

THE VILLAGE OF
COTTAGE GROVE

COTTAGE GROVE, WISCONSIN
CHIEF OF POLICE



EXECUTIVE RECRUITMENT

CHIEF OF POLICE COTTAGE GROVE, WISCONSIN

THE POSITION IN BRIEF

The Chief of Police is Cottage Grove's duly sworn law enforcement executive in charge of overseeing the Village's police department. The Chief works closely with the Village's Police Commission, Village President and Board of Trustees, Village Administrator and other community stakeholders to ensure that state and Village laws and ordinances are enforced in the pursuit of public peace and safety. The Chief manages a workforce of 15 personnel and a budget of \$1.8 million.

THE COMMUNITY

The rolling fields of south central Wisconsin in the heart of Dane County made Cottage Grove attractive to European settlers wanting to farm in the mid-1800s, and the natural beauty is what still attracts people today. Cottage Grove was first surveyed in 1834, and became a separate township in 1849. It was settled by Europeans including Pennsylvania Dutch, Scottish-Irish, Irish, Norwegians and Germans. The settlement grew up around the old Beecher stage coach tavern at a junction of two main roads. Farming over the years went from wheat to dairy. One part of Cottage Grove's history still stands – the first house from which the name was taken began in a grove of trees.

As part of the greater Dane County (Madison) area, Cottage Grove shares similar topography and history as the area became the cornerstone of Wisconsin government. The Village of Cottage Grove was incorporated in 1923 with a population of about 250.

Today, [Cottage Grove](#), at a population of 8,854, is strategically located just 15 minutes east of downtown Madison and one hour west of Milwaukee. Cottage Grove residents enjoy the benefits of its proximity to major cities such as Madison, Milwaukee and Chicago, combined with the advantage of small-town Wisconsin.

Cottage Grove boasts many outdoor activity options including the [Glacial Drumlin](#) trail – a 52-mile bike trail that originates in Cottage Grove, an expanded sports complex at Bakken Park, an expansive park system, and a host of other activities including the [Miracle League of Dane County](#). All together, residents and visitors have abundant opportunities to enjoy the area's natural resources.

Cottage Grove's population has experienced a dramatic 500% growth rate since 1990 – one of the highest in Wisconsin. According to Cottage Grove Chamber of Commerce sources, the reason for this major surge is Cottage Grove's top-notch school district, the potential for larger lot sizes and opportunities for new construction and future expansion. Rapid and significant growth is expected to continue; five-year projections place the village's population at more than 10,000.

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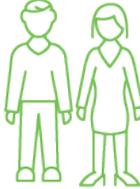


SNAPSHOT

COTTAGE GROVE'S DEMOGRAPHICS AND AMENITIES:



Population: **8,854**



Average age: **35.7** years old



White **92%**, Asian **7%**,
African American,
Hispanic Origin and
other races **1%**



Median household income:
\$99,322

Median home value:
\$310,000



- An exceptional **school district** serves the community – [Monona Grove School District](#). Private and parochial school choices can also be found in neighboring communities.



- Cottage Grove encompasses **4.69 square miles**, of which there are **nine parks**, including larger community parks and smaller neighborhood parks. About **55 acres** of new parkland are planned. Among its amenities, many of the parks feature shelters, picnic areas, baseball and soccer fields, and basketball courts. A new 2,500 square foot splash pad recently opened.



- Cottage Grove residents have access to several **major medical systems** in the greater Madison area including [University of Wisconsin Hospitals & Clinics](#), Meriter Hospital and SSM St. Mary's Hospital - Madison.



- Distinguished **institutions of higher learning** are located within a close drive to Cottage Grove Chief among them include the [University of Wisconsin – Madison](#), the state's internationally known flagship school. With an enrollment of more than 44,000 undergraduate and graduate students, UW-Madison offers more than 280 fields of study. Other noteworthy institutions include [Edgewood College](#), and the [Madison College](#).



VILLAGE GOVERNMENT IN COTTAGE GROVE

The legislative body of the village is the [Village Board](#), which consists of six Trustees elected at-large for overlapping two-year terms. A Village President is elected separately for a two-year term. The policies of the village are set by the Village Board and Village President. The President, Trustees and Village staff established a culture of professionalism and mutual respect for each other’s role in the organization. The new Chief of Police can expect to join a highly functional, progressive, and productive Village leadership team.

Cottage Grove is a full-service municipality including Police, Public Works and Utilities, Planning and Development, Parks, Recreation & Forestry and administrative services such as Administration, Finance, Clerk, and Municipal Court. The Village employs a staff of 37 full-time, 63 part-time, and eight seasonal employees. The Cottage Grove Volunteer Fire Department serves the Town and Village of Cottage Grove, and a portion of the Town of Pleasant Springs. Emergency Medical Services are provided by Deer-Grove EMS.

All Village departments report to the [Village Administrator](#) with the exception of those defined by state statutes that report to another individual or entity, as is the case with the Chief of Police, a position that statutorily reports to the Village President. Yet, as the day-to-day operations are under the general direction of the Village Administrator, the Chief can expect a dotted-line reporting relationship to the Administrator.

The village’s budgets, all funds, are more than \$12 million. The general fund budget’s expenditures are approximately \$5.5 million. The village maintains AA bond rating from S&P’s Global Ratings, and enjoys a healthy fund balance of more than 30%.



EMPLOYEES



37 full-time

63 part-time

8 seasonal employees

BUDGET



\$12 million (all funds)

\$5.5 million (general fund)

AA bond rating

Fund balance of more than 30%

POLICE DEPARTMENT

The department has 15 sworn officers and two civilian positions. Two sworn positions were added in FY 2022, and additional personnel are projected. Patrol officers and sergeants are unionized positions. The current Chief is retiring at the end of calendar year 2022 after seven years of service to the Village, and close to 40 years in law enforcement.

The Chief of Police manages a budget of approximately \$1.8 million. In 2021, the Department responded to approximately [10,000 calls for service](#). Dispatch services are provided by the [Dane County Department of Public Safety Communications](#). The department is housed in a facility shared with Public Works, centrally located in the Village. A recently completed space analysis, accounting for projected growth, suggests the facilities are sufficient for the near future.

The following foundational principles guide members in their professional duties. In addition to these principles the department's policies and procedures further guide its standards and practices for situations most likely to be encountered by personnel in the course of completing their duties.

The Department's Mission

We the members of the Cottage Grove Police Department are dedicated to keeping our community safe and to enhancing its quality of life through partnership and professional service.

The Department's Vision

We the members of the Cottage Grove Police Department strive to work as a team and to enhance our problem solving and leadership abilities; in order to achieve excellence in our service to the community and each other, as well as, to achieve our mission.

The Department's Guiding Principles

Integrity: We hold ourselves to the highest moral and ethical standards. Honesty, fairness, and sincerity guide us in our actions with the community and each other.

Professionalism: We are a disciplined and highly trained organization, focused on continuous improvement. We are accountable to ourselves and to those we serve while providing the highest quality of service to our community.

Respect: We serve the public with courtesy, civility, and dignity while protecting their rights, liberties, and freedoms. We value our community and treat all people equally and fairly.



CHALLENGES AND OPPORTUNITIES

The Chief of Police is a key member of the Village's leadership team, so developing and maintaining collaborative relationships with the elected officials, Police Commission, Village Administrator, department heads, and all levels of employees, both union and non-union, is paramount. In addition, the Chief is a community leader, expected to interact with a variety of community stakeholders easily and proactively. Proven communication, interpersonal and human relations skills, and the ability to interrelate with a wide variety of people possessing various attitudes and positions are all important and desirable qualities for the next Chief. Community and department Issues identified as areas of importance include:

Community and Intergovernmental Relations. The Village Board and Village administration enjoy strong working relationships with community and business groups representing a diverse set of stakeholders in Cottage Grove, including leaders within the business community, the Monona Grove School District (where the department's school resource officer is assigned) and non-profit organizations. Cottage Grove has a growing and robust retail presence along the Interstate, and many business owners are active in the community.

With that as a foundation, the next Chief is expected to cultivate and build relationships with these stakeholders. In a similar vein, we welcome a Chief who forms cooperative connections with Cottage Grove's neighboring jurisdictions, including the City of Madison and the Dane County Sheriff's office. The Chief can also anticipate developing close working relationships with the Village's other neighbors, in which some shared services are provided, specifically with the Cottage Grove Volunteer Fire Department which serves the Town and Village of Cottage Grove, and the Town of Pleasant Springs. Emergency Medical Services are provided by [Deer-Grove EMS](#) which serves the Village and Town of Deerfield, the Town of Pleasant Springs, and the Town and Village of Cottage Grove.

Community Growth. With a community growing at the pace that Cottage Grove is experiencing, the new Chief of Police will work with the Village Administrator and the management team to critically examine the effects of rapid growth on policing in the Village, organizational design of the department, service delivery processes and the department's workforce deployment to meet the demands of that growth. For instance residential housing, including multi-family development, is booming. Commercial growth is also occurring at a rapid pace, with an Amazon fulfillment center and its more than 1,000 jobs coming to the community in 2023. Outside of Cottage Grove, neighboring municipalities are also experiencing explosive expansions.

Accordingly, the next Chief will need to be agile, proactively creative, and have a strategic vision for how to address the challenges growth presents to the department's facilities, amenities and resources. As well, as service demands increase, the next Chief will be required to carefully assess the organization's workforce needs and a long-term staffing plan. In summation, growth requires flexibility, leadership and administrative maturity to position an organization to remain relevant when community circumstances and synergies present applicable opportunities.

Department Accreditation. In May of 2021, the Cottage Grove Police Department was re-accredited by the [Wisconsin Law Enforcement Accreditation Group \(WILEAG\)](#). The department is one of 42 cities and counties accredited in the state by WILEAG, representing less than eight percent of all law enforcement agencies in Wisconsin. Not only a source of pride, accreditation signals a significant effort to ensure contemporary policing and community-

accountability standards are in place and honored. Accreditation, as law enforcement professionals know, "develops the capacity of law enforcement to implement community policing strategies by providing guidance on promising practices through the development and testing of innovative strategies; building knowledge about effective practices and outcomes; and supporting new, creative approaches to preventing crime and promoting safe communities." Adherence to these principles will be a strong expectation of the next Chief.

Village Management Team. The Village's management team collectively possesses more than 160 years of local government experience. It is an energetic group that keenly understands and meets the Village Board's and the community's expectations. Within a framework of a collegial work environment and a small-team setting where daily contact among the management team is the norm, the new Chief can expect this professional assembly of management leaders to be a welcoming source of encouragement, support and tools he/she may need to be an inclusive and responsive leader in the department, as well as the overall organization.

Staff Development, leadership and labor-management relations. The next Chief inherits a department with a strong esprit de corps, one that receives a great deal of support and resources from the Village's elected officials, Police Commission, fellow management team members and the community. Working from this solid foundation, the new Chief will be charged with advancing the organization to even greater levels of success. The running of Cottage Grove's police organization has been marked by a team-leadership model, a management style that has been enthusiastically embraced by the department's staff. The new Chief will not only be sensitive to the benefits that this approach has achieved, but is welcome to grow the culture and those programs.

Despite that strong foundation, one of the challenges to policing experienced by many law enforcement agencies today is also present in Cottage Grove; namely, recruitment and retention of sworn personnel. Rapid community growth will provide the next Chief with an opportunity to add to the department's workforce. While previous efforts have been successful, vigilance on this front will need to continue in order to build a workforce that is reflective of the Village's demographics.

The department enjoys a high degree of longevity among its staff, a feature due in part to departmental camaraderie and a low crime rate. Yet, the higher wages of surrounding jurisdictions pose a potential threat, a factor over which the next Chief, in tandem with the Village Administrator, will need to stay actively vigilant and proactive in addressing.

Finally, with working in a collective bargaining environment, the new Chief will need to appreciate and honor the fundamental provisions of the collective bargaining agreements, (which expire at the end of 2023). Seeking and valuing input from all segments of the organization to develop the Department, and the talents of its staff, will be vitally important.



THE IDEAL CANDIDATE

Must Haves –

Candidates should have an equivalent combination of education, training and experience which provides the required knowledge, skills and abilities, as outlined below:

- Seven – 10 years of service in law enforcement, including five years of supervisory and administrative experience in a full-time, paid police department.
- B.A. in police science, criminal justice, law enforcement, public administration, or related field; a master's degree is preferred.
- Post college education, such as the FBI National Academy, Northwestern University School of Police Staff and Command, or Southern Police Institute is preferred.
- Certification by the Wisconsin Law Enforcement Training and Standards Board or eligibility for such certification.
- Have a professional record of open communication with elected officials, community groups and residents, with a dedication to transparency in local government.
- Have excellent oral and written communication skills with the ability to effectively communicate openly and with clarity with the Village Board, Police Commission, Village Administrator, citizens, community leaders, local schools, and staff and other appointed and elected officials.
- Have an understanding and appreciation of the benefits of developing community partners in neighborhoods to further the culture of community-oriented policing.
- Have experience establishing, maintaining and further developing positive relationships with other local law enforcement agencies; be able to recognize and evaluate opportunities for shared or consolidated services.
- Have extensive experience in and knowledge of employee and labor relations and possess a reputation for dealing openly and fairly with both individual employees and employee groups.
- Have a proven record and strong understanding of fiscal constraints in a municipal environment; as part of a Village management team with common and shared needs, be able to develop, justify and present a Department budget.



LEADERSHIP SKILLS AND MANAGEMENT STYLE

- 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, avoiding any appearances of a conflict of interest.
- Candidates will be required to provide strategic insight and policy recommendations to the Village Administrator and Village Board, and have the maturity, self-confidence, and strength of professional convictions to support their work; be able to effectively and diplomatically present professional views and options, and carry out decisions in a timely, professional, and impartial manner.
- 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.
- 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 with residents; someone who makes a good first impression;
- Be an effective delegator, allowing staff latitude to carry out their responsibilities independently while remaining knowledgeable and accountable for Police Department operations.
- 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.
- Be enthusiastic about participating and being active in community events, being the face of the Police Department and part of the “fabric” of the community.
- Be a person who has the vitality and energy to motivate and lead others; be someone who seeks and enjoys a challenge. Lead by example.
- Be a team-oriented, transformational leader who can coach and develop employees to manage organizational change, and who can motivate employees to meet their individual performance goals.



COMPENSATION, BENEFITS AND THE ORGANIZATION'S CULTURE

The starting salary range is \$105,000 - \$122,000 +/- DOQ. The village offers a competitive benefit package, and is part of the [Wisconsin Retirement System](#).

The organization prides itself on its commitment to customer service and teamwork. Staff has a lot of daily interaction with one another and report strong interdepartmental relations. The village's organization strives to be a workplace of choice, and village staff possesses a high-output work ethic.

The President and Board of Trustees possess a strong respect for village staff's work. Among themselves, elected officials are collegial and respectful of differing perspectives and points of view.

Cottage Grove is an Equal Opportunity Employer. The Chief is appointed by the Village's Police Commission. The organization seeks to attract the most talented people from a diverse candidate pool, and strongly encourages women, people of color, LGBTQ individuals, people with disabilities, and veterans to apply.



HOW TO APPLY

Candidates should apply by September 21, 2022 with resume, cover letter and contact information for five work-related references to www.GovHRJobs.com to the attention of Lee Szymborski, Senior Vice President, GovHR USA, 630 Dundee Road, #225, Northbrook, IL 60062. Tel: 847-380-3240.



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www.GovHRUSA.com