughout the City to enhance streets, medians, electric/water/sewer infrastructure, parks, libraries, police/fire facilities, arts/culture, as well as the downtown area. This one-of-a-kind program also stimulates the regional economy and attracts significant private sector investments, further enhancing Riverside's reputation as Inland Southern California's preeminent community.

In 2009, Riverside became the first city in California to be designated as an "Emerald City" by the California Department of Conservation, in recognition of the City's sustainable green initiatives. It also has an award winning high-tech City Hall. City projects and initiatives include a 4.9 GHz wireless network for Police/Fire, free wireless connectivity across the City, free wireless computers for low-income families, and video surveillance of parks, City facilities and key intersections.

Riverside has nearly 64,000 K-12 students who are served by either the Alford Unified School District (AUSD) or the Riverside Unified School District (RUSD), both of which are dedicated to the very highest standards in education. The City is also home to four internationally recognized colleges and universities with a current student population of about 50,000, including the prestigious University of California, Riverside (the largest single employer in the City).

The City of Riverside is a focal point for tourism in the region. The Riverside tourism industry is supported by the Riverside Convention Center and a variety of local hotels, including the historic Mission Inn (favored by presidents, royalty and movie stars). An assortment of historical landmarks, a stunning performing arts center, museums, shops, restaurants and places of entertainment are available for visitors and residents to enjoy. The City also hosts many annual events, such as the nationally renowned Festival of Lights holiday extravaganza.

Riverside offers a broad mix of housing options from live-work condominiums in downtown to historic neighborhoods, to the sprawling Greenbelt area, to modern residential settings with dramatic views. Each option offers a range of pricing from affordable to high-end luxury. Quality homes are at their most affordable levels in many years, with the median price of a home in Riverside currently at \$200,000.

Through the City's Office of Historic Preservation, Riverside is committed to preserving its past as a firm foundation for the future. Over 100 City Landmarks, 20 National Register Sites and two National Landmarks have been designated by the City Council.

The unique City Raincross symbol is derived from combining a replica of the mass bell used by Father Junipero Serra, missionary priest and founder of the California Missions, and the cross to which the Navajo and Central American Indians prayed for rain. The Raincross is used extensively throughout Riverside in its architecture, and holds a prominent spot on the City flag. It has been identified with Riverside since 1907.

THE CITY GOVERNMENT

Riverside was incorporated in 1883. It is a full-service charter city with a Council-Manager form of government. The seven-member Council is elected by ward, on a non-partisan basis, for four-year overlapping terms. The Mayor is elected at-large and presides at Council meetings, interprets policies and programs to the community, and officiates at ceremonial events. The Mayor has a voice in all Council proceedings, but votes only to break a Council tie vote.

The City has a FY2009/10 total budget just over \$1 billion, including a general fund budget of \$197.8 million. There are 2,619 budgeted FTE staff positions. The City operates its own public utilities (electric and water) and its municipal airport.

The City of Riverside is committed to providing high quality municipal services to ensure a safe, inclusive and livable community. The City has identified eight core values: 1) integrity and credibility, 2) commitment to service and action, 3) accountability, 4) inclusiveness and diversity, 5) loyalty, 6) personal growth, 7) innovation, and 8) teamwork.

THE DEPARTMENT

The Riverside Police Department was founded in 1896 and has grown from a small frontier town police force to a large metropolitan police department with approximately 400 sworn police employees and 200 civilians. The Agency is renowned nationally for its leadership in creating innovative approaches to critical law enforcement situations. Several tactics developed by the Riverside Police Department have been adopted as the standard throughout the country.

The Department is a team-oriented agency that works in close partnership with City Hall and the community as "Co-Producers of Public Safety." The result is a stronger, safer City. The Department actively promotes continued education to maximize training opportunities for its officers, command staff and civilian employees. Technical advancements and the ongoing development of comprehensive data collection programs are also essential for the most efficient delivery of services, improved public safety, and Departmental accountability. With a focus on public service, excellence and strategic use of state-of-the-art technology, the Riverside Police Department remains well prepared to meet future challenges.

The Riverside Police Department welcomes public review and endorses accountability. All Police employees are held to the highest standards of professional conduct, which is essential to maintaining the trust of the community they serve.



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In 1993, the Riverside Police Department began the transition from a traditional policing model to a Community Policing and Problem Solving (COPPS) model. This style of policing proved to be a decidedly different approach to the way in which Riverside Police protected and served their community. Policing beats are divided into four geographic areas, known as Neighborhood Policing Centers. Each area is assigned a lieutenant to become intimately familiar with the day-to-day policing needs of the community and to help solve problems through cooperative collaboration with community members. The COPPS model also introduced the Problem Oriented Policing officer to the Area Command, which proves highly effective in quickly targeting law enforcement resources to address neighborhood problems at the earliest stages. In addition, all patrol shifts are directly supervised by an assigned (Lieutenant) Watch Commander who is responsible for the safety of all residents/businesses/visitors across the City's 85 square miles.

The management philosophy of the Riverside Police Department supports the advancement of community policing through innovative leadership and an organizational strategy that demands Departmental accountability and encourages problem solving partnerships.

It is a priority of the Executive Command Staff to achieve the following four strategies through clear and decisive leadership: 1) becoming an employer of choice, 2) striving for professional excellence, 3) providing quality customer service, and 4) committing to state-of-the-art technology.

The Riverside Police Department's mission statement is as follows: "The Riverside Police Department is committed to a law enforcement-community partnership that is focused on public trust and safety and to provide quality, responsive and effective services through valued employees." Department goals include:

- * Committing to and embracing best policing strategies, management practices, and the development of skills in the workforce that promote visionary leadership throughout the organization and a well trained, professional and customer service oriented workforce that will provide excellent police service.
- * Preventing and reducing crime and conditions that create social disorder by provisioning a full range of high-quality police services that foster an environment of public trust and confidence.
- * Enhancing its commitment to community policing by engaging the City's leadership, Police Department and public as co-producers of public safety.
- * Ensuring police accountability to the community by measuring and evaluating organizational performance and employee commitment to the Department's mission and values.

- * Continuing to assess, develop and implement innovative solutions, policies and procedures, and organizational systems that result in excellent police practices.

The Department has 590 authorized positions and a FY 2009/10 operating budget of almost \$81 million. Major functional areas within the Department include: Office of the Chief of Police, Personnel & Training Division, Management Services, Field Operations, Special Operations, Communications, Centralized Investigations Bureau, and Special Investigations.

The Department's provision of the full range of police services both enhances the safety of residents and its ability to recruit and retain the very best sworn staff. These services include: Central Investigations, Specialized Investigations (Narcotics, Gang, Vice), Aviation, Special Weapons and Tactics (SWAT)/METRO Team, Explosive Ordinance Detail, Traffic Bureau, Parole and Correction Team (PACT), Canine, Participation in Inter-Agency Federal/State/Regional Task Forces, School Resource Officers, Crime Free Multi-Housing Program, Youth Court, Neighborhood Watch, Business Watch, Citizen's Academy and Neighborhood Watch Academy, and Transitional Housing Task Force.

KEY CHALLENGES & OPPORTUNITIES

Key challenges and opportunities facing the Chief of Police include:

- * Cultivating a strong, effective leadership team within the Department, to include succession planning.
- * Strengthening collaboration with other City departments.
- * Maintaining mutually beneficial relations with the community.
- * Ensuring public confidence in the integrity of the Department.

THE POSITION

Under general direction of the City Manager, the Chief of Police plans, directs, supervises and coordinates the activities of the Police Department in law enforcement and crime prevention; provides highly responsible and technical staff assistance to the City Manager and City Council; and does related work as required. The position reports to the City Manager.

Key duties may include, but are not limited to, the following:

- * Directs and participates in the development of goals, objectives, policies and priorities.
- * Plans, directs, supervises and coordinates the activities of Police Department personnel in preserving order, protecting life and property, and in enforcing laws and municipal ordinances.
- * Researches modern police management methods, formulates and enforces rules, procedures and policies for efficient training and operation of the Department.
- * Reviews the evaluations of employee performance and takes appropriate disciplinary action where necessary.
- * Prepares and administers the Department budget.
- * Confers with citizens and City officials on law enforcement problems and assists in the development of innovative municipal law enforcement policies.
- * Forges effective professional relationships with other public safety officials.
- * Cultivates positive community relations by interacting with civic and community groups.

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THE IDEAL CANDIDATE

The ideal candidate for Riverside's next Chief of Police will have a broad and varied professional background which demonstrates success in working with diverse communities while leading a professional law enforcement agency engaged in proactive community policing.

Education and Experience

- * Any combination of experience and education that would likely provide the required knowledge and abilities is qualifying. A typical way to obtain the knowledge and abilities would be: 1) completion of a bachelor's degree, from an accredited college or university, with major work in police science, public or business administration, or a related field; and 2) ten years of broad and extensive experience in all major phases of municipal police work, including at least five years in a responsible senior management capacity (generally at the rank of Captain or above), preferably in a medium to large size municipal police department.
- * California experience with a City or County law enforcement agency is highly preferred, as is experience at the level of Chief, Assistant/Deputy Chief or equivalent. For those whose experience is with a City, having worked under a Council-Manager form of government would be a plus. Familiarity with the Riverside area would also be highly beneficial.
- * Demonstrated success in working with a highly diverse community is essential.
- * Effective community involvement is important, in balance with the duties of the position.
- * A stable, progressive employment history is very important.

Technical Knowledge & Skills

Qualified candidates must demonstrate excellent interpersonal and presentation skills, as well as knowledge of:

- * Modern principles, practices and techniques of police administration, organization and operation.
- * Technical and administrative phases of crime prevention and law enforcement, including investigation and identification, patrol, traffic control, juvenile delinquency control, record-keeping, and care and custody of persons and property.
- * Laws, ordinances and regulations affecting the work of the Department.

Professional Characteristics

The ideal candidate will bring several key traits/hallmarks to this highly competitive recruitment process.

- * **Expert Communicator** - Communicates clearly and concisely, both orally and in writing.
- * **Strategic Manager** - Plans, directs and coordinates the work of the Police Department to meet short-term public safety objectives in concert with the Department's multi-year Strategic Plan priorities.
- * **Solid Leader** - Develops and administers sound Departmental policies, making decisions in accordance with laws, regulations and City/Department policies.
- * **Inclusive Recruiter** - Attracts and retains a diverse staff of sworn and civilian staff enriched by the cultural diversity which sets Riverside apart.
- * **Respected Mentor** - Identifies and develops talented subordinates to assume increasing levels of responsibility in service to the community.
- * **Skilled Supervisor** - Delegates, while monitoring performance. Holds subordinates accountable in a timely manner, and imposes discipline when appropriate.
- * **Collaborator & Bridge Builder** - Promotes community unity and forges effective working relationships. Bilingual skills are a definite plus.

* **Facilitator** - Works constructively with all internal and external stakeholders, to include command staff as well as labor organizations.

* **Reformer** - Takes the Riverside Police Department to the next level in modern community oriented policing, while finalizing and implementing the Department's Strategic Plan.

* **Fair Minded Leader** - Leads, by clear example, to ensure that officers value the richness of Riverside's ethnic diversity and interacts with all community members in an evenhanded manner.

* **Proactive Police Chief** - Invests in Riverside's future by reducing gang/youth problems through meaningful intervention strategies.

* **Team Player** - Respects the chain of command (City Manager) while serving Riverside's elected leaders (City Council and Mayor), and working alongside Department heads and with subordinates.

* **Visionary** - Leads to achieve the City's long-term vision for its Police Department.

Personal Traits

Riverside's next Police Chief will be a strong leader and an outstanding administrator. He/She will be team oriented (both within the Department and with other departments), work with an open door, relate well to the rank and file, and lead always by example. The Chief will provide consistent communication with and outreach into all City communities, promote citizen involvement in fighting crime, and promote a successful relationship with the schools.

The Chief will also "walk the talk," by demonstrating key personal traits which include being: respectful and sensitive in dealing with a diverse community and staff; honest; trustworthy; ethical; straightforward; apolitical, yet politically savvy; approachable and accessible; and an active listener. He/She will be motivational, energetic and enthusiastic, dynamic, proactive, innovative, courageous, decisive, as well as flexible and patient. The Chief's passion for police work in service to the community will be a hallmark of his/her daily endeavors.

COMPENSATION

The base salary range for this position is currently \$200,472 to \$241,020. Initial salary placement will reflect the qualifications and experience of the selected candidate. In addition, benefits are provided which include: vacation, holidays and sick leave; choice of seven health plans, three dental plans and one vision plan (City pays up to \$1,051 per month toward these plans for employee and dependents); employer paid life insurance and accidental death & dismemberment coverage equal to twice the employee's annual salary; voluntary long-term disability plan; workers compensation; 401(a) and 457 deferred compensation plans; retirement through CalPERS, with a 3% @ 50 plan, fully paid for by the City; Medicare participation; optional additional life insurance and flexible spending account; and City provided automobile and fuel. Future salary adjustments will be made consistent with any salary adjustments granted to members of the Riverside Police Administrators' Association (RPAA). Future benefits adjustments will be made consistent with any benefits adjustments granted to the City's Executive Management group, with the exception of the retirement plan, which will follow RPAA with the 3% @ 50 plan.

HOW TO APPLY

Send resumes by April 30, 2010 to:

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Equal Opportunity/ADA Employer

Additional information about the City of Riverside can be found at:
www.riversideca.gov.