



PLYMOUTH, WISCONSIN

POLICE CHIEF/
DIRECTOR OF PUBLIC SAFETY



EXECUTIVE RECRUITMENT

POSITION IN BRIEF

The Police Chief/Director of Public Safety is Plymouth's duly sworn law enforcement executive in charge of managing the City's police department, as well as administratively overseeing the Fire Department. The Chief works closely with the City's Police and Fire Commission, Mayor and Common Council, City Administrator and other community stakeholders to ensure that state and City laws and ordinances are enforced in the pursuit of public peace and safety. The Chief manages a workforce of 18 personnel and a budget of \$2.4 million.



THE CITY

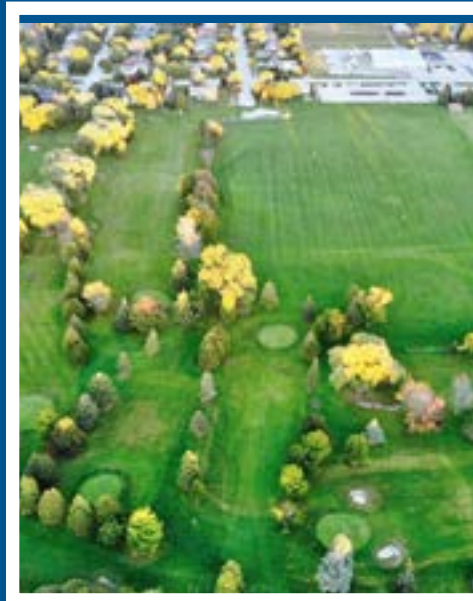
The [City of Plymouth](#), with a population of 8,932, and located one hour north of Milwaukee and equally close to Green Bay, is a picturesque community with a historic downtown. Adjacent to the Kettle Moraine State Forest, Plymouth is primarily a residential community with a solid business and commercial base. This, along with outstanding schools and year-round recreational activities, make Plymouth the ideal place to live, work and shop.

Plymouth has a long, colorful history. Due to its location along the Mullet River, it served as an important stage coach stop between Milwaukee and Green Bay. The state legislature officially designated the area as Plymouth in 1852, with the City being officially founded in 1877. It became known as a 'hub city' because of the wheel and hub factory built in the city in the 1860's. The arrival of the railroad helped support the agriculture industry of the area. Local cheese factories began to spring up and enhance the local economy. The Wisconsin Cheese Exchange was founded in Plymouth in 1918 and helped to establish the purchase and sales price of cheese nationally until the mid 1970's when the Exchange was relocated to Green Bay.

For more on Plymouth's history, see the [Plymouth Historical Society's](#) website.

Today, Plymouth has continued to grow and strives to maintain its small town charm. The community has embraced its past, and is preserving many large historic homes and downtown businesses.

Plymouth is the second largest community in Sheboygan County. As heralded by the [Plymouth Chamber of Commerce](#), the city is the Cheese Capital of World and ground-zero for the Wisconsin cheese industry. It is estimated that 10 – 15% of the nation's cheese is processed and packaged at Plymouth-based facilities such as [Sargento](#) and [Sartori](#).



A SNAPSHOT OF PLYMOUTH'S DEMOGRAPHICS & AMENITIES

- Median age of 42 years old.
- Median household income, \$52,726.
- Median value of a Plymouth home, \$141,700.
- Land area of six square miles.
- Low crime rate.
- Academic excellence offered by the [Plymouth Joint School District](#).
- An abundant supply of competitively-priced water, energy, and sewage treatment capacity.
- Quick and easy access to Interstate I-43 and Wisconsin Highways 57, 23 and 67.
- The City supports a public library which is part of an extensive multi-county, shared-services system, the [Plymouth Public Library](#).
- The City of Plymouth's extensive parks system includes:
 - Parks covering more than 90 acres
 - An aquatic center
 - [Evergreen Golf Course](#), a nine-hole course
 - Multi-age playgrounds, disc golf, tennis, and nature walks
 - Recreational ski hill – Nutt Ski Hill
 - Mill Pond Ice Skating Shack and cross country ski trails
- Nearby distinguished institutions of higher learning including University of Wisconsin – Milwaukee, University of Wisconsin – Green Bay, [Lakeland University](#) and [Lakeshore Technical College](#).
- Easily accessible award-winning health care.
- Plymouth hosts the annual Sheboygan County Fair.
- Nearby Kohler Company hosts championship golf courses such as [Whistling Straits](#) and [Blackwolf Run Golf Course](#).

THE ORGANIZATION & POSITION

The City of Plymouth operates under a Mayor-Common Council-City Administrator form of government. The Common Council is the legislative branch of City government, and is the forum for review and debate of proposed ordinances, resolutions and policies proposed by the standing Council committees and boards and commissions. The most important legislation is the annual City budget.

The Common Council is comprised of eight part-time alderpersons representing four aldermanic districts. Each alderperson serves a two-year term. The Council operates with a standing committee structure.

In addition to the Council committees, there are a number of boards and commissions that provide policy input to the Mayor and Common Council and are comprised of citizen members and alderperson representation. Plymouth's Police and Fire Commission, a five-member board appointed by the Mayor, have the authority to appoint both the Police and Fire Chief, and have oversight of the hiring of the departments personnel as prescribed under the Wisconsin state statutes.

The City and the utilities have a workforce of more than 85 full-time employees, plus another 35 part-time and seasonal employees. Plymouth is a full-service city including police, fire, public works (including engineering and parks), utilities (including water, wastewater, storm water and electricity), library, and administrative services.



THE POLICE DEPARTMENT

The Police department has 18 FTEs: 16 sworn officers and two civilian positions, including a K9 unit and bike patrol. Patrol officers are unionized positions. The Fire Department provides fire, rescue, and EMS, with approximately 35 paid-on-call personnel.

The Police Chief/Director of Public Safety manages combined police and fire budgets of approximately \$2.4 million. In 2021, the Police Department responded to approximately 6,500 calls for service. Emergency dispatch services are provided by Sheboygan County. The department is housed in a facility adjacent to City Hall, centrally located in downtown Plymouth.

THE DEPARTMENT'S MISSION

The mission for every member of the Plymouth Police department is to consistently seek and find ways to affirmatively promote, preserve, and deliver a feeling of security, safety, and quality services to the members of our community.

Central to our mission are the values listed below that guide our work and decisions and help us to contribute to the quality of life in Plymouth, Wisconsin. We hold our values constantly before us to teach and remind the community that we serve of our ideals and us. They are the foundation upon which our policies, goals, and operations are built.

THE PLYMOUTH POLICE DEPARTMENT VALUES:

- **Human Life:** We value human life above all else.
- **Integrity:** We believe integrity is the basis for community trust.
- **Laws and Constitution:** We believe in the principles embodied in our Constitution and we recognize the authority of federal, state, and local laws.
- **Excellence:** We strive for personal and professional excellence.
- **Accountability:** We are accountable to each other and to the citizens which we serve and who are the sources of our accountability.
- **Cooperation:** We believe that cooperation and teamwork will enable us to combine our diverse backgrounds, skills, and styles to achieve common goals.
- **Ourselves:** We are capable and caring people who are doing important and satisfying work for the citizens of Plymouth, Wisconsin.



THE FIRE DEPARTMENT

Plymouth's Police Chief also serves as the Director of Public Safety. In close concert with the City's full-time Fire Chief, the Police Chief/Director of Public Safety also administratively oversees the City's Fire Department. That means the Director administratively oversees the Fire Department, and organizationally, the Fire Chief reports to the Director. A collaborative working relationship between the two chiefs is expected.

The Department is a single entity that provides fire, rescue, emergency medical services (EMS), and all other emergency services to both the city and town of Plymouth, Wisconsin. Plymouth Fire and Rescue provides fire suppression, vehicle extrication, ice rescue, fire prevention and education, EMS, along with dive support for the Sheboygan County dive team.

The Fire Chief is the sole full-time employee. All other department members are 'paid per call', with minimal compensation for time spent during emergencies and training. Consequently, when the fire department is dispatched to an incident, all available members respond to the station from their homes, places of work, or wherever they may be. The combined city and town of Plymouth Fire Department covers 36 square miles, an additional population of about 3,000 and holds a combined Class 3/10 ISO fire insurance rating.

Orange Cross Ambulance service is the primary Emergency Medical Services (EMS) provider for the city and town of Plymouth. However, the fire department also maintains an ambulance service licensed at the Advanced EMT level, which is placed on stand-by when all Orange Cross units are busy. The city's ambulance is also used at incidents to provide care for emergency responders as well as at contracted events. Over half of the department's members are licensed EMS members.

THE DEPARTMENT'S MISSION

The mission of the Plymouth Fire Department is to protect the lives and property of its citizens and visitors, without prejudice or favoritism, from natural or man-made hazards and medical emergencies through prevention, education, and intervention.



EXPECTATIONS AND PROJECTS



The Police Chief/Director of Public Safety is a key member of the City's leadership team, so developing and maintaining collaborative relationships with the elected officials, Police and Fire Commission, City 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 Mayor and Common Council, and City administration, enjoy strong working relationships with community and business groups representing a diverse set of stakeholders in Plymouth, including leaders within the business community, the Plymouth Joint School District (where the department's school resource officer is assigned) and non-profit organizations. Plymouth has a robust retail presence in the historic downtown and in the outlying areas, 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, the City welcomes a Chief who forms cooperative connections with Plymouth's neighboring jurisdictions, including the Sheboygan County Sheriff's office.

Community Growth. Growth in Plymouth's population has been steadily increasing. Since 2000, the City has grown by 15%; the last decade's increase was about six percent. The City's enviable quality of life, good schools and low crime rate suggest continued growth is expected. The City's proximity to Road America brings an influx of seasonal visitors and residents.

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 resources on both the police and fire side of the City's public safety efforts. 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.

City Management Team. The City's management team is an energetic group that keenly understands and meets the Common Council's and the community's expectations. Some of the management team – the City Administrator, the City Clerk and the Fire Chief – are recent additions. 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.

EXPECTATIONS AND PROJECTS

Staff Development, leadership, and labor-management relations. The next Chief inherits a department that receives a great deal of support and resources from the City's elected officials, Police and Fire 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 new Chief will follow a retired Chief who effectively served the community for more than 30 years. Still, he/she will find a receptiveness to different ideas.

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.

One of the challenges to policing experienced by many law enforcement agencies today is also present in Plymouth; namely, recruitment and retention of sworn personnel. Although the department has not grown in a number of years, there is openness to increasing the department's workforce with an appropriate level of critical analysis at hand.

The police department is at its authorized staffing numbers, and there are always challenges in staffing a paid-on-call workforce in the fire department. Longevity among staff ranges from several rookies (due to retirements and other turnover in the last six years) to long-tenured staff with more than 20 years. Camaraderie and a low crime rate are attractive reasons many officers cite as reasons to stay, yet the higher wages of surrounding jurisdictions pose a potential threat, despite a new collective bargaining agreement which aggressively sought to address compensation gaps. In tandem with the City Administrator, the new Chief will need to stay actively vigilant and proactive in addressing issues that threaten the retention of the workforce.

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. Seeking and valuing input from all segments of the organization to develop the Department, and the talents of its staff, will be vitally important.

Community Policing. The Department has successfully employed the community policing model for years. The success of the program is attributed to the attitude of individual officers that recognize the value of their participation and relationships they have built with the local businesses, community-based organizations and residents. The new Chief will not only be sensitive to the benefits that this program has achieved but embrace and grow the culture of the program for the benefit of the City.



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 police science, criminal justice, public administration, or related field 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.
- 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.
- Have an understanding and appreciation of the benefits of developing community partners with the school district and business community 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 City 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 City's decision makers, 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, contemporary management style and be one who can establish trust quickly with others; have excellent interpersonal skills and the ability to work with differing personalities.
- Be someone who is comfortable listening to and talking with a wide spectrum of people, and is approachable, friendly, and diplomatic; be 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 Department operations.
- Be able to evaluate the organizational 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, BENEFITS & THE ORGANIZATION'S CULTURE

The starting salary is \$103,000 – \$110,000 +/- DOQ, plus an exceptional benefit package. The city 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 city's organization is lean and city staff possesses a high-output work ethic.

The Mayor and Common Council possess a strong respect for City staff's work. Among themselves, elected officials are collegial and respectful of differing perspectives and points of view.



HOW TO APPLY

Candidates should apply by November 7, 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. The City is an Equal Opportunity Employer.