

# CITY OF FORT COLLINS, COLORADO

*Invites your interest in the position of:*



## CHIEF OF POLICE



Fort Collins was ranked #1 in quality of life among all US cities by *Money Magazine* in 2006 and also received a #2 ranking in 2008 and a #6 ranking in 2010.

## ABOUT FORT COLLINS

Fort Collins, home to Colorado State University, has a 2010 US Census population of 143,986 within 56 square miles and is located at the northern edge of the picturesque Rocky Mountain Front Range.

Fort Collins is consistently listed among the top cities by national magazines and organizations for its great schools, low crime, good jobs in the high-tech field, and fantastic outdoor life. The community is highly educated with 79 percent more college graduates than the national average. In addition, the community's median family income is \$76,700 which is 20 percent greater than the national average.

## History

French trappers first set up camp along the Cache La Poudre River in the 1700's. Due to western expansion, the U.S. government established a military outpost to protect settlers as they made their way across the prairie and over the continental divide. Business people were attracted to the area and claimed the area known as Fort Collins as the military left the region in 1868. Flash forward one hundred years. Fort Collins became an early hub of technology with the relocation of high tech companies in the 1970's. The tech boom and bust in the 2000's attracted a new kind of resident—entrepreneurial in nature, innovative and creative; our residents embrace the pioneer spirit that settled the region originally. Fort Collins is sixty miles north of Denver and the Denver International Airport .

## Economy

Fort Collins has a strong economy anchored by the Colorado State University (CSU) campus with nearly 25,000 students and 7,000 employees. Founded in 1870 as a land grant college, students from every state and 95 foreign countries attend CSU. Graduate and undergraduate degrees are offered in nine colleges, and CSU is known for major research advances in agriculture, engineering, veterinary sciences, technology, and water.

Major private sector employers include Hewlett Packard (3,000 employees), Poudre Valley Health System (2,800 employees), and Agilent Technologies (2,800 employees). Innovation occurs across industry sectors in Fort Collins. Craft brewer, bioscience, software, hardware, water innovation, and clean energy companies contribute ideas, inventions, and products that positively impact the local economy. In 2010, 225 patents were registered to researchers, scientists and entrepreneurs in Fort Collins.

Known as the community's "crown jewel", Downtown Fort Collins has a large selection of eclectic, unique shops and restaurants. In the summer, public plazas invite social gatherings and outdoor concerts. Old Town Square , a pedestrian only business district, is a vibrant hub of activity for all ages, with outdoor patios and regularly scheduled entertainment.

## Education

The Poudre School District (PSD) serves approximately 24,000 students and includes four high schools in Fort Collins and the surrounding area. In addition there are several charter schools in Fort Collins including Ridgeview Classical Schools which was rated among the top ten charter high schools in the nation (*U.S. News & World Report*, December 2008). For more information about PSD, please visit [www.psdschools.org/](http://www.psdschools.org/).

Additional educational facilities in Fort Collins include Colorado State University, the Front Range Community College, the Institute of Business and Medical Careers, University of Phoenix, and Regis College.

## Recreation

Recreation opportunities abound in Fort Collins. The City has 820 acres of developed parks including six community parks and 44 neighborhood/pocket parks. In addition, the City maintains 30,000 acres of natural areas, 29 miles of off-street hiking/biking trails, three golf courses, a racquet center, three swimming pools, an ice rink, and a community center.

For additional information about Fort Collins, please visit [www.fcgov.com](http://www.fcgov.com).







## THE CITY GOVERNMENT

Fort Collins was incorporated in 1873 and has operated under the council/manager form of government since 1939. The City Council consists of six district Council Members who are elected on a non-partisan basis for a four-year term and a Mayor who is elected at-large on a non-partisan basis for a two-year term. The Mayor Pro Tem is chosen from among the entire Council and serves a two-year term.

The City Council appoints a City Manager who is responsible for managing municipal operations that consist of a \$448 million calendar-year budget and 1197 FTE's. In addition to traditional municipal services, the City has an electric utility, a regional airport jointly owned by Fort Collins and Loveland, and the Fort Collins Museum of Discovery Science which was created through a partnership with the community.

Recent voter-approved capital improvement initiatives have enabled the City to develop two additional parks, a new City office building, a transit center, a downtown parking structure, and a horticulture center. The City has an AA bond rating.

In November 2010 Fort Collins voters approved by a more than 60 percent majority a .85 % increase in the City's sales tax which will generate approximately \$20 million annually. The ballot measure

specified that one-half of the new revenue is for Transportation and one-sixth each of the revenue is for Police, Fire, and Parks. This revenue source sunsets in ten years.

The City has 27 Boards and Commissions that provide advice and recommendations to the City Council on issues such as affordable housing, art in public places, the environment, human relations, and the needs of senior citizens, youth, and women.

Fort Collins' City Manager Darin Atteberry has worked for the City for the past fifteen years and was appointed City Manager in 2004.

Each year "World Class People" recognizes City employees for their outstanding service, teamwork, individuality, and creativity. This is an opportunity to demonstrate how City employees contribute to making Fort Collins a great community. When past honorees were asked what they liked most about working for the City, most cited the people they worked with and the opportunity to make a difference in their community.

The City and community have received more than 60 honors and awards over the last several years that recognize the quality of life and economic and environmental sustainability that exists in Fort Collins. To view a list of these honors and awards, please visit the following web site: [www.fcgov.com/visitor/](http://www.fcgov.com/visitor/)

### City Vision

**We are passionate about creating a vibrant, world-class community.**

### Mission

**Exceptional service for an exceptional community.**

### Values

- **Outstanding Services**
- **Innovation and Creativity**
- **Respect**
- **Integrity**
- **Initiative**
- **Collaboration and Teamwork**
- **Stewardship**



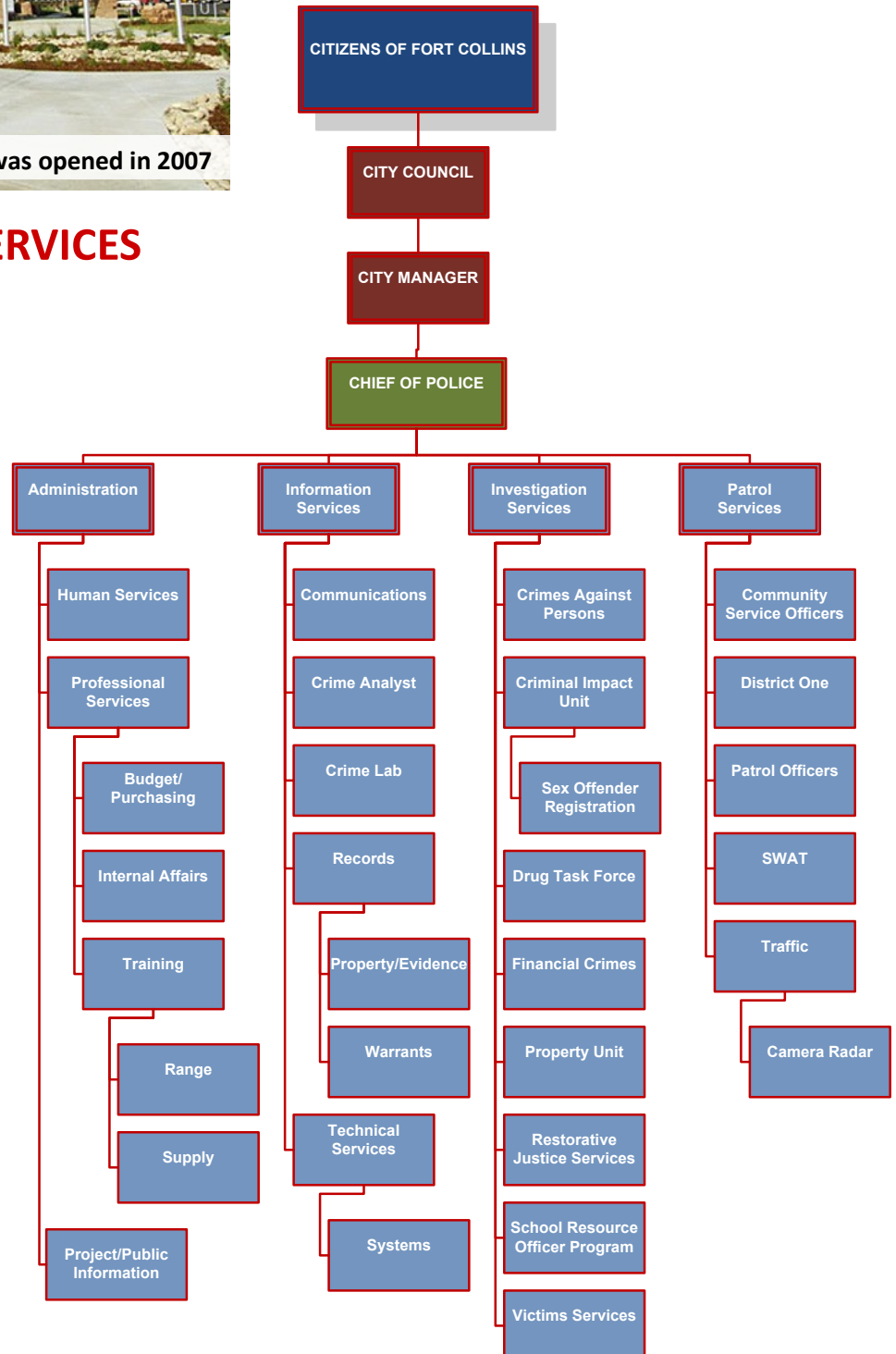
This \$33M Police Services Building was opened in 2007

## FORT COLLINS POLICE SERVICES

The Police Chief who reports to the City Manager leads a Department consisting of 193 sworn personnel and 94.25 civilians with a \$36 million annual budget. In 2010 FCPS responded to 94,410 incidents with an average response time of 3:55 minutes.

FCPS is headquartered in a 98,000 square-foot, state-of-the-art, three-story structure that was completed in 2007. In addition to providing space for patrol, investigations, records, and administrative functions, the building also houses the Fort Collins Police Museum, a 1900 square-foot community room, an enhanced crime laboratory, a state-of-the-art property and evidence processing and storage system, a communications center, an Emergency Operations Center, training facilities, and a detention center with eight cells. FCPS also has a District 1 substation in downtown Fort Collins.

FCPS is known for being innovative and having a continuous improvement culture that values education and training. More than 65 percent of FCPS employees have at least a Bachelor's degree. FCPS has many innovative practices such as allowing Patrol Officers to be responsible for investigative work for most misdemeanor and some felony incidents they respond to.



Additionally, sworn personnel periodically shift between Patrol Officer and Detective positions .

FCPS has adopted mission and values statements which can be viewed at [www.fcgov.com/police/mission-values.php](http://www.fcgov.com/police/mission-values.php).

Colorado is a “right to work” state. However, there are eleven Colorado law enforcement agencies including Fort Collins where collective bargaining units exist. The Fraternal Order of Police (FOP) in Fort Collins represents all sworn personnel up to and including Lieutenants and Dispatchers and Community Service Officers who are non-sworn. Binding arbitration exists for grievances but not for collective bargaining.

There is a Citizen Review Board that reviews internal investigations where a peace officer is alleged to have used excessive force, discharged a firearm, committed a crime, when a person sustained severe injury, death, or alleged their civil rights were violated by a peace officer, or other investigations requested by the City Manager or Police Chief.

The City recently conducted a stakeholder survey to obtain input from community members, Board and Commission members, Police Services employees, and other City employees about the desired attributes of Fort Collins’ next Police Chief.

The following is a summary of the issues and opportunities to be managed by Fort Collins’ next Police Chief.

## ISSUES AND OPPORTUNITIES

- There is an expectation that the Police Chief has experience with and will embrace a continuous improvement philosophy in leading FCPS. Examples of this philosophy are shown below.
  1. Strategic planning—while FCPS has defined mission and values statements, it does not have a current strategic plan which is needed by a Department of this size and complexity.
  2. Data-driven decision-making—increase the Agency’s reliance on meaningful, outcome-based performance metrics that focus on maximizing the effectiveness and efficiency of the services of FCPS in reducing crime.
- Also, there is a need to benchmark with high-performing law enforcement agencies to identify best practices and gauge FCPS results.
- There is a desire to utilize community oriented policing as the preferred method of addressing community public safety needs. This is already occurring to some extent with the District 1 downtown substation. FCPS plans on using much of the additional funding from the recent sales tax increase to expand its community oriented policing efforts.
- In addition to addressing Part 1 crimes, there is also interest in finding ways to reduce speeding in residential areas and better enforce bicycle dismount requirements in pedestrian-only sidewalk zones downtown.
- There is an interest in having FCPS partner more with community organizations regarding crime issues. An example of this is working with the Women’s Commission and other community-based organizations on combating sexual and domestic assaults.
- FCPS is known within this industry for having extremely high hiring and training standards. In fact many current FCPS employees left other law enforcement agencies to work for FCPS due to its high standards. There is an interest in continuing to maintain these high hiring and training standards to keep the high level of professionalism in the Agency.
- FCPS currently has a labor-management committee and intends to use interest-based bargaining for the current negotiations that are underway. The Chief should embrace a collaborative relationship with the FOP union.
- As can be seen from the Agency’s organizational chart, FCPS tends to have a less para-military structure than most law enforcement agencies. This enhances teamwork within the organization. There is a desire to continue this approach and also seek more meaningful input from front-line employees.
- There is an interest in collaborating more with other Northern Colorado law enforcement agencies to explore mutual interests such as the potential for developing a regional crime laboratory.





## JOB REQUIREMENTS

### Minimum job requirements include:

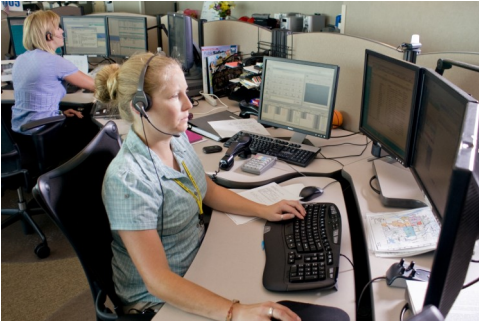
Bachelor's degree in criminal justice, business administration or related field from an accredited college or university combined with ten (10) years of increasingly responsible experience as a sworn Police Officer, preferably to include a minimum of five (5) years of command experience in a mid-sized city.

Must meet State law enforcement certification requirements.

### Desired professional and personal attributes include:

- Honest with integrity and high ethical standards;
- Ability to hold employees accountable without micro-managing;
- Experience with use of performance metrics, bench marking, and best practices research to provide outcomes-based services;
- Experience in working in a university town;
- Ability to inspire and motivate FCPS to perform at "world-class" levels;
- Responsive to law enforcement issues raised by City Council and City Manager;
- Committed to a learning organization environment and to continuous life-long learning for himself/herself and FCPS employees;
- Public relations savvy and proactive with news media;
- Track record of high level of community and City Hall visibility while respecting community leadership roles of City Council and City Manager;
- Experience developing and implementing a strategic plan;
- Proven ability to work collaboratively with FOP;
- Community policing program experience;
- Committed to promoting diversity of FCPS workforce and sensitive to community diversity issues; and
- Good public speaker who seeks opportunities to interact with community groups.





## COMPENSATION AND HOW TO APPLY

The salary range for the Chief of Police is \$110,668 to \$154,406 annually, depending on qualifications. A very competitive benefits package is included which contains:

- Medical Insurance
- Dental Insurance
- Flexible Spending Accounts
- Paid Sick Leave (15 days per year)
- Short-Term Disability
- Long-Term Disability
- Paid Holidays (9 days per year)
- Paid Vacation (20 days 1<sup>st</sup> – 12<sup>th</sup> yrs to max of 24 days at 20 yrs) plus 5 days lump sum at the beginning of each year
- 401A
- Deferred Compensation (457 Plan)
- Life Insurance
- Take Home Vehicle
- Annual Executive Physical
- Wellness Programs

Please send your resume and cover letter with current salary by July 29, 2011 to:

Robert E. Slavin, President

### **SLAVIN MANAGEMENT CONSULTANTS**

3040 Holcomb Bridge Road, Suite A-1

Norcross, Georgia 30071

Phone: (770) 449-4656

Fax: (770) 416-0848

E-mail [slavin@bellsouth.net](mailto:slavin@bellsouth.net).

[www.slavinweb.com](http://www.slavinweb.com)



The City will pay reasonable and customary moving expenses for the next Police Chief who will be required to live within Fort Collins' city limits.

**AN EQUAL OPPORTUNITY RECRUITER/EMPLOYER**



