**The Position in Brief**

The Police Chief is Grafton’s duly sworn law enforcement executive in charge of overseeing the Village’s police department. The Chief works closely with the Village’s Police and Fire 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 33 personnel and a budget of $3.5 million.

**The Community**

Grafton is located 20 miles north of downtown Milwaukee. The Village has a resident population of pop. 11,700, and a larger daytime population due to commercial and retail businesses. The Village’s population has been steadily growing in the last several decades.

Originally settled in the 1830s, the Village was incorporated in 1896. Today, Grafton is an attractive, growing suburban community with both a historic downtown and significant retail centers along Interstate 43. The Village is five square miles, with a mix of residential, manufacturing, retail and recreational uses.

A snapshot of Grafton’s demographics and amenities:

- Average age of 41 years old.
- White 92%, African American 2%, Hispanic/Latino 2%, Asian 4%.
- Median household income, $70,436.
- Median value of a Grafton home, $212,200.
- Two exceptional School Districts serve the community. Grafton School District is rated by the Wisconsin Department of Public Instruction as one that “Significantly Exceeds Expectations.” Cedarburg School District enjoys, for the fifth year in a row, its top-ranking high school being recognized by US News & World Report as one of the “Best High Schools.”
- An abundant supply of inexpensive water and sewage treatment capacity.
- Quick and easy access to Interstates 43, 41 and 94.
- ISO - 3 fire insurance rating.
- Parks and recreational facilities including:
  - 17 parks and open space areas encompassing 120 acres
  - Three seasonal picnic shelters
  - One year-round picnic facility
  - One nine-hole disc golf course
  - Two baseball fields
  - Practice soccer fields
  - A seasonal, outdoor Family Aquatic Center.
- Full library services offered since 1956 by the Grafton Public Library at the USS Liberty Memorial Public Library.
- A comprehensive full health care and in-patient hospital, Aurora Medical Center, is located in Grafton.
- Distinguished institutions of higher learning are nearby including Concordia University Wisconsin, the University of Wisconsin – Milwaukee, and Marquette University.
Grafton, Wisconsin—Police Chief

The Organization
The Village of Grafton operates under a Village President – Board of Trustees – Village Administrator form of government. The Village has a Village President and six Trustees. The Village President has been on the Board for close to 25 years, the last 17 years as Village President.

Together, the President and Board of Trustees appoint a Village Administrator. The current Village Administrator has been with the organization since 2016. The Police Chief is appointed by the Village’s Police and Fire Commission, a five-member volunteer board that handles employment and disciplinary matters. The Chief works under the general administrative supervision and direction of the Village Administrator as it relates to administrative and fiscal matters, and to the Village President on behalf of the Board of Trustees concerning operational matters.

The Village has a workforce of 88 full-time employees, plus additional part-time and seasonal employees organized into several departments – Police, Fire, Public Works and Utilities, Parks and Recreation, Community Development, Inspections, Library, and Administrative Services which covers clerk, finance, and human resources. The FY2020 annual program budget which includes funding allocations for both operating and capital purposes totals $27,600,029.

The Police Department
The department has 22 sworn officers, five police support specialists, one administrative assistant and five seasonal, part-time crossing guards. The Department includes two divisions: Operations and Support Services. Patrol officers and sergeants are unionized positions. The last Chief retired after 16 years of service to the Village.

The Chief manages a budget of approximately $3.5 million. In 2018, the Department responded to approximately 17,000 calls for service. Dispatch services are provided by Ozaukee County. The department is housed in its own 30,600 sq. ft. facility, centrally located in the Village along Hwy. 60.

Opportunities and Challenges
The Police Chief is a key member of the Village’s leadership team, so developing and maintaining relationships with the Village President, elected officials, Police and Fire Commission, Village Administrator, department heads, and all levels of employees, both union and non-union employees alike, is paramount. In addition, the Chief is a community leader, one that is expected to easily and proactively interact with a variety of community stakeholders. 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.
Opportunities and Challenges (Continued)
Community and department issues identified as areas of importance include:

Community Relations. The Village Board and Village administration enjoy strong working relationships with community and business groups representing a diverse set of stakeholders in Grafton, including leaders with the Chamber of Commerce, School Districts and non-profit organizations. Grafton has an active historic downtown and a robust retail presence along the Interstate, and many business owners are also 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, the Chief has a welcoming opportunity to form cooperative connections with Grafton’s neighboring jurisdictions and the Ozaukee County Sheriff’s office.

Management Team. The Village’s management team is a cohesive, 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-staff setting where daily contact among the management team can be anticipated, the new Chief can expect this professional assembly of management leaders to be a resource, welcoming the Chief with the encouragement, support and tools he/she may need to be an inclusive and responsive leader in the department, and the overall organization.

Departmental Assessment. The new Chief will step into an organization that presents an opportunity for restructuring the department, and a chance to reshape the Chief’s position, as well. As for the organization, the department has some current vacancies, and some retirements are likely in the next few years. Recently, too, the department transferred dispatch services to the County, and the residual result of that transfer needs a closer look.

These, coupled with the Village’s population and development growth, and the addition of a considerable amount of retail stores adjacent to the Interstate has, by some but not all accounts, stretched the department’s resources. In light of these issues, the new Chief is invited to take a critical and data-centric look at staffing levels and the organization’s structure. If deemed necessary, the Village may look to utilize an outside consultant to assist in this review of police resource allocations.

Staff Development, Leadership and Labor-Management Relations. The new Chief is expected to step into this position and provide the leadership to identify, filter and address organizational concerns that may be impacting the Department. The Police Chief will be charged with advancing the organization to new levels of success. Along these lines, the next Police Chief will formalize programs to train and develop all personnel in the Department and identify critical elements for developing and preparing future leaders of the Department.
Grafton, Wisconsin—Police Chief

The Ideal Candidate
Must Haves:
Candidates should also have an equivalent combination of education, training and experience which provides the required knowledge, skills and abilities, as outlined below:

- Certification by the Wisconsin Law Enforcement Training and Standards Board or eligibility for such certification.
- Ten years of service in law enforcement, including five years of supervisory and/or administrative experience in a full-time, paid police department.
- B.A. in criminal justice or related fields is preferred, but not required; a master’s degree is desired.
- Post college education, such as the FBI National Academy, Northwestern University School of Police Staff and Command, or Southern Police Institute is preferred.
- 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 and Fire 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 insights 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 latitude to staff to carry out their responsibilities independently while remaining knowledgeable and accountable for Police Department operations. Be able to evaluate the organization structure of the Department to assure that defined positions are serving the best interests of the organization.
- 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 and Benefits**
The starting salary range is $95,000 - $105,000 +/- DOQ. The Village offers a competitive benefit package. The Village is part of the Wisconsin Retirement System.

**HOW TO APPLY**
Candidates should apply by **February 10, 2020** 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, #130
Northbrook, IL 60062
Tel: 847-380-3197

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