



OFFICE OF THE LEWIS COUNTY SHERIFF

Steve Mansfield, Sheriff
"Committed to Make a Difference"

Steven D. Walton, Chief of Staff
Gene O. Seiber, Chief Criminal Deputy

Stacy A. Brown, Chief Civil Deputy
Kevin Hanson, Jail Administrator

May 25th, 2011

Dear Ms. Libby Wagner,

Just wanted to take a minute to tell you how much I appreciate your direction.

Working in the field of Corrections, under the direction of a Sheriff, we operate in a mission and vision driven organization. The techniques you taught in your leadership classes are the 1st in over 20 years of Law Enforcement experience which have tied this philosophy together. I walked away from your 3 day, managing for High Performance/retention training with the "ahhh. That's how it all goes together," feeling. That was 2007.

Understanding employees who feel trusted, valued, respected, and want to come to work will provide quality service; I made it my mission to make this happen. Although I wanted to do it overnight, I realized it would be a slow process and possibly take years to change the operational culture.

I shared your techniques with staff. We use the "clearing the swamp" exercises to resolve issues. We teach our staff to interact, not only with each other but with our clientele in a manner which "increases trust and decreases defensiveness." We also employ the techniques pertaining to providing quality feedback. These techniques comprise the fundamental characteristics which have contributed to changing our operational culture.

We've faced difficult times since I last took your class. We have had significant budget shortfalls resulting in loss of staff, open labor contracts which have gone to arbitration, employee discipline which has gone to Civil Service hearings, significant financial impacts to our employees by the increased costs of healthcare, and the formation of a new Guild (all outside influences I have no control over). These items represent significant threats to operational culture and if we hadn't had a solid cultural foundation we wouldn't be where we are today.

Using the techniques you provided through training, my leadership team has been successful in achieving our goal and as a result, our agency provides quality service to the taxpayers of Lewis County.

Sincerely,

Kevin Hanson, Jail Administrator
Lewis County Sheriff's Office

Lewis County Sheriff's Office Mission Statement
To make a positive difference for members of our community by seeking and finding ways to affirmatively promote, preserve and deliver a feeling of security, safety and quality service.