

RECRUITMENT BROCHURE

Voorhees Associates, LLC is pleased to announce the recruitment and selection process for Chief of Police for the City of Beaver Dam, Wisconsin. This brochure provides background information on the City of Beaver Dam and on the Beaver Dam Police Department, as well as the requirements and expected qualifications for the position. Candidates interested in applying for the position should submit their résumé and cover letter, along with contact information for work-related references by June 25, 2010 to resume@voorheesassociates.com.



Mark J. Morien, Vice President



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Formal applications should be submitted to:
resume@voorheesassociates.com

THE CITY OF
BEAVER DAM,
WISCONSIN

CHIEF OF POLICE

PROFESSIONAL ANNOUNCEMENT

Beaver Dam Wisconsin, population 15,000+ residents, is a full service community located in Dodge County, approximately 40 miles northeast of Madison and 60 miles northwest of Milwaukee. An opportunity exists for a progressive Chief of Police to lead its organization consisting of 44 full- and part-time employees with an operating budget of \$3.45 million. The City is in the process of moving forward with plans for constructing a new Police Department building in 2011. The community is nestled along Beaver Dam Lake and offers a superior quality of life in which to live, work, and raise a family. Beaver Dam has excellent schools, a historic downtown, and numerous successful business and manufacturing entities. Beaver Dam is seeking Chief of Police candidates with progressive leadership and command training with a minimum of 5 years supervisory or administrative experience in upper management positions in a law enforcement agency of similar size and complexity, or larger. Educational requirements include completion and

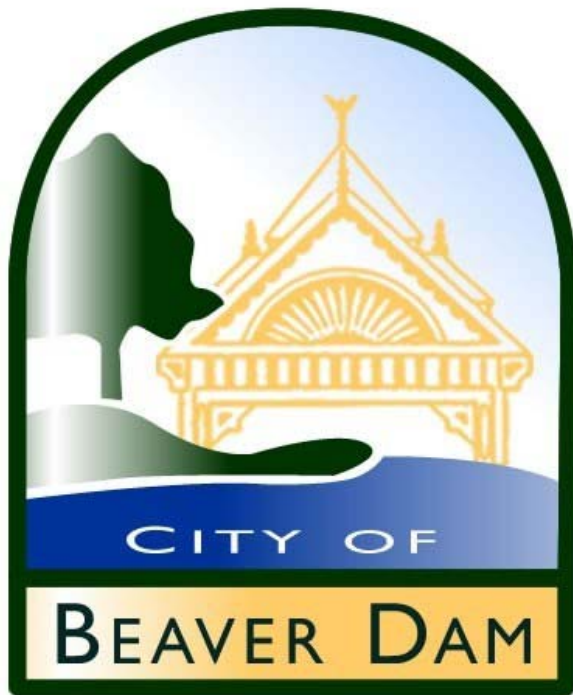
certification of basic law enforcement training academy or equivalent, a Bachelor's Degree in law enforcement or related field; Master's Degree is a plus. Ideal candidates should possess strong leadership and communication skills; experience in police operations/supervision, budgeting, and personnel management; understanding of community policing, grant administration, crime prevention/intervention strategies, and experience in labor relations. Starting salary: \$73,000 +/- DOQE. Appointment by and reports to, the Police and Fire Commission. Residency within 15 miles of the City is required. Submit résumé with salary history and 4 work-related references and 2 personal references (no relatives) by June 25th to Mark J. Morien, Vice President, Voorhees Associates, LLC, 500 Lake Cook Road, Suite 350, Deerfield, IL 60015. Tel: 847-580-4246; FAX: 866-401-3100; E-MAIL: resume@voorheesassociates.com.

CITY OF BEAVER DAM

COMMUNITY BACKGROUND

The City of Beaver Dam is located in Dodge County in south central Wisconsin, conveniently situated just 45 minutes from the State Capitol in Madison, and about an hour's drive to shopping, sports and cultural activities in Milwaukee. In addition, the City is just an hour away from the Wisconsin Dells, which is well known as the *Water Park Capital of the World*.

The City has a long history, starting back in the 1800s. The early settlers noted the abundance of beavers in the area and the dams they built, and thus called the area "Beaver Dam." In 1842, settlers also constructed the first dam on the Beaver Dam River, thereby creating the Beaver Dam Lake. City leaders incorporated the area in 1856. Eventually farming gave way to industry in the City. Today, Beaver Dam has a nice blend of commercial and industrial development for local employment, as well as a vibrant tourism industry.



Beaver Dam is proud of its "home town" feel, which features numerous suburban neighborhoods with a mix of 19th Century farm homes, Victorian homes, as well as modern one and two-story homes being constructed today. The City has an historic downtown, featuring a wide variety of eateries and shopping experiences. The City has long focused on its quality of life for residents and visitor alike. One of the major features is Beaver Dam Lake, with some 41 miles of shoreline. Area activities include, golf, hiking, fishing, swimming, hunting, skiing and a host of other outdoor sports. The City has 19 municipal parks located throughout the community, which provide a wide-range of activities. A new YMCA was recently opened to serve the community. The Beaver Dam Area Community Theatre provides wonderful local live entertainment for the area.

There are seven (7) neighborhood elementary schools which enable many students to walk to school for their education. These schools also provide a variety of after-school activities. The District includes a Middle School and a High School which are known for educational excellence. The City also has parochial grade schools and is home to the Wayland Academy (founded in 1865), one of the nation's oldest co-ed college preparatory schools. In addition, a campus of the Moraine Park Technical College provides post-high school educational opportunities.

High quality health care is provided by the recently built (2006) Beaver Dam Community Hospital. There are a dozen places of worship. These, along with business/industry, outstanding schools, and year-round recreational activities, combine to make Beaver Dam an ideal place to live, work and shop.

THE MUNICIPAL ORGANIZATION

The City of Beaver Dam is governed under a Mayor/Common Council (part-time positions) form of government. The Mayor serves full-time and is elected at large for a two-year term. The Common Council consists of a Council President/14 alderpersons; each elected to represent one of fourteen wards. Alderpersons from even-numbered wards are elected in April of even-numbered years, and alderpersons from odd-numbered wards are elected in odd-numbered years. All terms are for two years. The Common Council generally meets on the first and third Mondays of the month at 8:00 PM.

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The City Council approves the City's annual financial plan, and establishes policies, goals, and objectives to direct the City's growth and development. The Council also adopts ordinances, rules, and regulations as necessary for the general welfare of the community and its visitors. The City of Beaver Dam provides all of the traditional services such as Police, Fire, Public Works, etc.

THE BEAVER DAM POLICE DEPARTMENT

The Chief of Police is appointed by, and reports to, the "Optional Powers" Police and Fire Commission. However, the Chief also works closely with the Mayor and City Council, as well as City staff, in implementing the goals of the City. The Department is a full-service Police Department consisting of 35 full- and nine (9) part-time members (see the organization chart). The Department's total current budget is \$3.45 million. The Officers and Detectives are currently represented by Beaver Dam Police Association Local 206.

The Beaver Dam Police Department has adopted the following purpose and value statements:

Mission Statement

The mission of the Beaver Dam Police Department is to enhance the quality of life in the City of Beaver Dam by working cooperatively with the public to enforce the law, preserve the peace, reduce the fear of crime, and provide for a safe environment. The Beaver Dam Police Department will strive to provide quality police services and promote a "partnership for a safer community" through police and citizen interaction, with emphasis on education, respect, fairness and integrity.

A community policing philosophy is at the core of the Beaver Dam Police Department. Proof of this can be seen in the many programs and services the Department offers to City residents. These include: a School Liaison Officer (at the Elementary schools and the Middle School) and a School Liaison Officer at the High School, a Citizen's Police Academy, a neighborhood watch program, the Bike Rodeo/safety school, a "National Nite Out" program for families in a local park, and a bike patrol. The Department also maintains a WE TIP Log hotline and conducts safety education programs such as baby-sitting safety clinics and a "mock accident" scene at Beaver Dam High School, etc. For a full description of these and other programs offered by the Department, please visit the City's web site at: www.cityofbeaverdam.com and click on the Police Department's link.



The Police Facility is currently located adjacent to City Hall. The facility, home to the Police Department for 51 years, includes administrative offices, interrogation rooms, jail cells, and locker rooms for the Officers. The Department has outgrown this space and is in the initial stages for a building new, stand-alone facility. The City Council has approved the construction of the new Police Department and municipal court facility, with construction slated to begin in October of this year.

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POLICE DEPARTMENT CHALLENGES AND OPPORTUNITIES

The new Chief of Police in Beaver Dam is expected to encounter many challenges and opportunities. Among them, the next Chief will:

- actively guide the final planning and construction of the new Police Department facility, including the transition from the current facility to the new building.
- need to actively establish his/her presence in the Department and set a positive direction and provide strong leadership and professionalism in order to enhance the Police Department's relationship with the community, and its identity as the leading local police agency in Dodge County.
- need to perform an overall evaluation of all departmental operations, review shift schedules/ personnel levels; clarify, update and initiate policies and procedures where appropriate in conjunction with professional standards to ensure that the City of Beaver Dam residents receive the highest quality Police services.
- need to establish a fair, transparent, and impartial procedure for selection of special assignments; create departmental and individual goals and objectives and hold staff accountable; provide fair and consistent treatment of staff; create and maintain programs designed to improve the overall morale of the Department.
- need to evaluate the resources, training and continuing education needs of the Department, establishing programs designed to use the skills/expertise that the officers currently have, as well as help them achieve their highest potential and prepare them for future leadership roles.
- need to establish and maintain a good working relationship with the union within the Department by promoting the recognition of mutual needs, wants, and concerns.
- need to be visible and have a presence in the community, establishing a strong rapport with the business owners and other community entities (the schools, Dodge County and the Sheriff, surrounding communities, the Township, etc.)
- need to evaluate, manage and establish programs to deal with alcohol and drug problems within the community, as well as evaluating other programs within the Department such as the canine unit and the relocation of outdoor shooting range as well as the possible need for a satellite Police Station as the community grows.



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Beaver Dam Police Department Quick Facts

Calls for Service	25,869	Total Arrests	1,642*
Property Damage and Personal injury accidents	514	Part 1 UCR Offenses Reported	626*

*Source: 2009 Beaver Dam Annual Report
2009 UCR report

CANDIDATE QUALIFICATION CRITERIA

The following education, experience, management, and leadership criteria have been identified by the City of Beaver Dam as important skills and abilities for the successful candidate to possess and demonstrate. The starting salary for the position is \$73,000+/- depending on qualifications and experience. Residency within 15 miles of the City of Beaver Dam is required.

Education and Experience

Candidates must possess a Bachelor's Degree in law enforcement, criminal justice, public administration, or related field. A Master's Degree or similar advanced degree is preferred.

Candidates must possess at least five (5) years of significant and increasingly responsible law enforcement management experience as a Chief Officer, Deputy Chief or similar command rank in a larger municipal environment.

Candidate must have experience "coming through the ranks," so as to be able to relate well to all levels of Department personnel.

Have knowledge of, or ability to become familiar with, Wisconsin law as it relates to policing; have an understanding of policing in a smaller community.

Have in-depth experience and understanding of modern police operation techniques, methods and practices related to community policing, police patrol, investigations, training, public education, crime prevention, school liaison programs, union relations issues, traffic and pedestrian safety, retail theft prevention, conflict resolution, emergency government operations/management, and administration/management in a progressive police organization of comparable size to Beaver Dam.

Have experience in planning, organizing, and directing a modern, progressive police agency; be able to plan accurately for manpower and equipment to coincide with the City's service demands.

Have sufficient experience to review organizational structure, staffing, and personnel assignments as well as the capacity to adapt to and make changes, when appropriate and justifiable, to ensure departmental capability to carry out its mission and responsibilities in an effective and professional manner.

Have successful experience in interacting positively with the business community, school officials, and representatives from other units of County and local governments; be able to form effective partnerships with other governmental agencies to address community issues such as youth activities and crime prevention.

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Have demonstrated experience in positive community relations; possess a desire to be the “face” of the Department in the community, thereby setting the tone for further development of effective community policing operations.

Have demonstrated experience in proactive Police-related leadership; possess the ability to foresee trends and issues in policing, locally and nationally, and respond in a thoughtful, strategic manner.

Have thorough knowledge of the principles of personnel management as well as experience with recruiting, training, promoting, disciplining and terminating employees; experience in labor relations, including negotiations, contract administration and grievance management is important.

Possess demonstrated leadership skills that combine employee involvement in departmental policy discussions with effective decision-making.

Have experience in mentoring, counseling and fostering training and the professional development of young officers.

Have strong financial skills and experience in preparing and controlling budgets and the development of long-range capital plans, with a background of successful cost effective administration of human and financial resources.

Have proven experience in identifying alternative sources for funding policing activities, including securing federal and state grants.

Leadership and Management Skills

Have a background of complete integrity and honesty, as well as leading/motivating personnel by example; have a mantra of everything being done within *moral, legal* and *ethical* standards. Have good common sense.

Be a “working” Chief and a “Cop’s Cop;” be visible—in uniform, in the office and at community functions such as athletic events, community festivals, neighborhood block events, etc.; be visible/inclusive of the staff on the 2nd and 3rd shifts, and offer assistance on the street when necessary.

Be a strong leader—capable of saying “no” when appropriate; be able to recognize the difference between the Chief’s professional relations and personal relations with the Department staff; be a motivator who can develop and maintain high employee morale; be a proactive leader.

Share a strong commitment to the principles of team management, delegating authority and latitude to police department personnel with confidence, while remaining knowledgeable and accountable; welcome and cultivate an environment that involves personnel in appropriate decision-making roles, but have the ability to make decisions as needed.

Set high standards for departmental performance and expectations, customer service, community relations, productivity and initiative by departmental personnel, while retaining accountability for the actions of all police personnel; be a “supporter” of the employees of the department.

Have the maturity, self-confidence, and strength of professional conviction to effectively provide insight, counsel and leadership to the Mayor and City Council. Be able to firmly yet diplomatically present professional views, concerns, and implications of matters under consideration while recognizing that the final decision rests with the City Council.

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Possess an open and friendly management style demonstrated by personally knowing all of the Department's employees and having the ability to relate effectively with individuals at all levels of the organization.

Possess extremely well developed interpersonal communication skills including the ability to listen effectively.

Have a record of fair and consistent application of departmental rules and regulations to all employees; be personally committed to dealing with all persons in an impartial and professional manner.

Be capable of identifying and developing supervisory and command talent; be skilled in evaluating personnel performance and in evaluating the effectiveness of police service activities.

Have excellent written and verbal communication skills and be capable of making effective public presentations, including extensive personal or written responses to public concerns and suggestions.

Be able to gain the credibility and respect of Police Department personnel and others based on professional experience and knowledge.

Be an anticipatory, creative, visionary leader, identifying future law enforcement trends, both nationally and locally, developing effective strategies for addressing these trends.

Have the ability to deal and effectively interact with the union environment, in identifying and working on matters before they become issues; be proactive.

Have the ability to build upon the working relationships with the other Departments in the City, and with other law enforcement agencies in the area.

Be an energetic, "can-do" person with a genuine enthusiasm for the job and with interacting with residents and business owners of Beaver Dam.

Demonstrate a sincere dedication to Beaver Dam and be willing to have a long-term commitment to the community.

Have a sense of humor.



BEAVER DAM POLICE DEPARTMENT ORGANIZATIONAL CHART(2010)

