

Executive Recruitment for

POLK COUNTY, WISCONSIN

GovHR USA is pleased to announce the recruitment and selection process for the next Chief Deputy Sheriff for the Polk County, Wisconsin, Sheriff's Department. This recruitment brochure outlines the qualifications and experience identified as ideal for the Chief Deputy Sheriff to possess. The brochure was prepared following discussions with elected and appointed County officials, the Sheriff, the County Administrator, Department Directors and Sheriff Department employees, as well as a review of written materials relevant to the Polk County Chief Deputy Sheriff position. This brochure will be used as a guide in the recruitment process, providing criteria by which applications will be screened and individuals selected for further consideration. All inquiries relating to the recruitment and selection process for the Chief Deputy Sheriff position are to be directed to the attention of the Consultant working with Polk County. Interested Candidates may Submit resume, cover letter and contact information for 5 professional references by May 7, 2018 to Paul Harlow, Vice President, at: www.govhrusa.com/current-positions/recruitment. Electronic submissions are required. Telephone inquiries: (847) 380-3240. Polk County is an Equal Opportunity Employer.

Paul Harlow, Vice President

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TEL: 847-380-3240
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Formal Applications should be submitted to:
www.govhrusa.com/current-positions/recruitment

CHIEF DEPUTY SHERIFF



PROFESSIONAL ANNOUNCEMENT

Polk County is located in scenic northwest Wisconsin about 50 miles northeast of St. Paul, Minnesota, and 80 miles northwest of Eau Claire, Wisconsin. Polk County covers an area of more than 900 square miles with 437 lakes and a mixture of small towns, farms and forest with a population of nearly 45,000. Residents of Polk County receive the benefits of proximity to the Twin Cities and year-round recreational offerings. As a community economically linked to the Minneapolis-St. Paul Metropolitan Area and with a mix of agriculture, tourism, manufacturing and services, Polk County is diverse in its make-up and resident lifestyles.

The County is seeking experienced law enforcement professionals as candidates for the position of Chief Deputy Sheriff. The Sheriff's Department has a compliment of 29 sworn officers consisting of the elected Sheriff, Chief Deputy Sheriff, Captain, four sergeants and 22 deputies. Sheriff deputies and sergeants are represented by the Wisconsin Professional Police Association. The Chief Deputy is responsible for the management of the four divisions of the Sheriff's Department: Field Services, Jail, Emergency Management and Communications. The department has a total of 77 employees. In 2017 the department responded to approximately 35,000 calls for service. The Sheriff's Department has a strong commitment to providing exceptional services to Polk County. The County seeks candidates for the position of Chief Deputy with a record of accomplishment with the following credentials:

A proven leader, committed to the professional development of the department. An exceptional communicator, able to thoughtfully represent the interests

of the department and Polk County; politically astute and committed to a positive working environment in the delivery of services.

A bachelor's degree in a closely related field with executive management certificates including the FBI National Academy, Northwestern University Center for Public Safety or other similar state and/or national programs desirable.

At least five years of related experience in a law enforcement leadership position and the knowledge, skills and abilities to perform the essential duties of the position and be eligible for Wisconsin Law Enforcement Standards Board Administrative Certificate within a reasonable period of time following appointment.

Possess well developed interpersonal communication skills and be a person of utmost integrity.

The Chief Deputy is appointed by the County Administrator with approval of the Sheriff. The starting salary range for the position is \$73,000 - \$100,000 DOQ with an attractive benefit and retirement program. Submit resume, cover letter and contact information for 5 professional references by May 7, 2018 to Paul Harlow at: www.govhru.com/current-positions/recruitment. Electronic submissions are required. Telephone inquiries: (847) 380-3240. Polk County is an Equal Opportunity Employer.

COMMUNITY BACKGROUND

Polk County contains an incredible variety of natural beauty in its lakes and rivers, small towns, rolling hills, farms and forests. Polk County was carved out of what had previously been known as St. Croix County. It was



named in honor of James K. Polk, the eleventh president of the United States. Polk County was organized in 1853, and over the past decade has been one of the fastest-growing counties in Wisconsin. It has a diverse economy with a mix of agriculture, tourism, manufacturing, and services. Its proximity to a large metropolitan area has served to provide a ready market for goods produced in the County, as well as a demand for recreational activities including boating, fishing, hunting, snowmobiling, hiking, biking and skiing. The County's close proximity to the Twin Cities metro area provides visitors and residents alike the opportunity to take advantage of a wide array of cultural, economic, and entertainment opportunities.

The county is comprised of 35 municipalities, of which none have a population over 3,000. A variety of museums, wineries, restaurants, and other attractions round out Polk County's allure. Polk County offers four beautiful seasons. A maze of rivers, streams and 437 lakes, intertwine throughout the County's 956 square mile landscape, providing a year-round attraction for tourists, locals, fishermen and water sports enthusiasts. Interstate National Park (the oldest state park in Wisconsin), St. Croix Scenic Riverway, and a plethora of unique parks and trails systems are located on or near the lakes and

ivers. The Canadian National railroad connects Minneapolis St. Paul with the Polk County communities of Amery and Osceola; and the network of local roadways and State Highways provide quick access to both Interstates 35 and 94.

Polk County is home to a variety of local manufacturers, trade businesses and professional service industries. Major employers include Amery Regional Medical Center, St. Croix Regional Medical Center, Wal-Mart, Scientific Molding Corporation, and Northwire, Inc. Education and Healthcare services provide the majority of the County's workforce opportunities. Two publicly-owned airports located in the communities of Osceola and Amery provide both utility and transport/corporate service.

Eleven school districts provide the population's K-12 education, with UW Extension Services and Community Education programs offering additional educational opportunities. University campuses in River Falls, Menomonie and Eau Claire, along with a wide variety of higher education institutions in the neighboring metro area, provide residents with a vast array of educational opportunities.

QUICK FACTS

County Seat	Balsam Lake
Population	Approximately 44,000
Number of Households	18,266
Major Highways	I35 is 37 miles West US 53 is 48 miles to the East.
Proximity	50 miles Northeast of St. Paul, Minnesota and 80 miles Northwest of Eau Claire, Wisconsin
Size	More than 900 square miles; 39 square miles of water area (437 Lakes)
Median Household Income	\$48,538
Median Home Value	\$159,100
Schools	Eleven school districts K-12; UW Extension Services and Community Education programs; University campuses in River Falls, Menomonie and Eau Claire
Annual Average Temperature	43.08 F
Annual Average High Temperature	54.0 F
Annual Average Low Temperature	31.92 F
Average Annual Precipitation	19.3 inches w 48.06 inches Average Annual Snow
Elevation	1,410 Ft.

GOVERNANCE

The Polk County Board of Supervisors

The Polk County Board of Supervisors is the legislative body for the County. Fifteen Supervisors, elected to two-year terms, make up the County Board. The Board of Supervisors selects a Chairman to lead the legislative body of the County. There will be a County Board election in April of this year. However, the board will remain stable with all fifteen current board members running uncontested. The Board of Supervisors focuses on the community's goals, major projects, and such long-term considerations as community growth, land use development, capital improvement plans, capital financing, and strategic planning. The Board hires a professional County Administrator to carry out the administrative responsibilities. This position is also currently vacant and is in the process of recruitment. The Board establishes policies governing County operations and enacts ordinances and resolutions to amend or update the Polk County Code. The Board levies taxes, adopts the County's yearly budget, and appoints members to citizen advisory boards. Decisions made by the Board of Supervisors protect the health, safety, general welfare, and future well-being of the citizens of Polk County.



The County has adopted Vision and Mission Statements to guide them.

Vision Statement

Improve the quality of life for all who live, work and play in Polk County.

Mission Statement

The mission of Polk County Government is to serve and represent the public with integrity.

THE COUNTY ORGANIZATION

The Polk County Administrator provides overall leadership, direction, coordination, and support for the County's activities and workforce. The County Administrator's office works to ensure that services provided are within the law, the policies of the Polk County Board of Supervisors, and the resources of the County. The Administrator provides information to the County Board in an effort to support their ability to make informed policy decisions. The Chief Deputy Sheriff is appointed by the County Administrator with approval of the Sheriff.



THE POLK COUNTY SHERIFF'S DEPARTMENT

Peter Johnson is the Sheriff of Polk County. Sheriff Johnson was elected to office in November of 2010 and was sworn into office for his first term beginning on January 3, 2011. He was re-elected in

November, 2014. His second term will end in January, 2019.

The Sheriff's Department is staffed with 77 full-time employees and several part-time staff. Each of the three main divisions of the Sheriff's Department, Field Services, Communications, and Corrections, are staffed 24 hours a day, 7 days a week. The Sheriff's Department has boats, snowmobiles, and all-terrain vehicles capable of responding to any area of the county's vast area.

Operating on an Annual Budget of approximately \$7.8M in 2017, of which \$4.0M was allocated for Field Services, \$2.7M for Corrections and \$1.0M for Communications. The Sheriff's Department is funded primarily through a general property tax. Polk County has a fiscal year that begins on January 1.

The Sheriff's Department is comprised of four divisions, identified as follows:

Field Services Division

Field Services includes the Investigation and the Patrol Divisions. It is supervised by the Field Services Captain, and includes four Sergeants (three Patrol and one Investigative), four Investigators, and 16 Patrol Deputies. The Patrol Division responds to calls for service from the public and patrols 1,817 miles of county, town and municipal roads within Polk County. In 2017, the Sheriff's

Department's 29 sworn members responded to approximately 35,000 calls for service, issued 2,300 moving violation citations, filed 500 crash reports, and processed more than 1,400 custodial arrests.

Jail Division

The Jail Division is staffed with 25 Full-time Jailers, 4 Sergeants, and the Jail Captain. In February of 2003 a new Polk County Jail facility was opened. The Jail is a 160-bed facility, built on the "pod" system, that houses pre and post sentenced inmates. The Polk County jail holds inmates for other local counties as a revenue-generating asset to Polk County. The Jail also operates a laundry service and a full kitchen facility to provide meals to the jail population. The Jail contracts nursing staff to meet the medical needs of inmates. A large group of jail volunteers provide religious programs, educational classes, alcohol and drug education, family living, parenting skills, and one-on-one counseling.



Communications Center

The Polk County Communications Center provides emergency dispatching services to the Sheriff's Department and all law enforcement departments on duty within the county. The Communications Center also provides emergency dispatch services to 15 Fire Departments, 8 Ambulance Services and 14 First Responder groups in Polk County. All 911 calls within Polk County are answered by this center. Communications Officers are certified in Emergency Medical Dispatch. The Center is staffed 24 hours a day, 7 days a week. The Center is staffed with two Communications Officers on duty at all times, and three Officers are assigned during peak shifts. The Center receives all emergency and non-emergency requests for assistance. Service providers such as State Conservation Wardens, Wisconsin State Patrol, National Park Service, St. Croix Chippewa Tribal Police, and the Interstate Park Rangers also utilize the dispatch center for assistance in performing their duties.

Emergency Management

Polk County Emergency Management utilizes planning, training and coordination to continually develop the mitigation, preparedness, response and recovery capabilities of the County's cities, towns, villages and tribes. These four phases of emergency management are intended to identify and coordinate available resources to deal with all emergencies effectively, thereby saving lives, avoiding injury and minimizing economic loss. In conjunction with these laws the Local Emergency Planning Committee (LEPC) was formed to help identify priorities and provide oversight to local emergency planning. Planning for natural disasters has also been a main focus of local planning. More recently Homeland Security issues have become an additional focus for planning activities and resource development. The Emergency Management Division of the Sheriff's Department is headed by an appointed Emergency Management Coordinator

The Department motto, chosen by it's employees, is: ***Integrity, Honor, and Courage.***

The Department has also adopted the following **Mission Statement:**

It is the mission of the Polk County Sheriff's Department to provide professional, ethical, and respectful law enforcement services to the citizens of Polk County. We believe the best way to achieve a safe environment is through a cooperative partnership with our community. We, the men and women of the Polk County Sheriff's Department, pledge to serve our community with integrity, honor, and courage.

CHALLENGES AND OPPORTUNITIES

The next Chief Deputy can expect to work closely with the Sheriff and County Administration in addressing the following challenges and opportunities:

Provide effective leadership to develop department personnel; to enhance internal relationships and maintain exceptional standards for quality service to the County. The Chief Deputy will need to be a strong leader, responsible for developing and carrying out the vision for the future of the Department.

Confidently and comfortably build internal and external relationships; to be capable of engaging and working closely with other county, municipal and state agencies for the benefit of the Department and the County; to enhance partnerships and relationships with regional law enforcement entities and public safety agencies.

Work with the Sheriff, elected and appointed officials, staff and the community, understanding the interests of all parties; have a clear understanding of personnel matters and the importance of a balanced and effective relationship with the collective bargaining unit in the Department representing Sheriff Deputies and Sergeants. To carry out the responsibilities of the position; to appropriately delegate and hold program division heads accountable for assigned responsibilities.

Develop appropriate policies and procedures that are practical, effective and contemporary; to consider, in a fiscally responsible manner, technology and equipment modifications that can benefit the department in providing services to the County. To effectively address, in a timely manner, any issues that may impact the delivery of law enforcement services to the County.

To be continuously responsive to community values and beliefs; measuring the effectiveness of and impact of enforcement policies and procedures with a strong appreciation of a “customer service” model. Foster an environment for change; develop an organizational adaptability and resilience to provide the highest levels of service to the community.

A commitment to the recruitment, training, development and retention of personnel; proactively recognizing, anticipating and staffing personnel modifications; engaging department personnel in identifying and analyzing needs.



CANDIDATE QUALIFICATION CRITERIA

Polk County is seeking candidates with high integrity and a career commitment to teamwork and customer service to serve as the County's next Chief Deputy. The following education, experience, management, and leadership criteria have been identified by the County as important skills and abilities for candidates to possess and demonstrate.

Education and Experience

Candidate qualifications include a bachelor's degree in a field closely related to the duties and responsibilities of the position with executive management certificates including the FBI National Academy, Northwestern University Center for Public Safety or other similar state and/or national programs desirable.

The candidate should have at least five years of related experience in a law enforcement leadership position and the knowledge, skills and abilities to perform the essential duties of the position.

Be a Leader. Be a visionary who can cooperatively develop and grow the department; establish goals and follow through on determined initiatives in a timely manner.

Have a thorough knowledge of, and experience in managing a similarly based law enforcement organization. Have experience developing law enforcement management strategies; sensitive to department needs; sensitive to community perspectives, able to gauge the impact of department policies, procedures and equipment modifications.

Possess strong understanding of fiscal management, and as part of a County management team with common and shared needs, be able to develop, justify and present a department budget; have understanding of grant and contract management. Have experience in identifying long-term fiscal needs for the department.

Be an active, visible and team-oriented leader. Assist division heads in resolving service issues, questions and challenges. Addresses issues head on; not afraid of confrontation. Has a reputation for being an approachable and responsive problem solver.

Have a thorough knowledge of laws and regulations as they pertain to the administration of county sheriff departments; be familiar with current and emerging issues and legislation.

Have a strong sense of personal and professional ethics and the ability to evaluate, understand and appreciate human behavior.

Be committed to professional development, continuing education and training for all Department employees; set an example by being current on emerging issues and trends in law enforcement management. Be able to work with the Wisconsin Professional Police Association in solving issues; be an effective leader in a collective bargaining environment; be an advocate for the department and the community; be an integral part of the management team and a partner with the Sheriff and County Administrator in leading the County. Be a valued advisor to the Sheriff and County Administrator on issues relating to the delivery of law enforcement services to the County.

Have the ability to evaluate department staffing needs; to plan for future staffing needs reflective of developing needs; develop a human resources strategy to enhance the recruitment and retention of personnel; to provide succession planning and leadership development in the Department; to identify and develop future leaders in the Department.

Be an effective delegator, allowing latitude to staff to carry out their responsibilities independently while remaining knowledgeable and accountable for the Department operations. To work with all divisions of the Sheriff's Department to enhance working relationships for the overall benefit of the organization.

Have a thorough knowledge of law enforcement technology and equipment, its application and policy considerations as they affect the Department; be able to identify, evaluate and recommend options for improvement.

Have an understanding of and be personally familiar with a variety of computer applications including Computer Aided Dispatch / Records Management Systems and other hardware and software systems commonly used in similar organizations.

Be able to provide comprehensive and understandable information and reports to the Sheriff, Board of Supervisors, County Administrator and Department Directors, ensuring that the very best, complete, and accurate information is made available on a timely basis.

Be a person who is positively recognized in her/his profession.



Management Style/ Personal Traits

(Not in order of importance)

Have complete personal and professional integrity, inspiring the confidence of Department members, elected and appointed officials as well as the general public.

Be easily accessible and approachable; demonstrate flexibility, when appropriate, in the application of principles that guide the organization.

Have the maturity and self-confidence to firmly and diplomatically present professional views, concerns, and implications of proposed policy actions that may be under consideration, while also being committed to carrying out final decisions in a timely, professional, and impartial manner. Develop a professional relationship with the person holding the position of County Sheriff that fosters open and effective communication.

Be an articulate and effective communicator, both orally and in writing; be thoroughly knowledgeable of Department matters at all times.

Be an effective delegator, allowing latitude to staff to carry out their responsibilities independently while remaining knowledgeable and accountable for Department operations. Assure that supervisors are being developed and delegated responsibilities that will enhance the quality of law enforcement services in the County.

Have a team management orientation and the ability to work with the Sheriff, County Administrator, Division Heads and employees throughout the organization in an effective, harmonious manner.

Have an open, friendly personality and management style and be one who can establish trust quickly with others.

Maintain a calm demeanor during times of stress, providing thoughtful guidance to employees, division directors and elected officials.

Regularly demonstrate good listening skills and a willingness to work out challenges in a collegial, respectful manner.

Compensation and Benefits

The starting salary range for the position is \$73,000 - \$100,000 DOQ with an attractive retirement program. Residency in Polk County is required. A program to assist in residency transition is part of a generous benefits package offered by the County.

POLK COUNTY SHERIFF'S OFFICE

