

April 20, 2023

Christopher Hansen  
[REDACTED]

Response - FOIA Request 2023-F-270

Dear Requester,

This message is in response to your Freedom of Information Act (FOIA) request dated April 04, 2023. The City of Urbana received your request on April 04, 2023, and designated it as FOIA request number 2023-F-270.

You requested:

All records related to the recent announcement of Larry Boone as Police Chief Finalist.

Records should include all job descriptions and requirements issued by the City or their agent, all records provided by candidate Boone in his application for the position, and all records provided by any other party in regards to Boone's application/candidacy.

The City has reviewed all relevant records and is attaching a .zip file labeled "2023-F-270\_records.zip" containing the following responsive records:

Police Chief 2022.pdf  
URBANA POLICE CHIEF BROCHURE.pdf  
URBANA SURVEY + FOCUS GROUPS REPORT.pdf

The City's announcement of the selection of a finalist for the position can be located on the City's website at the following url:

<https://urbanaininois.us/updchf>

Some records that could be deemed responsive to your request are exempt from disclosure because of one or more of the FOIA exemptions listed below. Therefore, these records have been withheld from the records being released to you. Specifically, the application of the finalist is being withheld pending his appointment by the Mayor and approval by the City Council. Persons who have not yet been appointed and approved continue to have an expectation of privacy in their application materials. Application materials of unsuccessful

candidates are also exempt from disclosure. Draft and deliberative materials created in the course of conducting the search and analyzing the applications are also exempt from disclosure.

5 ILCS 140/7(1)(b) exempts private information. Private information means unique identifiers, including a person's social security number, driver's license number, employee identification number, biometric identifiers, personal financial information, passwords or other access codes, medical records, home or personal telephone numbers, and personal email addresses. Private information also includes home address and personal license plates, except as otherwise provided by law or when compiled without possibility of attribution to any person. 5 ILCS 140/2(c-5).

5 ILCS 140/7(1)(c) exempts "personal information" contained within public records, the disclosure of which would constitute a clearly unwarranted invasion of personal privacy, unless the disclosure is consented to in writing by the individual subjects of the information. "Unwarranted invasion of personal privacy" means the disclosure of information that is highly personal or objectionable to a reasonable person and in which the subject's right to privacy outweighs any legitimate public interest in obtaining the information. The disclosure of information that bears on the public duties of public employees and officials shall not be considered an invasion of personal privacy.

5 ILCS 140/7(1)(f) exempts preliminary drafts, notes, recommendations, memoranda and other Records in which opinions are expressed, or policies or actions are formulated, except that a specific record or relevant portion of a record shall not be exempt when the record is publicly cited and identified by the head of the public body.

If you believe any records you are seeking have been wrongfully withheld or redacted, you are entitled to a review of this decision by the Public Access Counselor of the Office of the Illinois Attorney General. To file a "Request for Review," you may write to the Public Access Bureau at 500 S. Second Street, Springfield, Illinois 62701, or you may submit your request via email to [public.access@ilag.gov](mailto:public.access@ilag.gov). You may direct questions to the Public Access Counselor via phone at 877-299-FOIA (877-299-3642). Any person denied access to inspect or copy any public record also may file suit for injunctive or declaratory relief, in accordance with 5 ILCS 140/11.

Sincerely,  
Ross McNeil  
FOIA Officer



# CHIEF OF POLICE

## JOB DESCRIPTION

<b>Department:</b> Police	<b>Division:</b> Administration
<b>Work Location:</b> Urbana City Building	<b>Percent Time:</b> 100%
<b>Job Type:</b> Appointed	<b>FLSA Status:</b> Exempt
<b>Reports To:</b> City Administrator	<b>Union:</b> Non-union

## **JOB SUMMARY**

The Police Chief performs highly responsible administrative and professional work involving planning, coordinating, supervising, and directing the activities of the Police Department; manages resources and establishes departmental goals and objectives; delivers efficient and effective public safety to the community; and oversees the administration and operations of the Police Department, which is comprised of the Administrative Division, the Patrol Division, the Investigations Division, and the Services Division. Work is performed under the general direction of the Mayor and supervision of the City Administrator.

The nature of the work performed by the Chief of Police requires that an employee in this class establish and maintain close collaborative working relationships with supervisory personnel within this and other City departments and divisions, as well as with City staff, elected officials, committee members, partnering agencies, and the community at large.

The incumbent has overall responsibility for handling highly sensitive and confidential information, and requires the ability to make difficult decisions under extreme stress and/or working conditions.

## **Class Specifications**

This position is responsible for supervising staff; establishing and implementing long-range plans; developing policies and procedures; managing departmental activities and events; preparing budgets; media relations; community engagement; department training and professional standards, and evaluating, documenting, and reporting on events and activities to senior management and elected officials.

## **ESSENTIAL FUNCTIONS**

### *Strategic Leadership*

1. Responsible for the overall leadership and oversight of the department. Provides counsel, motivation, and constructive performance feedback to all staff assigned in support of the mission and strategic goals of the Police Department. Improves and maintains the morale of a large, diverse staff through a variety of strategies including open communication,

developmental opportunities, and equitable implementation of talent management practices. Serves as a resource, coach, mentor, facilitator, advisor, and technical expert to the various divisions within the department; trains develops, and evaluates assigned personnel and ensures the training of officers and civilian employees in appropriate and legal work methods, procedures, and policies; promotes the health and well-being of department employees.

2. Establishes the strategic direction for the department in alignment with the City's strategic priorities; ensures all department employees are aware of their roles in performance measurement and achieving strategic priorities; and facilitates the reporting of measures to the City's executive team and all members of the department. Demonstrates a commitment to the vision, mission, and values of the department and the City. Creates a commitment to a vision that allows others to perform, develop, and be effective.
3. Ensures City and departmental policies, procedures, and laws are followed; works with employees to correct deficiencies, implement discipline, investigate employee grievances, and alleged violations of City and Department policies by department employees; takes appropriate actions with regard to citizen complaint procedures.
4. Models the ability to work across department lines and form partnerships that foster better citizen services, eliminate barriers to achieving results, build alliances with key decision makers, and take full advantage of available resources.

#### *Department Operations*

5. Manages and directs all Police Department services and activities; develops, recommends, and administers policies and procedures. Demonstrates an expert understanding of the full range of modern principles and best practices specific to a wide range of law enforcement activities.
6. Plans, directs, and coordinates, through subordinate level managers, the department work plan by:
  - a. Assigning projects and programmatic areas of responsibility;
  - b. Reviewing and evaluating work methods and procedures;
  - c. Meeting with management staff to identify and resolve problems;
  - d. Leading by example, displaying honest and ethical behavior in all interactions, working without hidden agendas, ensuring that actions and words are consistent, and following through on commitments.
7. Serves as a technical advisor to the Mayor, City Council, City Administrator, citizen groups, individuals, contractors, and others on departmental issues; assembles necessary resources to solve a broad range of programmatic and service delivery issues; assists in the preparation of new City ordinances and the revision of existing ordinances; formulates and enforces department rule, regulations, polices, and procedures in accordance with Federal, State, and local laws..
8. Represents the City in negotiations with other agencies, community groups, and individuals on a wide variety of issues pertaining to the full range of law enforcement activities.
9. Oversees all financial aspects of the department including reviewing compensation and fringe

benefits of departmental staff annually, preparing annual budget requests, controlling the expenditure of appropriated funds, and monitoring financial reports.

*Team Management*

10. Provides effective leadership of the department by providing effective work direction to subordinate supervisors and employees, by promoting the vision and mission of the department and the City, and by reinforcing desired employee work behaviors. Demonstrates an ability to facilitate the group problem-solving process, recognizes positive results, manages conflict, and negotiates satisfactory outcome; promotes a positive work environment that encourages open communications transparency, collaboration, and cooperative labor-management relations and effectively administers collective bargaining agreements .
11. Establishes, within City policy, appropriate service levels; monitors and evaluates the efficiency and effectiveness of service delivery methods and procedures; allocates resources accordingly. Assesses and monitors workload, administrative and support systems, and internal reporting relationships; identifies opportunities for improvement and directs and implements changes.
12. Works with department staff to develop and retain highly competent, well-trained, and qualified staff through selection, training, and day-to-day management practices that support the City's mission and values by:
  - a. Selecting professional, technical, and support staff and ensuring effective morale, productivity, and discipline;
  - b. Planning, organizing, administering, reviewing, and evaluating the activities of staff directly and through subordinate supervisors or managers;
  - c. Providing for staff training and professional development;
  - d. Interpreting City and departmental policies and procedures for staff;
  - e. Working with employees to develop short- and long-term goals, monitoring accomplishments, establishing performance requirements and personal development targets, and providing coaching for performance improvement and development.

*Community Engagement*

13. Displays a respect for and commitment to identify and meet diverse citizen needs and to continuously improve service.
14. Demonstrates the ability to apply one's comprehensive understanding of law enforcement and community policing services into strategic goal setting, complex problem solving, and diverse service delivery.
15. Maintains effective relationships with governmental officials, community leaders, City boards and commissions, residents, news media representatives, and other key stakeholders; coordinates with Fire, Public Works, EMS and medical providers for effective and efficient emergency response; participates in emergency disaster preparedness response plans and activities. .

16. Performs other related duties and tasks assigned by the Mayor and City Administrator.

## **JOB REQUIREMENTS**

### **Education & Experience**

*Any combination of education and experience that would likely provide the required knowledge and abilities is qualifying. A typical way to obtain the knowledge and abilities would be:*

- Completion of a Bachelor's degree in Law Enforcement, Public Administration, or related area (Criminal Justice, Political Science, Business Admin., Sociology, etc.) Preferred Qualifications: A Master's degree in police science, public administration or a related field and/or related advanced professional development, e.g., FBI National Academy, advanced command training program, etc., are highly desirable.
- Five (5) or more years of broad and extensive administrative and supervisory management experience in a law enforcement command position.
- Extensive policing experience in multi-racial, multi-cultural urban communities.
- Experience on one or both sides of collective bargaining preferred.
- Possession of, or ability to obtain:
  - A valid Illinois driver's license within fifteen (15) days of employment
  - Certification from the Illinois Law Enforcement Training and Standards Board or ability to achieve certification within six months of appointment.
  - Necessary training courses as required by the State of Illinois.

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

- Outstanding public administration, management, and leadership skills, including the ability to collaborate, relate, and communicate effectively to a broad range of people both inside the organization and in the community.
- Comprehensive knowledge of policing policy, police management best practices, and current developments in the field, and comprehensive knowledge of the laws and ordinances governing constitutional, statutory, and procedural processes.
- Demonstrated commitment to staff development and involvement, with intentional focus on developing future leadership for the department and City. Includes the ability to select, organize, and engage a highly productive and efficient staff.
- The ability to work collaboratively and maintain effective working relationships with departmental staff, fellow executive-level managers, and other City employees. The Chief of Police will be a member of the City's executive management team and will be expected to foster teamwork within the department, organization, and community.
- Exceptional aptitude to anticipate and solve problems, identify alternative courses of action, and prepare proactive recommendations; present, defend, and support those recommendations before the City Administrator, City Council, City boards and commissions, and residents.

- Excellent communication skills in all forms. The Chief of Police should listen actively, present effectively, and create written documents that are clear and concise, yet thorough. Complex and highly technical concepts are translated appropriately to various audiences.
- Experience leading engagement with a diverse community and being responsive to the needs of diverse citizens and customer clientele.
- Proven track record of delivering high quality services in a growing and diverse public service environment.
- Comprehensive knowledge of municipal finance and budgeting as they apply to operations and activities.

#### **Security Level**

- Level LIC: essential functions require the employee to possess a license, credential or other certification in order to meet minimum job qualifications and/or to qualify for continued employment in a particular occupation or position.
- Level MVR: essential functions require frequent use of City vehicles.
- Level MED: medical exams.
- Level CJIS: essential functions require unescorted access to unencrypted criminal justice information or unescorted access to physically secure locations or controlled areas (during times of CJI processing).

#### **Competencies:**

In addition to Core Workforce and Supervisor Competencies:

#### **Executive Competencies**

Establishing Trust – Noticing, interpreting, and anticipating others’ concerns and feelings; creating opportunities for collaborative, respectful dialogue; showing trust in others and holding self and others accountable for words and behaviors.

Communicating Clarity – Developing and communicating goals in support of the City mission, vision, and purpose; clarifying direction of work, roles, and expectations for successful attainment of objectives.

Providing Recognition – Identifying and recognizing employees at all levels for their ideas, work, and achievements; providing opportunities for both formal and informal recognition within the organization; creating a culture of recognition and encouragement.

**Reinforcing Organizational Health** – Routinely reviewing existing processes, practices, and policies to ensure a balance in the ability to work productively and efficiently with employee needs for empowerment and development, changing when necessary to achieve the balance; establishing professional development opportunities for employees; engaging in regular dialogue with employees at all levels .

**Thinking Globally** – Finding effective solutions and prioritizing problems using holistic, “big picture” thinking; placing the needs of the broader organization and community ahead of the needs of an individual department; developing and analyzing both near- and long-term impacts of decisions.

**Business and Political Acumen** – Having expertise in technical, political, and budgetary leadership responsibilities; preparing and presenting complex concepts and proposals in a respectful, collaborative, understandable way; comparing competing priorities and agendas looking for ways to establish win/win solutions whenever possible; speaking with others in a manner that enhances the City's reputation and standing with the broader community.

**Community Engagement** – Identifying and working with different communities, whether internal, external, or both, to achieve the City’s mission, vision, and purpose; engaging stakeholders in decisions that affect them, directly or indirectly; acting on decisions and strategies developed through community engagement.

### **Job Dimensions**

- **Supervisor Responsibilities:**  
General supervision over multiple divisions or professional units where supervision involves providing administrative and strategic direction to other management personnel. Leaders at this level have complete responsibility for the operation of several units or divisions, including responsibility for formulating and implementing unit strategic objectives, financial, and budgetary control, and administrative control over staff.
- **Job Controls and Guidelines**  
Guidelines are broad and nonspecific. The incumbent works with broad administrative and policy direction, and must make decisions based on knowledge of the City’s mission, strategic objectives, and regulatory constraints. The individual defines administrative objectives, formulates and implements programs, and develops new methods or processes that have led to recognition as an authority in the area. The work requires proficient understanding of different processes and methods, as well as analytical ability, to identify the nature and extent of problems, develop new methods, and manage many variables, including those that are unclear or conflicting.
- **Managerial Responsibilities**  
At this level, the incumbent holds the primary responsibility and key controlling impact for major City functions, projects and activities. Work activities affect the work of other departments, influence City activities, and impact the well-being of many groups of people, including residents and staff. The incumbent may have primary authority for developing very



large budgets and distributing funds over a number of unrelated functions.

- **Communication Abilities**

Interactions are highly unstructured and incumbents are often required to resolve difficult and unstructured problems. Interactions are commonly with members of internal leadership, high-level committees, or external constituents in order to defend, negotiate, or resolve controversial and/or long-range issues and problems. Interactions occur in situations subject to divergent views, skepticism, resistance, uncooperative attitudes, and conflicting objectives, often requiring high levels of interpersonal skill and require the ability to influence, interrogate, or control others through debate, persuasion, or authoritative recognition and require strong analytical and decision-making skills.

**Class Specification History**

- General revision: July 2018
- General revision: February 1992
- General revision: July 2022



The City of Urbana, Illinois is seeking a  
proven leader as its next  
**CHIEF OF POLICE**



**Crestview Park  
Urbana, IL**



# About the City of Urbana

Located in the heart of Champaign County in east central Illinois, Urbana (pop. 38,336) is strategically positioned at the intersection of three major interstates, making it an attractive location for economic development. Urbana is internationally distinguished as the home of the University of Illinois at Urbana-Champaign, the state's flagship public university and one of the preeminent research institutions in the world. With the help of four beautiful seasons, a richly diverse population, a Big Ten University, two regional medical centers, and a vibrant arts and entertainment scene, Urbana offers a variety of services, recreation, and culture.

One of the greatest characteristics of Urbana is the outstanding quality of life and low cost of living. Because of its natural assets and college setting, Urbana offers residents a metropolitan feel with small-town charm. In recent years, Urbana has been cited by the National Home Builders Association as one of the top ten most affordable housing markets in the United States. The highly ranked school districts, park district, library, and award-winning mass transit district also highlight the community's dedication to excellence.



**Electrical and Computer Engineering Building**  
University of Illinois, Urbana-Champaign



# About the City of Urbana



Saturday morning at Urbana's Market at the Square is one of the city's signature institutions.



## Market at the Square

Since 1979, Urbana's Market at the Square has been a mainstay for Urbana and the surrounding area by connecting the community with local growers and artisans. Market at the Square boasts one of the best selections of made- and grown-in-Illinois products including: produce, meat, dairy, honey, local beer and wine, flowers, handmade art and crafts, and more.

Left: Urbana's Market at the Square vendors and shoppers



The Urbana Park District was formed in 1907 with one park – Crystal Lake Park. It has since grown to include 22 parks and natural areas and several facilities.

Below: Carle Park, Urbana, IL





# About the Urbana Police Department

The mission of the Urbana Police Department is to enhance the quality of life in the City of Urbana by working cooperatively with the community and within the framework of the Constitution to enforce the laws, preserve the peace, reduce the fear of crime, and provide a safe environment for all.

The Urbana Police Department will continually strive for excellence in the performance of its duties through education, training, and collaboration with its citizens.

The Urbana Police Department is unique in that it is one of four large law-enforcement agencies all in close geographical proximity:

- Champaign Police Department
- Champaign County Sheriff
- University of Illinois Police Department
- Urbana Police Department

## Urbana Police Department by the Numbers

<b>76</b>	Total FTEs
<b>59</b>	Sworn Officers
<b>1.3</b>	Officers/1k residents
<b>13</b>	Squad cars

In 2021, the Urbana Police Department revised its

Use of Force Policy to reflect the city's commitment to the **NAACP's Ten Shared Principles of Community Policing**. The policy prioritizes de-escalation during encounters with the public. It also reflects many comments and suggestions received through public engagement over a ten-month period and aligns with the Illinois General Assembly's recently passed police reform legislation.



# About the Chief of Police

Under the guidance and authority of the Mayor and the 7-member Urbana City Council, the Chief leads the Urbana Police Department and its staff in fulfilling the Department's mission. The Police Chief also works collaboratively with the **Urbana Civilian Police Review Board**.

The ideal candidate will have experience in community policing and police management in a small but richly diverse community. The ideal candidate will also have a track record that clearly aligns with the City of Urbana's commitment to:

- Collaborative problem solving via a partnership between the police and the community
- An educated, compassionate and measured response toward individuals who are experiencing a behavioral health crisis
- The practice of prioritizing de-escalation during encounters with the public
- Supporting victims of crime regardless of their immigration status



The successful candidate will possess a bachelor's degree in criminal justice, police science, public administration or a related field. An advanced degree in an appropriate field is highly desired.

The successful candidate will be knowledgeable and professionally competent in all areas of public safety, to include:

- Proven ability to manage an operation while working collaboratively with other city departments
- The ability to support, develop, and instill confidence and professional pride in staff, and the skill to recognize and use staff abilities to build successful teams
- Flexibility and the ability to work under pressure or tight deadlines
- Experience collaborating with councils, community advisory groups, and other constituencies
- The ability to research and analyze data and present clear and concise findings to appropriate audiences
- The ability to foresee and plan for emerging trends and direction in technology, safety, and regulatory requirements

## To Apply

The City of Urbana is partnering with POLIHIRE to identify its next Police Chief. Interested individuals should submit a letter of interest and resume to **Urbana\_Police\_Chief@polihire.com**. Please include only your name (Last, First) in the subject line when submitting these materials.

**POLIHIRE**

655 15th St. NW | 8th Floor  
Washington, DC 20005

# The search for the next Chief of Police of Urbana, Illinois

## Engaging the community on matters of public safety



The City of Urbana has partnered with POLIHIRE to identify candidates in the search for the next Chief of the Urbana Police Department. POLIHIRE has engaged community members to better understand their perspectives on what is happening in the City in terms of public safety and what candidates for Police Chief need to know and should be prepared to do.

From October 3 to November 14, 2022, POLIHIRE received responses from 126 survey participants. All respondents were members of the City of Urbana community, and all voluntarily participated in an effort to share their perspectives on the public safety issues facing their community as well as their ideas on what the City should be considering in its search for a new Police Chief. 67% of survey respondents were self-described Urbana residents, and 29% reported working in Urbana.

In addition to the online survey, POLIHIRE conducted focus groups with captains of various Neighborhood Watch groups in Urbana. 24 captains were invited to participate, and 7 signed up. Three small online groups, comprised of 2-3 participants each, were conducted during the week of November 28, 2022.

The following is a combined thematic analysis of what emerged from both engagement tools:

### **Violent crime is a top concern. Greater police presence and deeper trust and engagement are desired.**

88% of respondents named "violent crime" as the most important public safety issue – more than they did any other issue. 34% of respondents said that "property crime" was a top issue. 46% said that "insufficient police presence" was a top issue, and 35% said that "community trust in the police/police engagement with the community" was a top issue.

A closer look revealed significant overlap in the calls for "more police presence" and the call for "greater trust." Additionally, less than 5% of survey respondents said that there was "too much police presence" in Urbana. This suggests that those who see the need for a greater police presence and those who seek improvements in police-resident relations are not mutually-exclusive groups.

## **Significantly more satisfaction than dissatisfaction with the relationship between UPD and the community.**

More than 50% of survey respondents reported being “satisfied” or “very satisfied” with only 12% reporting being “dissatisfied” or “very dissatisfied.” A full third indicated that they were neither satisfied nor dissatisfied with the relationship between UPD and the community. Participants in the Neighborhood Watch focus groups spoke very specifically to what they see as the successes of the department, including professionalism and high levels of training, speed of response and accessibility, and the ability of officers to appropriately and empathetically handle complex situations, such as mental health crises. We also heard about how the department joined the community in protests against police violence and marches for justice following the murder of George Floyd and how that was received positively. The desire is strong to continue these successes.

## **Build community across neighborhoods, and work collaboratively across institutions – particularly those that serve youth.**

A “track record of building and maintaining community relationships” was named as the most important type of experience for the next Police Chief by 54% of survey respondents – named by more respondents than any of the other types of experience offered in this multiple-choice question. Some specifics emerged from our focus groups, including a hope that the Police Chief would actively engage youth/education leaders in conversation (e.g., public schools, Boys and Girls Clubs) and collaborate effectively with University of Illinois Police. We also heard that building better ties across and between seemingly disparate neighborhoods should be the responsibility of the Police Chief and a campaign of simply being visible in all communities (not always in uniform) should be a priority. A demonstrated ability to implement practical and innovative solutions was a close second at 51%.

## **Demonstrate integrity. Embrace diversity.**

“Integrity” was named as an important leadership quality for the next Police Chief by 56% of survey respondents. While an “embrace of diversity” was only named by 25% of survey respondents, focus group members consistently described diversity as a community asset as well as a reality of Urbana that outsiders might be surprised by. They also stated that the next Police Chief should clearly embrace diversity.



## **The “real” Urbana: What a leader from outside of the City should know (and might be surprised to find out)**

Participants in our focus groups understood that the search for the next Police Chief is national and appreciate that stereotypes of small midwestern cities are plentiful. Here’s what they believe is important for candidates to know about the “real” Urbana.

### ***Diverse and proud***

The university attracts people from across the country and around the world, and so many end up staying.

### ***Segregation and division persist***

Fear (real and perceived) keeps residents of one neighborhood from ever stepping foot in another.

### ***Not a small town vibe***

Art, culture, and entertainment abound. There are big-city features (including a good mass transit system) yet the housing is affordable.

### ***The "People's Republic of Urbana"***

This moniker that the city is known by describes a place that is way more progressive than folks might think of a town "in the middle of corn and soybean fields."

### ***Disadvantaged neighborhoods need resources***

A focus on opportunity could turn youth from disaffected to engaged.

### ***The university is an anchor***

Cultural opportunities and economic stability are largely driven by the University of Illinois, Urbana-Champaign.