



CITY OF MERRILL

AD-HOC COMMITTEE

AGENDA • WEDNESDAY NOVEMBER 2, 2022

Regular Meeting

City Hall Council Chambers

6:00 PM

To attend remotely call 402-752-0256 PIN 181 221 543 #

- I. Call to Order
- II. Minutes from previous meeting
 1. Approve minutes from the October 5th meeting
- III. Continued discussion of the job description and position
 1. Discuss recruiting firms and proposals
 2. City Administrator position profile from Elkhorn and Middleton
- IV. Establish date and time of next meeting
- V. Public Comment
- VI. Adjournment

**City of Merrill
Ad Hoc Committee – City Administrator
Wednesday, October 5, 2022
City Hall – Common Council Chambers
6:00 PM**

Members Present: Mayor Hass, Alderperson’s Michael Caylor and LaDonna Fermanich. Alderperson Mike Rick was excused.
Citizen members: Nancy Kwiesielewicz and Rebecca Rutkowski. Chris Malm was excused.

City Attorney Hayden, Police Chief Bennett, Public Works Director/City Engineer Akey, Finance Director Unertl (remote), Alderperson Blake and Merrill Productions personnel.

I. Call to Order – Mayor Hass called the meeting to order at 6:00 PM

II. Approve minutes from September 20th meeting

Alderperson Caylor made a motion to approve the September 20th minutes. Nancy Kwiesielewicz seconded and the motion carried.

III. Consider and discuss job description of the position and any revisions:

The committee discussed the job description and the revised document. Nancy Kwiesielewicz will make the additional revisions and submit the document to the Mayor to include in the agenda packet for the October Common Council meeting.

Nancy Kwiesielewicz made a motion to send the changes to the job description to the common council for approval. Alderperson Fermanich seconded and the motion carried.

IV. Continued discussion of the position:

Recruiting firms were included in the packet. The committee discussed the firms and City Attorney Hayden will contact some of the firms.

V. Establish date and time of next meeting:

The next meeting will be Wednesday, November 2nd at 6:00 PM

VI. Public Comment

There was no public comment.

Ad-Hoc Committee on the City Administrator Position – October 5, 2022

VII. Adjournment

Aldersperson Caylor made a motion to adjourn. Aldersperson Fermanich seconded and the motion carried. The meeting was adjourned at 6:30 PM.

The minutes were compiled from the Merrill Productions video and from minutes taken by City Attorney Hayden.

Lori L. Anderson-Malm
City Clerk

RECRUITING SERVICES



GovHR USA
offers tiered services
to meet your
recruitment needs.



EXECUTIVE RECRUITMENT FULL SCOPE *Call for Quote*

- Develop detailed brochure and position announcement
- Post position announcement to approved advertising sources, GovHR's social media sources and extensive email outreach
- Candidate evaluation/top candidates selected
- Conduct Video interview with qualified candidates, reference checks, social media and Google search of select group
- Presentation of candidates with client (candidate pool narrowed for interview)
- Schedule candidate interviews
- Full background screening, additional reference checks and news media search conducted
- Present draft interview questions
- Consultant will facilitate interviews of top candidates
- Assist with negotiations and offer to selected candidate
- Notify all applicants of appointed candidate

EXECUTIVE RECRUITMENT LIMITED SCOPE *Call for Quote*

- Develop a flyer and position announcement
- Post position announcement to approved advertising sources, GovHR's social media sources and extensive email outreach
- Candidate evaluation/top candidates selected
- Conduct Video interview with qualified candidates, reference checks, social media and Google search of select group
- Presentation of candidates with client (candidate pool narrowed for interview)
- Notify all applicants of appointed candidate

VIRTUAL RECRUITMENT \$9,000 *(plus advertising)*

- Develop position announcement
- Post position announcement to approved advertising sources and GovHR's social media sources and extensive email outreach
- Share announcement with GovHR's professional network
- Prepare assessment matrix that matches candidate's qualifications against position requirements
- Submit top tier candidates to client along with all recruitment applications



PROFESSIONAL OUTREACH \$4,000 *(plus advertising)*

- Develop position announcement
- Post position announcement to approved advertising sources and GovHR's social media sources and extensive email outreach
- Share announcement with GovHR's professional network
- Submit all resumes to client after application deadline



GovHR USA
847-380-3240
info@GovHRusa.com
www.GovHRusa.com

Attachment: GovHR Recruitment Services Flyer 2022 (9376 : Discuss recruiting firms and proposals)



JOB SEARCH

The following directory of executive search firms is an informative service for both public sector employers and job seekers alike. Executive search firms provide a variety of important and valuable services which include: personnel management and classification systems development; candidate recruitment and testing; test development and training; and general consultation on human resources-related topics.

Please do not send unsolicited resumes to executive search firms unless you are applying for a specific position for which they are conducting an active recruitment.

Associations Career Resources Education

Executive Recruiters Social Media

Attachment: SKM_C450i22101107490 (9376 : Discuss recruiting firms and proposals)





AFFION PUBLIC

Affion Public is a strategic consulting and advisory services firm focused on providing technology and executive search services for state and local government, education and non-profit organizations.

Affion Public is the result of a merger between Arcus Public, a nationally recognized executive search firm, and Affinity Technology Consultants, an experienced technology advisory and consulting services company....

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ALLIANCE RESOURCE CONSULTING

ALLIANCE RESOURCE CONSULTING LLC is considered one of the premier public sector executive recruiting firms in the country. Our company motto "The Power of Partnership" is taken seriously at ALLIANCE and carries a reputation of providing service and building lasting relationships by placing the highest quality candidates throughout the United States.

ALLIANCE RESOURCE CONSULTING was formed when our executive search consultants acquired the highly regarded executive search practice of one the largest public sector consulting/government services companies in the United States....

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EVERY ASSOCIATES

William Avery & Associates, Inc. is an Executive Search and Labor Relations consulting firm, which has served both the public and non-profit sectors for over 25 years. Building strong relationships with clients, and helping clients build strong relationships within their own organizations, are key objectives at Avery Associates.

The firm is pleased to announce the creation of a new Management Group to complement its current services....

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BAKER TILLY US, LLP

Technology breakthroughs. Sweeping legislation. Shifting demographics. These are everyday headlines that remind us change is constant. Yet the word "change" can have negative connotations. It suggests a loss of control. It can be threatening. It is something to resist.

So we describe change as progress because that is exactly what is happening at Baker Tilly. It is a subtle yet important nuance....

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BERNARD HODES GROUP

Way back in 1970 Hodes set out to redefine help-wanted advertising with a fresh, creative, "big picture" approach to solving recruitment problems.

Today we're a world leader in integrated talent solutions. We continue to promote growth and change in our marketplace, while advancing the state of our art. We remain dedicated to the three elements upon which we built our agency: service, creativity and respect....

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BHI MANAGEMENT CONSULTING

We optimize the way your agency or business organization operates. We have a strong and guiding belief that clarity and vision in management are paramount. Agencies and companies too often allow themselves to stagnate, moving forward without a plan or clear vision. Success is a result of good planning and aligned action.

Whatever your organization's budget level, we can help....

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BOB MURRAY & ASSOCIATES

Bob Murray & Associates

Bob Murray & Associates brings a personal approach to providing quality executive recruitment services. Our clients include cities, counties, special districts, and non-profits - both large and small. We work with our clients to identify their needs, so we can recruit outstanding candidates for their consideration. A significant number of our clients have requested our assistance time and again as a result of the quality of our work....

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BRIMEYER-FURSMAN, LLC

Brimeyer Fursman, LLC is an executive search and consulting firm working primarily in the public sector. We provide executive services to public sector and non-profit boards, councils, and commissions to assist in the recruitment and selection of managers, administrators, directors, department heads, and key staff. We serve our clients by functioning as a professional extension of their human resource department....

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CDM SMITH

CDM Smith provides lasting and integrated solutions in water, environment, transportation, energy and facilities to public and private clients worldwide. As a full-service consulting, engineering, construction, and operations firm, we deliver exceptional client service, quality results and enduring value across the entire project life cycle.

World Headquarters
50 Hampshire Street
Cambridge, Massachusetts 02139
USA

Tel: +1.617.452.6000
Fax: +1.617.452.8000

Established – 1947 as a partnership; incorporated in 1970...

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COLIN BAENZIGER & ASSOCIATES

Candidates often ask us for advice about how to present themselves to potential employers. While it is aimed primarily at the public sector and city manager positions in particular, much of it is applicable to the private sector as well. We hope the information provided in this section of our website will be helpful.

Note that the materials provided herein are designed to be used together...

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CPS HR CONSULTING

At CPS HR Consulting, every service we provide, every recommendation we make, is based on improving your agency's organizational performance. Throughout our 25 years of HR service, we've developed unparalleled expertise in the public sector, as well as strategic focus unmatched by any other HR service provider. Applying this combination of knowledge and vision, we're uniquely capable of helping you maximize your organizational performance.

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DELTA PRIME CONSULTING

About Us

Delta Prime specializes in providing mission-based organizations with a unique blend of professional HR and organizational development expertise. We offer a variety of customized services — ranging from recruiting to coaching to succession planning — that allow HR and organizational development to work together effectively. Our approach is not one size fits all. Instead, we craft tailored strategies and solutions that fit your organization's individual needs and aid in accomplishing its specific mission and goals.

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GMP CONSULTING

GMP Consultants is a northwest-based public sector executive search firm that brings over 180 years of local government leadership experience with both regional and national relationships. All our senior search consultants are active in both ICMA and local state level city management associations or in their respective professional associations. GMP Consultants offer our clients experienced subject matter experts with a solid understanding of local government coupled with decades of experience...

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GOVHR USA

Heidi Voorhees and Joellen Earl have extensive experience in local government consulting and in local government administration. This experience along with an understanding of the changing needs of local government led them to form GovHR USA, a comprehensive consulting firm that provides executive recruitment, interim and contract staffing, management and human resources consulting and professional development to clients...

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HAWKINS COMPANY

Established in 1984, The Hawkins Company is a management consulting firm specializing in executive recruitment. While recognized for our expertise in diversity recruiting, we are a general practice executive search firm that focuses on achieving the executive level staffing objectives of private, public, educational and non-profit clients with a commitment to recruiting "best in class" diverse leadership talent...

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TOP SEARCH

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HR DYNAMICS & PERFORMANCE MANAGEMENT, INC.

Rhonda Strout-Garcia received her Master's Degree in Human Resources Management from Chapman University, and a Bachelor's Degree from Southern Illinois University in Workforce Education and Development. She is a graduate of the Leadership Riverside Program sponsored by the Greater Riverside Chambers of Commerce.

Rhonda's experience includes over 30 years of professional public management experience, in Human Resources Management....

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HR-ONESOURCE

At HR-OneSource we specialize in providing human resource consulting services to employers. Since employee costs represent a major share of the costs of operating a company, it is very important to manage the human resource element as attentively as you do your physical and financial resources. To help you manage this human resource element, HR-OneSource can provide you with the expertise on a more economical consulting basis than a costly full-time employment arrangement....

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JDGRAYGROUP.COM

Jason Gray is an experienced local government professional based in who has led teams in the role of City Manager and Assistant City Manager for over 15 years. In his role as City Manager, he was able to lead teams in accomplishing a wide variety of financial, economic development, organizational, and technical breakthroughs. Jason's experience as the Chief Executive Officer of two high-growth, high-quality of life communities (City Manager of Money Magazine's #1 Best Place to Live in America-McKinney, Texas and City Manager of Celina, Texas) as well as his years as an Assistant City Manager in Frisco, Texas has provided Jason with a remarkable perspective to help communities succeed at the highest levels....

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KOFF & ASSOCIATES

Koff & Associates is a full-service human resources consulting firm specializing in the areas of consultation and custom services in strategic planning for the management of human resources. We help our clients address the people side of their business. This includes classification and compensation studies, performance management systems, recruitments, handbook and process design audits, labor/management issues and productivity improvement....

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MCGRATH CONSULTING, INC.

Citizens have high expectations of what fire, EMS, and police departments should provide. These expectations are often based on scenes from television, movies, or hearsay rather than industry standards or budget constraints. The McGrath Consulting Group's methodology helps define proper levels of response and services as well as the dollars needed to provide that service.

Public safety is not only necessary, it's a major cost center....

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MERCER GROUP

The Mercer Group, Inc. is an independent management consulting firm incorporated in the State of Georgia and operating nationwide.

The firm was founded by James L. Mercer, a management consultant of more than 30 years in the public and private sectors and a former Assistant City Manager. He has written and co-authored seven books and more than three hundred articles on various phases of public management....

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MERCER GROUP

Mr. Higginbotham's distinguished public sector career of over 30 years has included serving as chief executive officer and chief financial officer of cities in Florida and California. He served as City Manager of Gainesville, Florida, Melbourne Beach, Florida, Surfside, Florida, and Madeira Beach, Florida ranging in population from 3,100 to 123,100 and CFO in Bakersfield, California with a population of 352,400. ...

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MERCER GROUP

Jerry Bailey has served in Human Resource leadership positions in both the public and private sector for over 35 years, leading operations in California, Hawaii, Louisiana, New Jersey, Tennessee and Texas. This service included public education, telecommunications, electric, gas, water and wastewater utility management as well as a partner in the Western Personnel Management Center where Jerry concentrated on union relations for elementary and secondary school districts and guiding school districts through a community based search process for selection of Superintendents and other school administration positions. ...

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NEHER & ASSOCIATES EXECUTIVE SEARCH & RECRUITING

Founded with the mission of optimizing excellence through three basic concepts: **quality performance, integrity, and partnering for success**, the Neher & Associates team of consulting professionals is characterized by high ethics, over 30 years of senior level management and consulting experience, professionalism, flexibility, attention to details, a collegial participative management style, and respect for confidentiality....

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PECKHAM & MCKENNEY

Peckham & McKenney provides Executive Search and Consulting services to local government agencies throughout the Western United States and is headquartered in Sacramento, CA. The firm was established as a partnership in June 2004 by Bobbi Peckham and Phil McKenney and is supported by an experienced administrative staff. Peckham & McKenney was established on the premise that an executive search and consulting firm must be dedicated to providing its clients and candidates with professional service, as well as a personal, hands-on approach....

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POLIHIRE

POLIHIRE is a minority-owned and operated executive search firm based in Washington, DC, with a national focus and perspective. We provide organizations with first-rate, consistent service in addressing their most critical, sensitive executive hiring needs. We offer complete retained executive search services, including needs and specifications development, target and candidate review and selection, as well as offer negotiation....

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PROTHMAN

Prothman, headquartered in the greater Seattle area, specializes in providing national, regional, and local recruitment services to large and small cities, counties, special districts, nonprofits, and other governmental agencies throughout the United States.

Driven by our passion for local government, we are known and respected for our outstanding customer service, quality candidate pools, and first-hand knowledge of local government....

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RALPH ANDERSEN & ASSOCIATES

Ralph Andersen & Associates has a clear focus in its approach to assignments:

- There's always an entire team behind every assignment;
 - We take a multi-disciplinary approach to meeting our client's needs;
 - We provide a broad range of personalized services; and
 - We keep commitments, performing at a level that exceeds our client's expectations.
- ...

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RICHARD MEYES ASSOCIATES

Corporate Information

Who We Are?

We are game changers.

RMA goes beyond traditional talent acquisition and a one-time job fulfillment project. We deliver customized talent acquisition and management that encompasses more than just the job you're filling. We match candidates to your more comprehensive business needs, enhancing operations.

Our Total Talent Management approach ensures that candidates are thoroughly vetted and matched to your company's culture, skills requirements, and business objectives....

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ROBERTS CONSULTING GROUP

Norm Roberts pioneered the field of public sector recruiting. Our consultants have successfully recruited thousands of chief executives and senior-level executives for public agencies throughout the United States. We have assisted our clients in finding highly talented individuals with a commitment to serving the public, and our placements are some of the best and brightest in their fields....

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SLAVIN MANAGEMENT CONSULTANTS

Slavin Management Consultants is an independent management consulting firm located in Norcross, GA and operates a nation-wide management consulting practice. We take pride in providing exceptional and tailored consulting services to a wide variety of clients.

Slavin Management Consultants was founded in 1988 by local government practitioners to provide quality human resources services to public sector organizations....

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TERI BLACK & COMPANY, LLC

Our Philosophy
Our business strategy is based on *two guiding principles — quality and results*. We offer a highly personalized approach to our clients so they receive *superior service* and, ultimately, *impressive results*. Retaining TBC as a recruiting partner is *an investment that will reap rewards for many years to come...*

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WALDRON

Waldron is the consulting partner strategic leaders choose to help attract, engage, and inspire effective leaders. We provide a unique combination of executive search, leadership development and career transition services across sectors and industries. Our passion is helping people and organizations realize their full potential and increase their impact.

When your brand reputation is on the line, you can trust Waldron to resolve even the most sensitive talent and management challenges with experience, discretion and insight....

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WBCP, INC.

When you choose the WBCP team, you get a dedicated partner. WBCP has over 20 years of experience providing search services for the public sector and nonprofit organizations. We are experts at managing recruitments for small, medium, and large public sector and nonprofit organizations. We have a track record of working successfully with elected officials, constituents, staff, and community-based organizations through our comprehensive recruitment process....

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WEBUILD STAFFING

With over 18 years of experience recruiting professionals within these industries, Webuild Staffing has gained an exceptional understanding of the full life cycle of development and all the personnel required to take a project from acquisition through completion; Whether Construction, Engineering, Environmental or Climate Change / Sustainability oriented we take the time to understand the nuances of your employment needs and puts our expertise to work to achieve exceptional results....

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JOB SEARCH

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EMPLOYER TOOLS

- POST A JOB
- COMMUNITY
- REQUEST INFORMATION
- EMPLOYER RESOURCES
- EMPLOYER FAQ
- LEVERAGING YOUR ONLINE PRESENCE
- HEALTH AND WELLNESS EMPOWERMENT

CAREER TOOLS

- JOB SEEKER TOOLS
- SEARCH FOR JOBS
- POST A RESUME
- LOCATION SPOTLIGHT
- COMMUNITY LISTINGS
- QUESTIONS AND ANSWERS
- HIRE GOVERNMENT INITIATIVE

GOV TALK

- COVID RESOURCES
- EDUCATION/TRAINING
- ELIGIBILITY/HIRING ISSUES
- JOB DESCRIPTIONS/GLOSSARY
- OVERVIEW
- TRENDS

PUBLIC SECTOR NEWS
PUBLIC SECTOR



CAREER ADVICE

- NETWORKING/INTERVIEWING
- ON THE JOB
- PERSONALITY ASSESSMENT
- RESUMES/COVER LETTERS
- INNOVATIONS
- SOCIAL MEDIA

JOB SEARCH



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Attachment: SKM_C450i22101107490 (9376 : Discuss recruiting firms and proposals)



Attachment: SKM_C450i22101107490 (9376 : Discuss recruiting firms and proposals)



**Proposal to Provide Executive Search Services
(City Administrator) to the City of Merrill**



Public Administration Associates, LLC



Public Administration Associates

Public Administration Associates

1155 W. South Street

Whitewater, WI 53190

262.903.9509

www.public-administration.com

kevin.brunner1013@gmail.com

October 10, 2022

City Attorney Tom Hayden

City of Merrill

1004 East First Street

Merrill, WI 54452

Dear City Attorney Hayden,

I am herewith submitting a proposal to assist the City of Merrill in the recruitment / selection of the community's next City Administrator. Since 1998, Public Administration Associates (PAA) has worked with over 175 different Wisconsin municipalities on the recruitment/selection of their chief administrative officers and we would welcome the opportunity to work with you, Mayor Hass, the City Council and City Staff on this very important search.

We have worked with the City of Merrill on the search for its last two city administrators and we would feel privileged to work with you all again on this important project. We have also worked with many communities in north central Wisconsin in the past several years, so we are very familiar with and attuned to this part of Wisconsin and its municipal market dynamics.

To date, PAA has conducted almost 400 executive searches. What follows is information about our company and the assistance that we would bring to the City of Merrill. Please feel free to visit our website at www.public-administration.com.

Please call if I can answer any questions or concerns you may have regarding this proposal. I would also be more than willing to present this proposal to your City Council and/or Selection Committee if requested.

Thank you for your consideration.

Sincerely,

Kevin M. Brunner

Kevin M. Brunner, President

Attachment: PAA-MerrillCAPProposal(10102022) (9376 : Discuss recruiting firms and proposals)



Public Administration Associates

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Attachment: PAA-MerrillCAPProposal(10102022) (9376 : Discuss recruiting firms and proposals)

1. About Public Administration Associates

SINCE
1998

Taking Local Government
to New Heights...

Public Administration Associates, LLC (PAA) is recognized among the most trusted, skilled and effective local government consultants in Wisconsin and the Midwest. Our consultants are highly skilled practitioners who get the job done through unparalleled commitment to public service, the highest standards of service to its clients and the efficient use of client time and resources. PAA has built a sterling reputation earned from 20 plus years of municipal consulting and a combined 400+ years of public management experience.

A New Generation of PAA Leadership

PAA was organized in April 1998 by partners William Frueh, Denise Frueh, and Dr. Stephen Hintz. Kevin Brunner is now President of PAA and the Fruehs and Hintz are PAA Associates along with approximately twelve other local government professionals who are affiliated with PAA and work on a project-to-project basis. In 2020, Kevin Brunner was joined by David Bretl and Christopher Swartz as partners of the firm. Brunner currently serves as the firm's president while Bretl serves as vice-president and Swartz as its secretary/treasurer.



Kevin Brunner

President/Partner

Kevin Brunner has over thirty-five years of experience in serving Wisconsin local governments. He served as the manager/administrator in Saukville, Monona, De Pere, and Whitewater and worked as an assistant administrator for the City of Appleton and Kenosha County. He retired from public service as the Director of Central Services/Public Works for Walworth County. Brunner was the recipient of the 2007 Wisconsin City/County Manager of the Year and 2012 Service Innovation awards, both from the Wisconsin City/County Management Association (WCMA). Brunner is a past president of the WCMA and served on the League of Wisconsin Municipalities and Alliance of Cities Boards of Directors. He received his BA in Political Science and Criminal Justice from Carthage College (Magna Cum Laude and Rhodes Scholar Nominee); MPA from Michigan State University and is a graduate of the University of Virginia Senior Executive Institute. He achieved credentialed manager (ICMA-CM) status from the International City/County Management Association during his city management career. He has served on numerous public and non-profit boards and is currently chair of the Geneva Lake Conservancy. Brunner has been actively consulting since 2014.



David Bretl

Vice President/Partner

David Bretl has as served local governments in Wisconsin for the past twenty-nine years. He retired in early 2020 from his position as County Administrator and Corporation Counsel for Walworth County, a combined position that he held since 2003. He has joined PAA as a partner in January 2020 but has been working as a consultant with the firm since 2018. During his eighteen years at Walworth County, Dave was involved in the two board downsizings, the replacement of most of the County's facilities and the consolidation of six departments. Dave has moderated the county's Intergovernmental Cooperation Council (a collaborative effort among municipal, county and town governments) since 2008 and serves as an advisor to Leadership Walworth, a program designed to develop public, non-profit, and private sector leaders. In 2005 he helped organize a county-wide private-public economic development initiative, WCEDA (Walworth County Economic Development Alliance, Inc.). In 2015 that organization honored him by establishing the Dave Bretl Community Betterment Award.



Chris Swartz

Secretary-Treasurer/Partner

Chris Swartz has served as a municipal manager in Wisconsin for over 30 years, most recently as Village Manager for the Village of Shorewood (2004-2017), Administrator for the Village of Sussex (1990-2004) and Clerk-Treasurer Administrative Coordinator Village of East Troy (1986-1990). He started his career as a researcher for the Citizens Governmental Research Bureau/Public Policy Forum (1983-1985). He retired from Shorewood in 2017 as a credentialed manager as designated by the International City Management Association ICMA). Swartz has a Master of Science

degree in Urban Affairs from the University of Wisconsin-Milwaukee (1983) and an undergraduate degree from University of Wisconsin-Stevens Point. Swartz has been recognized for his innovative approach to economic development, strategic and financial planning, organizational development and intergovernmental cooperation. He is known as a mentor to emerging public administration leaders through his tenure as an adjunct professor within the Masters of Public Administration (MPA) graduate program at the University of Wisconsin-Milwaukee. Swartz has been formally recognized for his lifetime achievements, including Wisconsin City/County Management Association "Meritorious Service Award" (2015), James R. Ryan Lifetime Achievement Award from the Public Policy Forum (2017) and Wisconsin Economic Development Association Fredrick C. Pearce Lifetime Achievement award (2017).

Comprehensive Government Consulting Services



Executive Recruitment

Assisting municipalities in the recruitment and selection of management personnel including managers, administrators and department/division heads.



Interim Management Services

Providing skilled and experienced administrators on a full-time or part-time basis for a limited period of time.



Organization & Management Studies

Analyzing municipal organizations, operations, and management structure and procedures using best practice standards. Specializing in organizational assessments, public works, and +public safety.



Classification & Compensation Studies

Analyzing and developing of classification and compensation plans using internal and external equity standards.



Economic Development Services

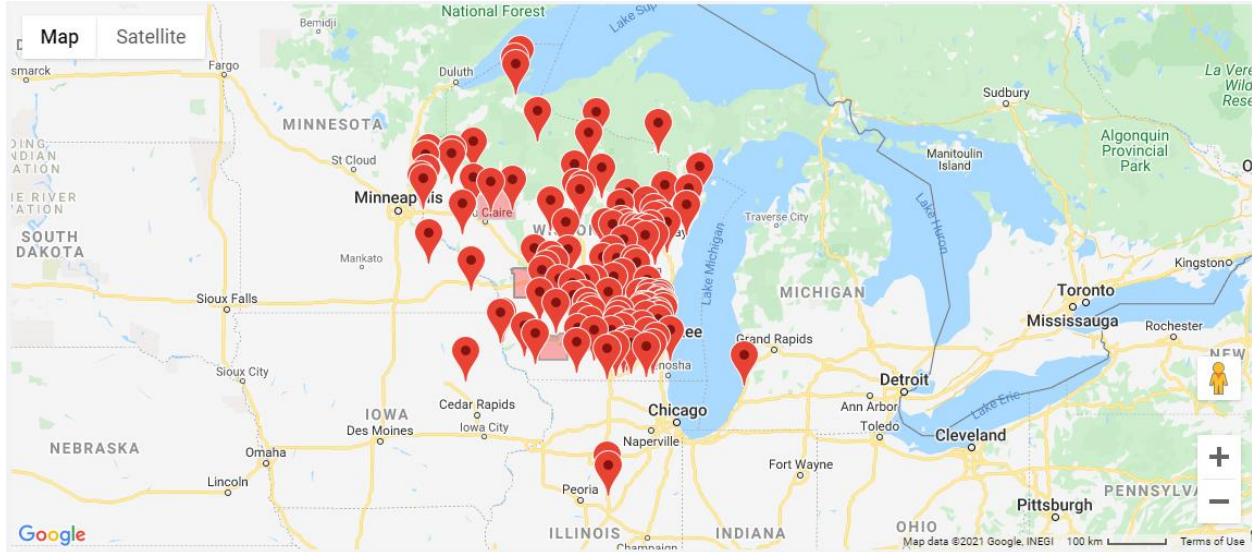
Assisting communities establish and implement economic development projects and programs, including downtown revitalization initiatives, redevelopment and tax incremental financing, business improvement district plans, brownfields initiatives, and business and industrial park planning and development.



Strategic Planning & Implementation

Performing community needs assessments, preparation of plans, strategies for implementation of community plans, site planning/development review assistance, and assisting communities in development of boundary agreements and cooperative plans.

PAA Executive Recruitment Clients



Almost 400 Municipal Administrator Searches Since 1998

The number beside the municipality name is the number of times PAA has assisted the municipality. State of Wisconsin unless otherwise noted. View the [interactive map](#) on our website for the work that we have performed for these communities.

Cities

Abbotsford (2)
Adams (2)
Algoma
Antigo (3)
Ashland (2)
Baraboo (2)
Berlin (2)
Brillion
Chilton (2)
Chippewa Falls (2)
Clintonville (2)
Columbus (3)
Crystal River, Florida
Cudahy
Delavan (2)
DePere (3)
Durand (3)
Eagle River
El Paso, Illinois
Elkhorn

Elroy (3)
Evansville (3)
Fond du Lac
Fort Atkinson (2)
Fox Lake (3)
Geneseo, Illinois
Glendale
Hartford
Hillsboro (3)
Horicon (2)
Hudson
Independence, Iowa
Jefferson (5)
Kewaunee
Lake Geneva (2)
Lake Mills
Lancaster (4)
Marinette (2)
Marquette, Iowa
Marshfield (2)
Mauston (3)

Menominee, Michigan
Mequon
Menasha
Menominee (2)
Merrill (2)
Middleton (2)
Milton
Mineral Point
Minonk, Illinois (3)
Monona (3)
Monroe (2)
New Lisbon
New London (3)
Niagara
Oak Park Heights, MN
Oconto (2)
Omro
Park Falls
Pine Island, MN
Platteville (5)
Prairie du Chien (2)

Princeton (2)
Port Washington
Racine
Reedsburg (2)
Rhineland
Rice Lake
Richland Center
Ripon
Shawano (4)
South Haven, MI
St. Croix Falls
St. Francis
Sturgeon Bay (5)
Thorp
Tomah (2)
Verona (3)
Washburn (2)
Waukesha
Waupaca
Waupun (2)
Wautoma

Wauwatosa (2)
 Weyauwega (3)
 Whitewater (3)

Villages

Ashwaubenon
 Bayside (3)
 Bellevue (2)
 Belleville (3)
 Bonduel
 Brown Deer
 Clinton (2)
 Colfax
 Cross Plains (2)
 Darien
 Deerfield
 Denmark (2)
 DeForest (2)
 East Troy
 Edgar
 Egg Harbor (2)
 Elkhart Lake
 Elm Grove
 Ephraim
 Fox Point (2)
 Germantown
 Grafton (2)
 Greendale (2)
 Greenville

Hales Corners
 Hammond
 Hartland (3)
 Howard (3)
 Jackson
 Johnson Creek (3)
 Kewaskum
 Little Chute (5)
 Lodi (3)
 Marshall (2)
 Maple Bluff
 McFarland (2)
 Merton
 New Glarus (4)
 North Fond du Lac (3)
 Oregon (2)
 Osceola (3)
 Paddock Lake (2)
 Palmyra
 Pardeeville
 Port Edwards
 Poynette
 Prairie du Sac
 Pulaski
 Rothschild
 Sherwood
 Shorewood Hills
 Slinger (2)
 Somerset
 Spring Green

Suamico (3)
 Stanley
 Sussex
 Thiensville (2)
 Turtle Lake
 Twin Lakes (2)
 Union Grove (2)
 Waterford
 Waunakee
 W. Milwaukee (3)
 Williams Bay (2)
 Wind Point (2)
 Winneconne (4)
 Whitefish Bay (2)
 Wrightstown (3)

Towns

Algoma (3)
 Beloit
 Buchanan (5)
 Cedarburg (2)
 Clayton (2)
 Empire
 Fox Crossing (Menasha)
 (4)
 Gibraltar (2)
 Grand Chute (3)
 Greenville (2)
 La Pointe (2)
 Lawrence (2)

Ledgeview
 Linn
 Lisbon
 Oconto
 Osceola
 Rib Mountain
 Richfield (2)
 Sevastopol
 Shorewood Hills
 Vernon
 Weston
 Washington

Counties

Ashland
 Chippewa (3)
 Dodge (2)
 Door
 Green Lake (2)
 Iowa
 Monroe
 Oconto (2)
 Polk (3)
 Price
 Sauk
 Shawano
 Wabasha, MN (2)
 Washburn
 Wausara

2. PAA Consultants (Associates)



Dr. Stephen Hintz - Associate

Associate Stephen Hintz served on the faculty of the University of Wisconsin Oshkosh from 1972 to 2001 where he taught personnel, budgeting, and municipal management in the Master of Public Administration program. For twenty years, he served as executive secretary of the Wisconsin City/County Management Association. Hintz holds a Ph.D. in political science from Yale University. He has been consulting with municipalities on recruitment and management issues since 1980. In 1998, Hintz was elected to the Oshkosh Common Council and was the Mayor of Oshkosh from 2002 to 2004. In 2001, he received the prestigious Sweeney Academic Award from the International City/County Management Association for his lifelong work in promoting

public administration.

Dr. Hintz works on executive recruitment and general management studies for PAA.



William Frueh – Associate

Associate William Frueh has served local and state governments since 1962, as a City Manager in Council Bluffs, Iowa; Newton, New Jersey; Shawnee, Oklahoma and retired in 1996 after 20 years as the city manager of Oshkosh, Wisconsin. He also served as the Director of Economic and Community Affairs for the State of Oklahoma. Oshkosh Citizens and the Oshkosh Northwestern newspaper named Frueh as one of the ten people in Oshkosh who most influenced the development of Oshkosh during the twentieth century. Frueh received his bachelor's degree in Civil Engineering from Iowa State University and has experience as a City Engineer and Public Works Director. He has been actively consulting since 1996 and is a Life Member of both the International City/County Management Association and WCMA.

Mr. Frueh works on executive recruitment and public works-related management studies for PAA.



Denise Frueh - Business Manager/Associate

Denise Frueh received both her bachelor's and master's degrees in Business Administration from the University of Wisconsin. She has over 20 years of experience in serving municipal governments, as Deputy Assessor for the City of Oshkosh, WI and as a consultant to local governments. In addition to serving as the business manager for Public Administration Associates, she has been actively consulting since 1996 on numerous executive searches and administrative studies for Midwest municipalities in Wisconsin, Illinois, Minnesota and Iowa.



Dave Tebo – Associate

Dave Tebo served as a Municipal Administrator in Wisconsin for 25 years, most recently in the Village of Poynette (1994-2000) and Town of Greenville (2000-2017). Tebo has a master's degree in Public Affairs & Administration from UW-Madison and a bachelor's in Urban & Regional Studies from UW-Oshkosh. Dave is a Credentialed Manager (CM) by the International City Management Association (ICMA) and Certified Public Manager (CPM) by the State of Wisconsin. He is experienced in all local government management duties including: budgeting, financial analysis, human resources, community development, planning and economic development. Project areas Dave had in-depth experience and success while in Greenville include: Land Use Planning, Sustainability, Land Stewardship (Creation of Two DATCP recognized Agricultural Enterprise Areas), Grant writing for Trail Construction and Administration (\$3 million in trail projects over the last 15 years), and Economic Development (TID Development and work with Fox Cities Regional Partnership). Tebo's work in Greenville was featured in the book *The New Public Service-Serving, Not Steering* by Janet and Robert Denhardt in 2007.

Mr. Tebo works on interim management assignments, executive recruitment and classification/compensation studies for PAA.



Duane Gau – Associate

Duane Gau has over thirty years of experience in Wisconsin local government. He has worked on cooperative agreements, boundary agreements, TID management, personnel management, recruitment, public works/utilities and finance. In 2001, as Village Administrator, he assisted in a merger of a Village and Township to create a new governmental entity. Gau provided organizational analysis and salary studies for the Villages of Holman and Cross Plains and has served as interim administrator for the Villages of Mount Horeb, Holmen, Maine, Brokaw, Town of Texas and interim Public Works/Utilities Director for Columbus, Wisconsin. Duane has a bachelor's degree in Business Management from Cardinal Stritch University in Milwaukee and an Associate's Degree in Civil Engineering from Madison College Technical College. He is member of WCMA.

Mr. Gau works on interim management assignments, executive recruitment and management studies for PAA.



Sue McDade – Associate

Sue McDade has over 30 years of experience as a local government recreation and facilities administrator. She is currently the Community Services Director in Waunakee, Wisconsin, a fast-growing north Madison suburb. Responsibilities include recreational programming, supervision of the community center (including a fitness center, gymnasium, community room and senior center), and development of the park system, currently consisting of over 200 acres of park land. Mc Dade obtained a master's degree in Recreation and Park Administration from Penn State University. She is a past president of the Wisconsin Park and Recreation Association (WPRA), serving from 2014-2016. She is the recipient of numerous Wisconsin and regional honors and awards, including the prestigious WPRA Professional Award of Merit in 2010. McDade teaches courses in the Recreation Management Program at Madison Area Technical College.

Ms. McDade works on executive recruitment and park and recreation-related management studies for PAA.



Anthony Brown – Associate

Anthony Brown is the current City Administrator for the City of Port Washington, WI. Anthony has over a decade worth of experience serving Wisconsin local governments. He has served in different municipal management capacities in southeast Wisconsin and the Fox Valley. Mr. Brown is recognized as a functional, hands-on servant leader, who believes in empowering employees to become leaders. He is experienced in all local government management duties including budgeting, financial management, human resources, community and economic development, strategic planning, and performance management. Anthony has a master's degree in Public Administration with an emphasis on municipal management and a Bachelor of Arts in Political Science with an emphasis on law studies from the University of Wisconsin-Milwaukee. In addition, Anthony has sought additional educational opportunities by graduating from the Government Finance Officers Association (GFOA) Budget Academy, obtaining his Lean Six Sigma Yellow and Green Belt Certification, and getting accredited through the Congress for New Urbanism (CNU).

Brown works on executive search and general consulting projects for PAA.

Timothy Franz – Associate



Timothy Franz is the retired fire chief of the Oshkosh Fire Department and has been in the fire service for over 30 years. Franz has an associate's degree in fire protection from Fox Valley Technical College and a bachelor's degree in fire science from the University of Cincinnati. He also is a graduate of the National Fire Academy Executive Fire Officer Program. Franz is a past president of the Wisconsin State Fire Chiefs' Association and has served as a consultant on various fire and emergency management studies. Recently, he has worked on the Fire/EMS studies for Verona, Sevastopol, Door County, Buchanan, five Oconto County Townships, Little Chute, Platteville, Sturgeon Bay and Park Falls with PAA.

Franz works on Fire/EMS-related studies and Fire Chief executive search projects as well as Fire/EMS compliance audits for PAA.

James Austad – Associate



James Austad is an instructor in the Fire Protection Program at Fox Valley Technical College. He is a 28-year veteran of the fire service, spending 22 years with the Oshkosh Fire Department. He was the battalion chief in charge of the emergency medical services division of the Oshkosh Fire Department. Austad received an associate's degree in fire protection from Fox Valley Technical College, a bachelor's degree in business management from Silver Lake College, and a master's degree in public administration from the University of Wisconsin Oshkosh. He also is a graduate of the National Fire Academy Executive Officer Program. Austad has recently worked on the PAA Fire/EMS Studies for Sevastopol, Door County, Buchanan, Oconto Township, Sturgeon Bay, Little Chute, Platteville and Park Falls.

Austad works on Fire/EMS-related studies and Fire Chief executive search projects as well as Fire/EMS compliance audits for PAA.



David Berner – Associate

David Berner received his bachelor's degree from UW-LaCrosse. He served in various local government leadership positions for over 33 years including Mayor of Rice Lake, Town Administrator of Menasha, City Administrator of both Tomah and Monona and City Manager of Platteville. Since retiring from active public service in 2011, Berner has served as a management consultant and interim municipal administrator. Most recently, he served the communities of Belleville, Columbus, Fort Atkinson and Lake Geneva as their interim manager.

Berner works on executive recruitment and interim management assignments for PAA.



Darrell Hofland – Associate

Darrell Hofland has 35 years of municipal management experience in Wisconsin, most recently as City Administrator for Sheboygan (2016-2020), Village Administrator for Grafton (1990-2016), Village Administrator for Little Chute (1986-1990), and Administrative Assistant to the Mayor for Appleton (1985-1986). Mr. Hofland was the first recipient of the Meritorious Service Award in 2000 by the Wisconsin City/County Management Association and Wisconsin's first Credentialed Manager by the International City/County Management Association. He is experienced in all local government management duties including budgeting, financial management, human resources, community and economic development, strategic planning, and performance management. His academic credentials include attainment of a Master's Degree in Public Administration from American University with a concentration in Financial Management and a Bachelor of Arts Degree in Political Science and Psychology from University of Iowa. He is also a graduate of the Senior Executive Institute of the University of Virginia's Weldon Cooper Center for Public Service.

Hofland works on executive recruitment, interim management assignments and municipal strategic planning projects for PAA.



Dr. Mamadou Coulibaly - Associate

Associate Dr. Mamadou Coulibaly is a specialist in the application of Geographic Information Systems (GIS). Coulibaly is an Associate Professor of Geography at the University of Wisconsin-Oshkosh where he teaches and conducts research on information processing, data analysis, mapping, and solutions to environmental and socioeconomic problems. He received his Ph.D. from the Southern Illinois University at Carbondale in 2004. Coulibaly has worked on mapping for PAA on a number of Fire/EMS Studies including Lodi, Little Chute, Platteville and Park Falls.

Dr. Coulibaly works on a wide variety of management studies for PAA.



Steve Kubacki – Associate

Steve Kubacki has nearly 40 years of Municipal Government experience in the State of Wisconsin beginning with the City of Janesville as an Environmental Technician, Assistant Director of Public Works and Street Superintendent. He has since served as an Administrator for the City of Brillion, Villages of Germantown, Ashwaubenon and Suamico and Chippewa County. He has extensive experience and knowledge in economic and community development working to create, plan, administer and manage extremely successful TIF districts in Suamico, Germantown and Ashwaubenon, including the TIF district that now encompasses the “Tiletown” Development District that surrounds Lambeau Field. Steve retired from the Village of Suamico in May of 2019 and has worked on a number of projects for PAA for the cities of Park Falls and Marinette. He is a graduate of UW- Stevens Point with a BS in Resource Management and has completed graduate level coursework at both UW- Whitewater and Oshkosh in Public Administration and Urban/Regional Planning.

Kubacki works on interim management assignments and public works-related management studies for PAA.



Bruce Stelzner – Associate

Bruce Stelzner has over 30 years of experience in Wisconsin local government. Stelzner has served as a County Highway Commissioner, Public Works Superintendent and Business Park Administrator. His responsibilities have included administration, management, design, and construction of public works/ utilities; highways and bridges; public infrastructure, personnel management, asset management, fleet management, building and grounds management. Stelzner has served as the State Director for the National Association of County Engineers and President of the Wisconsin County Highway Association. Stelzner has served as the Chairman, Co-Chair or member of many national, State, and Local committees including the NACo Transportation Steering Committee, FHWA State Transportation Innovation Council, Wisconsin Regional Planning/MPO, Wisconsin Local Roads and Streets Council and many other boards and commissions.

Stelzner works on interim management assignments and public works-related management studies for PAA.

3.

PAA's Approach to Executive Recruitment for Merrill

Our primary objectives are (1) to attract the highest number of professionally qualified, experienced and diverse applicants and (2) to facilitate a selection process that is thorough, professional and timely, resulting in the selection of the candidate who best meets the requirements of the City.

We believe that the Mayor and ultimately the full City Council should be actively involved in the selection process at all stages of the process. Our primary role is to provide progressively more information about candidates to assist the Mayor and City Council in selecting semi-finalists, finalists, and the final choice. While we certainly review applicants very carefully, it is not our role to select candidates.

We believe that the process consists both of recruiting—the City officials involved will be actively selling themselves to potential candidates—and selecting—the Mayor and City Council carefully reviewing applicants for the best possible choice. Too often municipalities only consider the selection part.

We believe that the staff has a large stake in the process. We recommend that department heads and other staff have an opportunity to meet and talk with each of the finalists. However, we fully recognize that the final decision rests with the governing body.

Finally, we believe that the process should be conducted in a planned, deliberate, and timely fashion. Specific preferences of the City should be accommodated in the design of the process, not as the process unfolds.

4. Our Process for Merrill

The following is our 12-step process that describes the scope of activities to be performed by Public Administration Associates, LLC during a typical municipal executive recruitment and selection process. We can readily adapt the process that we utilize to a schedule as may be requested by Merrill.

Chris Swartz, PAA Partner, will be the lead consultants on the Merrill recruitment/selection project and PAA Associate Darrell Hofland will assist him. This team has worked extensively in Wisconsin and collectively have worked on over 50 successful municipal administrator search projects.

Activities to be Performed for Merrill by PAA Consultants

1. Meet with the Mayor, City Council, City Staff and Community Stakeholders as appropriate to discuss the characteristics desired in the next Merrill City Administrator and the process of recruitment; interview the current City Administrator for his perspective on the position and future community needs; review the City Administrator ordinance and job description and prepare needed revisions; review and recommend changes to the current position salary range; prepare the position description; determine recruitment procedures and the interview and selection process, and determine the optimal time schedule for the City of Merrill;

These meetings are important to establish the qualifications and qualities that the City wants in the next City Administrator and to determine the recruitment procedures and schedule.

2. Place advertisements in appropriate publications and on-line sources, including the International City/County Management Association (ICMA), Illinois City/County Management Association (ILCMA), League of Wisconsin Municipalities, Wisconsin City/County Management Association (WCMA), League of Minnesota Cities, Strategic Government Resources, universities with nationally recognized public administration programs (city management) including the University of Kansas, Northern Illinois University, University of Minnesota, Mankato State University, Syracuse University and Brigham Young University; also contact and encourage personally known qualified individuals to apply;

ICMA, ILCMA, WCMA, Strategic Government Resources, the Minnesota League of Cities and the League of Wisconsin Municipalities are the premier channels for reaching qualified applicants for the Merrill City Administrator position in our opinion.

3. Produce a two-minute video with the City to promote the position via social media (primarily YouTube and LinkedIn) to prospective applicants. Since we started the video posting of our client’s position announcements several years ago, we have experienced a 35% increase in the number of applicants. PAA will assist in writing the script for the video and the City will assist in providing readily available still photography and/or video content of the City. The Mayor or his designee will also be videotaped as part of this video to promote the position. Here are two links to recent video job announcements (for the City of Middleton and Village of DeForest respectively) we distribute via social media as examples.



Middleton City Administrator
<https://youtu.be/tJoG5vQyJrE>



DeForest Village Administrator
https://youtu.be/-BWP_dRaZkc

PAA will also produce a Merrill City Administrator Position Profile that will be used in the direct marketing of the position to targeted candidates identified by PAA and the City. Recent examples of such profiles that we have developed for the cities of Elkhorn and Middleton are included as exhibits to this proposal.

4. Receive applications and acknowledge receipt. We will download all application materials onto a Google Drive file and will share that with the City Clerk so that a full and complete record

Attachment: PAA-MerrillCAPProposal(10102022) (9376 : Discuss recruiting firms and proposals)

of all submitted information is fully maintained for municipal recordkeeping and open records purposes.

5. Review applications and provide a “Mini-Resume” Candidates Report to the Mayor and City Council that will include a rating of the candidates as “qualified”, “unqualified” and “wild card” (these candidates may not strictly meet the qualifications but may have particular skills or work experience that may warrant continued consideration as candidates for the City Administrator position).

6. Review applications with the City Council Search Committee for the selection of semi-finalists (typically there will be between six and ten candidates who would continue as semi-finalists).

7. Contact semi-finalists designated by the Mayor and City Council; conduct background and reference checks; prepare semi-finalist candidate profile statements (see attachment for an example of the detailed 4–5-page reference report that we produce on each candidate at this stage); provide material to the Mayor and City Council.

This is the most important and time-consuming part of the search process. Semi-finalists must supply references that are from elected officials and staff superiors, peers, and subordinates with whom the applicant has worked. If references are not appropriate, semi-finalists must supply additional references. Questions are asked about accomplishments, strengths, skills, interpersonal relationships, and needed areas of improvement. This information is critical in evaluating the candidates and preparing the candidate profile statements. Semi-finalists will prepare electronic video interview presentations for the Mayor and City Council to review. If desired as an alternative, telephone or video conference interviews can be arranged.

8. Review semi-finalists with the Mayor and City Council for selection of candidates to be interviewed on site in Merrill.

The Mayor and City Council review the resumes, the reports developed from the reference/background information and the electronic presentations. It then selects candidates as finalists to be interviewed. At this stage, all the candidates should be technically qualified to be Merrill’s next City Administrator. The primary value of the interview is to determine the “fit” with the City Council, City staff and the Merrill community.

9. Work with the Mayor and City Staff to arrange interviews and the on-site candidate assessment center in Merrill.

10. Assist in the interview process, including arranging the schedule, coordinating plans with candidates, providing sample interview questions, conducting a writing exercise, observing the interviews, facilitating the selection of the first choice, and seeing that the interviews run smoothly.

While there are a variety of approaches to the interview process, PAA normally recommends a two-day “assessment center” type. On the first day, all the finalists on individual schedules tour Merrill and meet with the city leadership team (typically department heads) and appropriate department staff. Although the department staff members do not participate in the final selection of the City Administrator, each of them is asked to comment on the candidates as further evidence for the Mayor and City Council to consider. These meetings are important for both the candidates and the staff and City officials. Other activities for the Mayor and City Council to consider are a community reception or meet and greet for candidates, an in-basket exercise, a leaderless group discussion, an emotional intelligence assessment and a psychological review.

On the second day, the full City Council and Mayor interview each candidate for approximately one hour. In addition, each candidate participates in a writing exercise to determine writing skills. The actual interview day(s) are scheduled at the convenience of the Mayor and City Council members.

There are other approaches to the interview process. PAA will work with the Mayor and City Council to determine the process that is most suitable for Merrill.

11. Provide assistance in the negotiation of an employment agreement.

Normally, PAA receives instructions from the Mayor and City Council and negotiates an employment agreement for review and approval by the City Council at the next meeting of the City Council. However, we are prepared to work with the City Council in any capacity in negotiating an employment agreement with the selected candidate. It is also imperative that the Merrill City Attorney approve as to form the employment agreement that will be negotiated with the chosen candidate. While PAA has drafted many city administrator employment agreements, however, the final document to be negotiated must have the full review/approval of the City Attorney.

12. Prepare letters for the Mayor's signature thanking all applicants and notifying them of the final result.

5. Project Costs

We strive to make our costs affordable to the municipal clients that we serve. We know that in Wisconsin, with local government levy limits and expenditure restraints, that municipalities must be ever cost-conscious.

Total Cost (Including all Direct Marketing Costs Estimated at Between \$2,500 and \$3,000 for the Merrill Posting and Direct Consultant Expenses Estimated at Between \$700 and \$800)-**\$15,800.**

Not included in our lump sum amount are any aptitude/psychological tests, emotional intelligence assessments; post-offer background checks and/or interview visits to the candidate's community of residence if desired or requested. If requested by the City, PAA will facilitate this work and just pass-through these costs to the City (PAA does not apply any mark-up to them).

PAA will bill the City for one-third of the quoted lump sum amount at the time of execution of the search services contract with PAA; one-third at the mid-point in the search process (selection of semi-finalists) and will bill the remainder of any other costs incurred on behalf of the City after the City Administrator's employment agreement has been approved by the Merrill City Council.

6. Merrill Recruitment/Selection Schedule

Typically, a municipal management search of this type will take approximately 16 weeks from start to when the new city administrator begins his or her new duties, however, PAA will work closely with City officials to maintain a schedule that will get a new administrator on board as soon as what the City desires. If selected, PAA would like a full discussion on that issue with the Mayor and/or City Council before finalizing the recruitment/selection schedule.

WEEKS	1-4	5-8	9-12	12-16
Project Discovery/City Administrator Qualification & Qualities Discernment				
Ad Placement, Video Production, Position Announcement				
Application Reception				
Application Review, Assessment, Presentation				
Contact Semi-finalists				
Review Semi-finalists				
City Administrator Candidate Assessment Center in Merrill				
Negotiations with Selected Candidate				
New City Administrator on Board in Merrill				

Attachment: PAA-MerrillCAPProposal(10102022) (9376 : Discuss recruiting firms and proposals)

7. Our Commitment to Merrill

Public Administration Associates, LLC will commit whatever time and effort is necessary to fully and successfully complete all tasks described in this proposal.

Public Administration Associates, LLC provides the following guarantees:

- If the initial search is not successful, PAA will conduct an additional search until the Merrill City Administrator position is filled.
- If the candidate selected either resigns or is terminated for cause within the first twelve months of employment, PAA will conduct a new search and waive its consultation fee. We have had to only honor this guarantee twice for almost 400 municipal executive searches that we have conducted over the past 24 years (that's a success rate of over 99%!). As such, we are very confident in our recruitment/selection processes that we employ.

8. PAA References-Recent Wisconsin Municipal Executive Searches

Jack Anderson, Village President, Village of Greenville, Phone 920-757-5181 (C)

Jeanne Carpenter, Former Village President, Village of Oregon, Phone 608-358-7837 (C)

Michael Bablick, Mayor, City of Park Falls, Phone 715-762-2436 Ext. 229

Barbara Daus, City Council President, City of Platteville, Phone 608-348-3365(C)

Marty Becker, Former Mayor, City of Port Washington, Phone 262-707-1464 (C)

Dr. Bill Duncan, Village President, Village of Williams Bay, Phone 262-245-2700

Mason Becker, City Council President, City of Fort Atkinson, Phone 920-723-4924 (C)

Steve Genisot, Mayor, City of Marinette, Phone 906-399-8854 (C)

David Benforado, Village President, Village of Shorewood Hills, Phone 608-535-2960

Theodore Grant, Mayor, City of Ripon, Phone 920-896-6900 (O)

Gurdip Brar, Mayor, City of Middleton, Phone 608-821-8359 (C)

Tom Hartz, Former Mayor, City of Lake Geneva, Phone 262-374-9127 (C)

Jane Cahill-Wolfgram, President, Village of DeForest, Phone 608-438-5358 (O)

Dr. Bryan Kennedy, Mayor, City of Glendale, 414-228-1700 (O)

Ben Krumenauer, Administrator, Village of Bellevue,
Phone 920-410-5563 (O)

Tim McCumber, County Board Chair, Sauk County, 608-
963-6581 (C)

Mark Milliren, Mayor, City of Durand, Phone 715-672-
8770 (O)

Wanda Montgomery, President, Village of Brown Deer,
Phone 262-502-1460

Laura Nelson, Former President, Village of Suamico,
Phone 920-246-8212 (C)

Rich O'Connor, Mayor, City of Hudson, Phone 715-386-
4765 (Ext. 120) (O)

Joe Osterman, Chair, Town of Lisbon, Phone 262-246-
6100 (Ext. 1200) (O)

Thomas Pavlic, Mayor, City of Cudahy, Phone 414-769-
2222 (O)

George Peterson, President, Village of Rothschild,
Phone 715-359-3660 (O)

Susan Sanabria, President, Village of Wind Point,
Phone 262-994-0733 (C)

Ryan Schroeder, Mayor, City of Delavan, Phone 262-
728-5585 ext. 113 (O)

Kathy Schlieve, Administrator, City of Waupun,
Phone 920-324-5563 (O)

Dr. Lanny Tibaldo, Chair, Town of Lawrence, Phone:
920-619-6257 (C)

Roger Truttman, President, Village of New Glarus,
Phone 608-212-6785 (C)

David Varnem, Mayor, City of Lancaster, Phone 608-
723-4109(C)

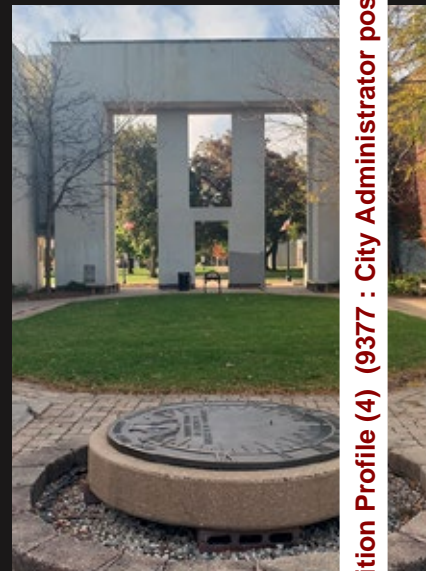
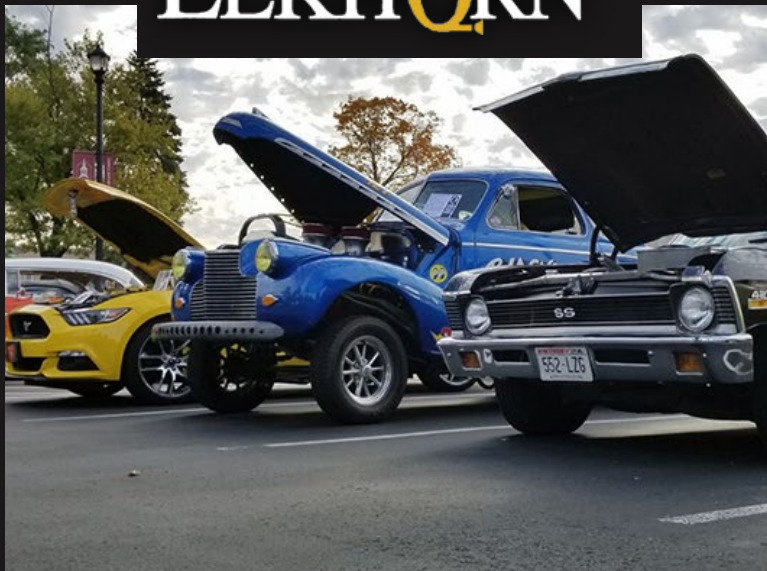
Brian Wohlhaupter, Human Resources Manager,
City of Middleton, Phone 608-821-8350

Jim Weiss, Chair, Town of Linn, Phone 262-245-2700
(C)

Dale Yurs, President, Village of Belleville, Phone 608-
577-9502 (C)



ELKHORN™



Elkhorn City Administrator

Position Profile



Public Administration Associates

Attachment: Elkhorn City Administrator - Position Profile (4) (9377 : City Administrator position profile from Elkhorn and Middleton)



www.cityofelkhorn.org

The City

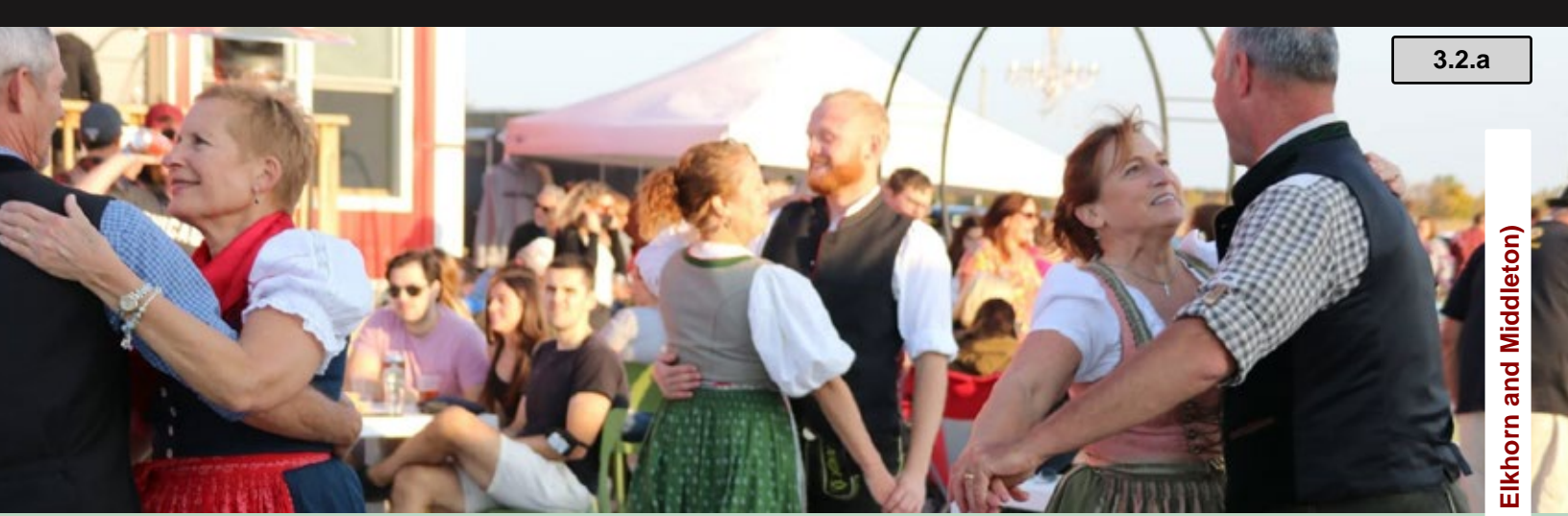
Elkhorn is one of the most livable small towns in America. The City thrives as a traditional Wisconsin "hometown" with tree-lined streets, beautiful historic homes and a downtown central town square. It is a place in which to grow up, raise a family and retire within the context of a caring community exhibiting excellence in governance, education, recreation, health care and civic activity.

Elkhorn is growing with just over 10,000 residents located in southeastern Wisconsin in close proximity to Milwaukee, Madison and Janesville with downtown Chicago just 85 miles away. Elkhorn is the county seat of Walworth County, has a bustling downtown, business parks and is a regional market center. Since 1851, it has annually hosted the Walworth County Fair which is the largest in Wisconsin after the Wisconsin State Fair.

Because Elkhorn places large, colorful Christmas decorations around its central square, Elkhorn has been affectionately called the "Christmas Card Town" since before World War II. This tradition continues each year with local artists creating new watercolor paintings that are turned into community Christmas cards.

Elkhorn is a community that prides itself on being a great place to live, work, play, learn and visit as well as for providing high quality municipal services. It combines a small-town quality of life with the amenities of large metro areas in very close proximity.





The Position

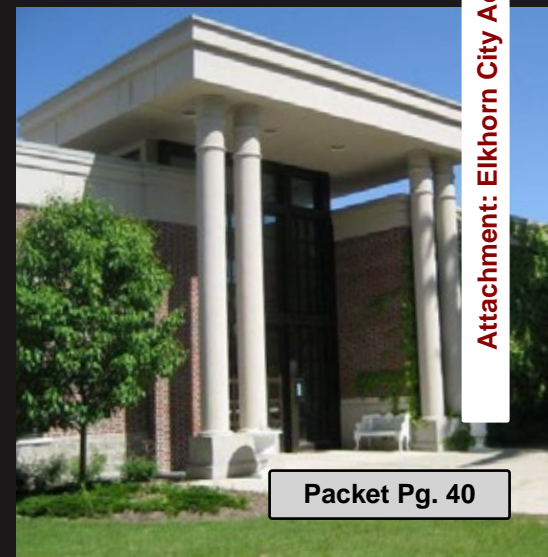
The Elkhorn City Administrator is the chief administrative officer of the municipal government and is responsible for the day-to-day management of City services. The City Administrator reports directly to the Mayor and six City Council members who are elected on a non-partisan basis for two-year terms.

The City Administrator oversees a \$7.37M General Fund Annual Operating Budget with separate annual Enterprise Fund Budgets (Electric, Sewer, Water and Solid Waste) totaling another \$20.31M. With Special Revenue, Capital and TID, total 2022 Budgets are \$39.5M.

In addition to financial management responsibilities, the City Administrator is directly responsible for Human Resources/Labor Relations, Risk Management and Community Development.

The City Administrator leads a staff of 81 FT and 38 part-time and seasonal employees. Future emphasis for the next Elkhorn City Administrator will be on the Five-Year Capital Improvements Plan (CIP) implementation (emphasis on utility infrastructure); downtown redevelopment; parking facility improvements and park/open space improvements and development.

Salary Range \$95,000-\$120,000 plus Excellent Fringe Benefit Package



The Ideal Candidate

The ideal candidate for the Elkhorn City Administrator position will be a person with a high level of both personal and professional integrity who has great listening and communication skills. The successful candidate must be innovative in his or her approach to community problem-solving and have a passion for public service. The ability to cultivate positive and productive relationships with the city council, staff, business community and citizens is paramount to success.

Skills & Experience

A strong skill set in financial management is imperative including budget development/monitoring; capital improvement planning and implementation and economic development facilitation with an emphasis on downtown redevelopment and citywide commercial development. A firm grasp of human resources administration as well as community planning is also very important.

Qualifications

Require Bachelor's Degree in public or business administration or related field; prefer Master's Degree with five (5) years of progressive municipal management experience. Consideration of candidates with private sector or military experience will be made if they can demonstrate accomplishments that directly relate to skills required. Municipal electric utility experience a plus. A willingness to live in the community is another plus.

How to Apply

Send cover letter, resume, salary history and five work-related references (One PDF) to Public Administration Associates, LLC, Attn: Kevin Brunner, President; 1155 W. South Street Whitewater WI 53190; e-mail kevin.brunner1013@gmail.com; phone 262-903-9509 by February 4, 2022.

Confidentiality must be requested by applicant and cannot be guaranteed for finalists.



Middleton City Administrator

Position Profile



Public Administration Associates

Attachment: Middleton City Administrator - Position Profile 1221 (9377 : City Administrator position profile from Elkhorn and Middleton)



www.cityofmiddleton.us

The City

Located adjacent to Madison, Wisconsin's capital, on the west shore of Lake Mendota, the City of Middleton is predominantly residential and home to 21,827 residents in approximately 9 square miles. According to the U.S. Census, Middleton grew 25% from 2010 to 2020. A regional employment center, the city imports nearly 10,000 employees.

The city operates various facilities to serve the community including an activity center, library, senior center, aquatic center, golf course, bike park, ice arena, two historic museums, and a municipal airport. The Middleton-Cross Plains Area School has been the recipient of numerous Green Ribbon awards and includes a Performing Arts Center. Middleton provides emergency management, police, and fire services.

From 2005-2013, Middleton was honored by Money Magazine and CNN as one of the top ten small city places to live in the U.S. (under 50,000 population), including "America's Best Place to Live" (2007). Originally called Peatville for the large quantities of peat extracted from its soil, the village was renamed Middleton when it was separated from the town of Madison in 1848. Middleton incorporated as a village in 1905 and became a city in 1963.

An eight-member City Council is elected by districts and, along with a Mayor elected at large, makes up Middleton's governing body. The City Administrator is appointed by the Mayor subject to confirmation by the City Council. The city maintains an Aa1 bond rating.

The City of Middleton takes its motto "The Good Neighbor City" seriously and is dedicated to maintaining and improving the quality of life for its residents and community through the provision of excellent educational, employment, and recreational opportunities, as well as services for those in need.



The Position

The City Administrator is the Chief Administrative Officer and is appointed by the Mayor, subject to confirmation by the City Common Council. This position's duties are broad and encompass all aspects of municipal management. In fulfilling the responsibilities, the City Administrator makes significant decisions related to finance and budgeting, personnel management, planning, public works, community and economic development, and intergovernmental relations to ensure efficient and effective performance of the organization.

The City Administrator is responsible for leading a talented and dedicated executive leadership team in implementing actions that carry out the City Common Council's vision, priorities, and policies. This means planning, coordinating and directing the operations and activities of eleven (11) City departments, except for the Police Department and Library, so that overall organizational goals and functions are met, while fostering a safe and inclusive work environment.

The City Administrator attends all regularly scheduled Common Council meetings and other special meetings as requested by the Mayor, is responsible for coordinating with the City Clerk to make sure the appropriate agendas are prepared for Common Council meetings, and order of business for all appropriate committee and commission meetings. In doing so, keeping the Common Council well-informed on matters affecting the City by recommending legislation and policies in the City's interest.

The City Administrator advises the Common Council of the City's financial condition and future needs, reports on the finances and programs of the City by preparing and submitting the annual budget and capital improvement plan, administers the adopted budget, and serves as the purchasing agent to ensure material, equipment and services purchases are made according to policy guidelines.

The City Administrator actively engages community stakeholders by effectively representing the City. This means being proactive in the community by developing positive external relationships with local businesses, groups, and other government officials to advise the City on partnership opportunities and efforts.



The Ideal Candidate

The City of Middleton is seeking candidates who exemplify creativity and innovation. The ideal candidate is a collaborative, dynamic and personable leader who is highly engaged with the public, community stakeholders and City Council, board and committee members as well as the city staff that he or she will lead and team with. A critical and strategic thinker who will foster an environment of equity and inclusiveness that will propel the community forward is desired.

The next Middleton City Administrator will have excellent communications skills and be able to establish a good rapport with a wide variety of community members. Carrying oneself with a high degree of professionalism with personal integrity is a given. The City desires a candidate who fosters teamwork and who will support and encourage a positive working environment and professional development opportunities for city staff.

Projects - Opportunities

Middleton's next city administrator must be willing to be professionally and personally challenged. Future opportunities will include the following: capital improvement planning/implementation including Community Campus Project-Library, City Hall and Senior Center; maintenance of current high municipal service levels despite State imposed levy and expenditure limits and physical community growth limitations; successful retirement of Middleton TID #3 (probably the most successful TID ever in Wisconsin); continued community investment in renewable energy options and implementation of Middleton Strategic Plan (2022-2032).

Qualifications

Require Bachelor's Degree in public or business administration or related field; prefer Master's Degree with at least seven years of progressively responsible administrative and leadership experience in a municipal organization. Desire a strong background in community strategic planning/implementation; organizational change and development; inter-governmental relations; economic development (including TID experience); community engagement and budget development and management. The successful candidate should hold people accountable but serve as a facilitator/mentor in achieving community goals and possess the ability to work with diverse personalities and perspectives.

How to Apply

Send cover letter, resume, salary history and five work-related references (one PDF) to Public Administration Associates, LLC, Attn: Kevin Brunner, President; 1155 W. South Street Whitewater WI 53190; e-mail kevin.brunner1013@gmail.com; phone 262-903-9509 by January 28, 2022.