

# City of Windsor Heights

## Chief of Police and Fire Services

**Department:** Public Safety  
**Reports To:** City Administrator  
**FLSA Status:** Exempt  
**Written By:** Dennis McDaniel  
**Approved By:** Brett Klein  
**Council Review and Approval on March 2, 2015**

### **Summary Description:**

Under the general direction and supervision of the City Administrator, the Chief of Police and Fire Services performs a variety of complex administrative, supervisory, and professional work in planning, coordinating and directing the activities of the Police and Fire Departments. The incumbent monitors the overall effectiveness and efficiency of both departments, makes improvements, and guides in the strategic planning of on-going and future initiatives. The incumbent will be charged with administrative oversight of the City's law enforcement, fire, EMS, emergency management, animal control, parking enforcement, code enforcement, rental inspection program, and commercial and residential inspection programs.

### **Appointment/Selection:**

Selection is made by the City Administrator with input from the City Council. Selection shall be based upon merit and qualification.

### **Knowledge, Skills, and Abilities:**

- Knowledge of the principals and practices of contemporary municipal management, public sector budgeting fundamentals, personnel administration, leadership, and public relations.
- Knowledge of organizational development; skill in applying existing guidelines or creating new approaches to the development, modification, prioritization, and scheduling of work plans, methods, and procedures for the efficiency and effectiveness of the work unit or function.
- Knowledge of the principles and practices of law enforcement, community and problem-oriented policing, and the state and federal court system.
- Knowledge of applicable municipal, state and federal laws.
- Knowledge of criminal investigation and identification, crime prevention and deterrence tactics, and technology.

- Knowledge of the principles of fire suppression and emergency medical services.
- Knowledge of safety practices and precautions sufficient to be able to mitigate hazards, manage emergencies, supervise and protect oneself and others from natural and human-made disasters or possible pandemic outbreak/infection.
- Ability to ensure that effective internal controls are developed and maintained to safeguard the integrity of the organization; identifies needed resources and develops plans for carrying out work in a timely manner; monitors and evaluates progress to ensure that policies are implemented to accomplish the organization's mission.
- Ability to identify and analyze problems, uses sound reasoning to arrive at conclusions, finds alternative solutions to complex problems, and distinguishes between relevant and irrelevant information to make logical judgments.
- Ability to inspire, motivate, and guide others toward department and city goals and objectives; coaches, mentors, and challenges staff; adapts leadership styles to various situations and models high standards of honesty, integrity, trust, openness, and respect for individuals.
- Ability to develop departmental budgets and capital improvement plans and operate within the confines of each through regular monitoring.
- Demonstrates belief in own abilities and ideas, is self-motivated and results-oriented, recognizes own strengths and weaknesses, and seeks feedback from others and opportunities for self-learning and development.
- Ability to effectively communicate verbally and in writing; skill in preparing written documentation, utilizing correct grammatical form, and clearly expressing ideas.
- Ability to establish and maintain positive working relationships with the Mayor, City Council, City Administrator, City employees, the general public, contractors and the press.
- Ability to use contemporary technology, including computers, telephones, social media and software management programs.
- Ability to act as a positive change agent and be adaptable to changing conditions.
- Ability to maintain cultural diversity and sensitivity; supports opportunities to recruit, develop and retain a diverse workforce and promote teamwork.
- Ability to compile regular reports on existing programs including an evaluation of their effectiveness.
- Ability to maintain a professional demeanor, to calmly approach and solve problems under stressful circumstances, maintain and promote harmony in the workplace, concentrate for long periods of time and be flexible.

- Manages group processes, encourages and facilitates cooperation, pride, trust, and group identity; fosters commitment and team spirit, and works with others inside and outside of the organization to collaborate and achieve goals.
- Ability to make sound and well-informed decisions and perceives the impact and implications of decisions. Specifies goals and obstacles to achieving those goals, generates alternatives, considers risks, and evaluates and chooses the best alternative in order to make a determination, draw conclusions, or solve a problem.
- Ability to manage and resolve conflicts, confrontations, and disagreements in a positive and constructive manner to minimize negative personal impact.
- Must possess ability to work independently and exercise sound judgment.
- Knowledge of basic emergency management practices including application during a critical / hazardous incident.
- Knowledge of investigative techniques sufficient to gather relevant information, conduct research and interpret the facts and findings.
- Possess the level of judgment and stamina necessary to complete all tasks.
- Ability to perform arithmetic, algebraic calculations and solve problems with abstract and concrete variables.
- Assures comprehensive training programs for the police and fire departments and ensures maintenance of records.
- Maintains administrative oversight of the centralized records of the police and fire departments.

**Essential Functions (The following is a list of typical duties and not meant to be exclusive or inclusive):**

- Oversees of the City's law enforcement, fire, EMS, emergency management, animal control, parking enforcement, code enforcement, rental inspection program, and commercial and residential inspection functions, i.e. budget, personnel, training, etc.
- Exercises command authority over all police and fire department staff directly or through subordinate supervisors.
- Directs the development and maintenance of systems, records and legal documents that provide for the proper evaluation, control and documentation of police and fire department operations.
- Documents causes for disciplinary action and initiates progressive discipline; administers corrective actions, retraining, and formal disciplinary action; instructs subordinates on both criminal and civil liabilities that may be faced due to improper behavior or dereliction of duties.

- Handles grievances, maintains departmental discipline and the conduct and general behavior of personnel.
- Reviews contracts, agreements, and collaborations; manages vendors and contractors.
- Prepares and submits periodic reports to the city administrator and city council regarding activities and prepares a variety of other reports as appropriate.
- Meets with elected or appointed officials, other law enforcement officials, community and business representatives and the public on all aspects of the police or fire activities.
- Attends conferences and meetings to keep abreast of current trends in the field; represents the City in a variety of local, county, state and other meetings.
- Cooperates with County, State and Federal law enforcement and fire / EMS officials as appropriate.
- Ensures that laws and ordinances are enforced and that public peace and safety is maintained.
- Instructs, assists and directs the activities of subordinate staff including when faced with difficult or unusual assignments; encourages innovation and fosters an environment for individual and team success.
- Reviews work for accuracy and completeness and mentors staff to ensure staff's work meets organizational expectations.
- Prepares and submits the annual department budget in accord with the current procedures for doing such and monitors expenditures and revenues throughout the year to ensure department remains within the confines of the operating budget.
- Purchases commodities and services in accord with the current City purchasing policy.
- Oversees the maintenance of the pay records for sworn and non-sworn employees.
- Assumes incident command at major scenes as appropriate and notifies city officials if administrative assistance is required or as soon as practical after the event.
- Respond to citizen complaints taking remedial action when necessary and consults with the city attorney and city administrator as appropriate.
- Ensures staff is in compliance and holding all necessary certifications for their respective positions.
- Attends City Council meetings and study sessions.
- Resolves personnel complaints and problems and maintains a productive work environment.
- Appoints, promotes, and dismisses personnel based on objective evaluation criteria.

- Monitors contracts for compliance with all provisions contained therein.
- Works with subordinate staff to develop public relations and information dissemination programs to promote programs, goals and objectives, and explains department programs.
- Maintains close contact with the public through personal appearances at various public gatherings, at schools, and by giving speeches, etc. Through these various activities provides answers to questions about police and fire operations, their missions, goals and objectives; provides information that allows the public to not only protect themselves and their property but also become a partner with law enforcement and fire / EMS in protecting the entire community.
- Works with City and County emergency management officials in response to critical incidents and hazardous events in accord with the City and County all hazards plan / emergency operation plans.
- Identifies and responds to grant opportunities.
- Performs the duties of subordinate personnel as needed.
- Other duties as directed by the City Administrator or City Council that arise from a matter of policy or contemporary trends.

**Experience and Training:**

- Any combination equivalent to experience and education that could likely provide the required knowledge, skills and abilities. At a minimum, ten years of increasingly responsible experience in a variety of public safety functions and specializations, including command responsibilities, supplemented by formal training in public safety administration.
- Bachelor's Degree in criminal justice, fire science, public administration, political science or related field with Master's studies preferred.
- Prior supervisory experience of five years, three of which should be in a command level position in a department of similar or greater size.
- Possession of or ability to obtain a valid Iowa driver's license upon hire.
- Possession and maintenance of, or ability to obtain within 12 months of hire, Iowa Law Enforcement Academy certification and a peace officer permit to carry weapons.
- Must reside within twenty-five (25) minutes response time of the city limits.
- Must be available for off-hour emergencies.

- This position is subject to the City of Windsor Heights Drug and Alcohol Testing Policy which may include: pre-employment testing, post-accident testing, random testing, reasonable suspicion testing, return to duty testing, and follow-up testing.

**Tools and Equipment Used:**

- Contemporary technology, social media applications, personal computer, including word processing, spreadsheet and data base software, 10-key calculator, telephone, copy machine, fax machine, scanners, printers, cameras, postage meter, first aid and safety equipment, and public safety radios.
- Cleaning and maintenance chemicals and solutions in accord with manufacturer's specifications.

**Work Environment/Frequent Physical Demands:**

The physical demands described herein are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with a qualifying disability to perform the essential functions.

- Operates motor vehicles in carrying out the business of the City.
- The noise level in the work environment is low/moderate level office noise in addition to occasional moderate / high noise exposure of police or fire department machinery and equipment.
- Frequently sit, stand, walk, bend, grasp, push, pull, squat, twist and kneel.
- Frequent use of physical strength requiring the moving, lifting, pushing, carrying and pulling of objects weighing up to 30 pounds.
- Use hands frequently to finger, handle, or feel objects, tools or controls.
- Reach with hands and arms, and occasionally lift, push, and carry or pull moderately heavy objects (30-50 pounds).
- The employee is frequently required to verbally communicate and interact with public, citizen customers, vendors, staff and elected officials using active listening skills.
- Specific vision abilities required by this job include close vision, distance vision, color vision, peripheral vision, depth perception, uncorrected vision not worse than 20 / 100, and the ability to adjust focus with clarity of vision of 20' or more and 20" or less, as well as proficient hand / eye coordination.
- Requires clerical, forms, numerical, and verbal perception.
- Outside work involves prolonged exposure at times to the varying elements of the weather, such as rain, wind snow, heat or cold, darkness and poor lighting.

- Occasionally crawling and occasional lifting, pushing, pulling and carrying objects (50 pounds or greater) may be required. Individual will be expected to lift items in this range with the assistance of a machine or other able individual.
- Employee may be exposed to close quarters, dirt / dust, fumes / odors, moving machinery, visual strain, mechanical and chemical hazards, traffic hazards, electrical and medical hazards, microbiological hazards and unpleasant social situations.
- Position may require a significant work pace pressure and irregular work hours in addition to performing during emergency management and critical incident situations.

**Interaction with Other Department/Staff:**

- The position requires a high degree of information sharing between administration, clerk, parks, police, building inspector, City Council, and other temporary staff. It is of the utmost importance that any personal information be kept strictly confidential and in the event of written documents with personal information be held under lock and key.

*The duties above are intended only as illustrations of the various types of work that may be performed. The omission of specific statements of duties does not exclude them from the position if the work is similar, related or a logical assignment to the position. The job description does not constitute an employment agreement between the employer and employee and is subject to change by the employer as the needs of the employer and requirements of the job change.*

**Acknowledgement:**

I have carefully read and understand the contents of this job description. I understand the responsibilities, requirements and duties expected of me. I understand that this is not necessarily an exhaustive list of responsibilities, skills, duties, requirements, efforts or working conditions associated with the job. While this list is intended to be an accurate reflection of the current job, the City of Windsor Heights reserves the right to revise the functions and duties of the job or to require that additional or different tasks be performed as directed by the City of Windsor Heights. I understand that I may be required to work overtime, different shifts or hours outside the normally defined workday or workweek. I also understand that this job description does not constitute a contract of employment nor alter my status as an at-will employee. I have the right to terminate my employment at any time and for any reason, and the City of Windsor Heights has a similar right.

\_\_\_\_\_  
Employee's Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
City Administrator

\_\_\_\_\_  
Date

The City of Windsor Heights is an Equal Opportunity Employer.



## Windsor Heights Police Department

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To: City Administrator Klein  
From: Chief McDaniel  
Re: Police Department FY16 Reorganization  
Date: 24 February 2015

*Overview:* On the March 2<sup>nd</sup> council agenda the city council will review and vote to reorganize the police and fire department administrative structure into a joint public safety model. In addition to my existing responsibilities of overseeing the police department, I will be charged with the immediate managerial oversight of the fire department. I enthusiastically accept this new challenge, but in the course of this transition I also wish to ensure that the existing successes of the police department continue. My concern becomes span of control.

Further compounding my worry is, as it is scheduled now, I have been offered the privilege to be the first-ever Windsor Heights law enforcement official to attend the 264<sup>th</sup> session of the Federal Bureau of Investigation's National Academy in the spring of 2016. This opportunity is a great honor for me but will require that I live at the FBI Academy in Quantico, Virginia for a period of ten weeks. The FBINA is a premier executive officer training school in which only six law enforcement leaders from the state of Iowa are allowed to attend each year. This will be a once in a lifetime experience for me to grow both professionally and personally, and I very much wish to seize that opportunity.

When assessing the immediate transition of my responsibilities in the public safety administration model, combined with a pending future absence for advanced schooling, it becomes somewhat imperative that the police department also undergo some supervisory restructuring. Therefore, in addition to the public safety reorganization that the council will take action on, I respectfully request that they also move to approve two new job descriptions within the police department. The first position will authorize the rank of a Police Captain. This position previously existed within the department and was last occupied by me prior to being appointed as Police Chief in 2010. Presently Lt. Derek Meyer meets the criteria for promotion to this position and is at a point in his professional development to take on additional administrative responsibilities within the police department. A complete job description has been submitted for review of the role, responsibilities, and authorization for implementation of this rank. I would look for the council's support in promoting Lt. Meyer to the rank of Captain effective July 1, 2015.

The second job description I respectfully request the council take action to approve is for two Police Corporal positions. These officers would be entry level, first-line supervisors assigned to the Patrol Division and report directly to the Patrol Commander. The importance of these positions lies in assisting with the day-to-day management of police patrol operations. Currently this organization does not have any formalized front-line supervisors. Lt. Kendig

*Dennis W. McDaniel, Chief of Police*

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does a fantastic job at managing Patrol and answering to the daily demands of an active metropolitan police department, but he is only one person and is unable to keep up with all of the activities of a 24-hour policing operation. This organization is in need of a formal supervisory extension of his authority during off-peak hours.

In reviewing current options for this higher level of accountability, the union contract allows for an informal recognition of an “Officer In Charge” (OIC) that is delegated command authority. This agency has utilized this designation with mixed successes and failures over the last several years. The issue with an informal label becomes the inability for the OIC position to take any substantive action or redress of personnel issues. There are also challenges as to status within the organizational culture and a lack of clearly defined roles and responsibilities when the primary empowerment comes from language within a collective bargaining agreement. My proposed solution to this is to create two Corporals positions that will maintain work hours and days off rotations within the existing patrol rotation. A complete job description has been submitted for review of specific responsibilities and authorization of this rank. Once approved, I would look to make the position announcement public to police department staff and conduct a promotional testing process in the spring with the goal of appointing two officers effective July 1, 2015.

*Fiscal Impact:* I am pleased to report that the fiscal impact to the FY16 budget for approving all three of these promotions is nearly non-existent. As our council members are aware, Lt. Meyer currently serves as a network administrator for the City’s I.T. services. At present we are exploring municipal collaboration options to remove some of these I.T. responsibilities from him which will free up more of his time for police administration duties. Furthermore, while auditing the FY15 budget and preparing for the FY16 budget, it was discovered that the stipend for Lt. Meyer’s I.T. services were being budgeted in both the I.T. line item and the police department’s full-time salary line item. After this discovery we discussed purposefully maintaining these funds in both line items of the proposed FY16 budget to cover sustained costs associated with one or both transitions in Lt. Meyer’s role. Consequently, when the I.T. transition occurs, the stipend Lt. Meyer presently receives for supporting network activities will be reallocated and serve as an incremental step increase when moving from the rank of Lieutenant to Captain without impacting any of the funds allocated for future I.T. services. The end result of our pre-planning is a net zero increase from current FY15 budgeted amounts.

In evaluating funds for the promotion of two police officers to the rank of Corporal, here again the net impact to the budget is nearly non-existent. When budgeting for FY16, my original intention was to compensate three OICs the additional \$1 per hour when they were designated command authority and “supervising” at least one other officer (union contract language). Instead, what I am proposing is the promotion of two Corporals in which their compensation would be \$1 additional per hour for all hours worked. The net impact should be near zero when comparing the potential hours worked of three OICs versus two Corporals.

*Final Thoughts:* In addressing the reorganization of the administration of police and fire services in Windsor Heights, the trickle-down effect of this action as it applies to future successes of the police department may have an inverse effect if not properly anticipated. My submitted request for authorization of three promotions should negate this potential. Additionally, these promotions will allow for continued professional growth throughout the organization and afford command staff opportunities to begin training our next generation of law enforcement leaders within this department.

*Dennis W. McDaniel, Chief of Police*

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