

(5) TB, Lisa, Barb, Micaela,
Public

TO: Town Board

FROM: Lisa Potswald

RE: Town Administrator Recruitment/Selection Proposal

DATE: June 25, 2020

Attached you will find two proposals for recruitment/selection of a Town Administrator.

1. Public Administration Associates, LLC. This firm has been in the business a long time and specializes in hiring for the public sector. The Town hired them in 1999 to handle the selection process for the Town's first Town Administrator. The process is estimated to take 4-5 months. Proposed cost of services is on page 9.

2. Community Security Solutions. While their specialty is in the Police/Fire realm, they also have extensive public sector experience, and the recruitment/selection process is very similar regardless of the position. Because the Town Board requested a menu of services, this proposal provides that list. When you determine the services you want to use from the list, CSS will then put together a cost of services quote.

Additional Considerations:

The following is in the 2020 budget:

51410-00	Additional TA (new starting Dec 2020) 2 payrolls*	\$4,444.44
51410-01	FICA*	\$ 339.99
51410-03	WRS*	\$ 299.99
51410-04	TA Expenses (head hunter)	<u>\$4,000.00</u>
		\$9,084.42

*Note that these funds are budgeted to pay for a new TA starting in December 2020, allowing a month for me to work with that person before I leave. However, if the person does not begin until January 2021, those expenses could be again budgeted in 2021, leaving you the amount above to spend on a contract for recruitment/selection.

My target date to leave the position is February 28, 2021, however I am willing to be somewhat flexible with that date. Just a reminder that the recruitment/selection process will take 4-5 months from the point that you establish a contract with a recruiter, should you decide to go in that direction.

This topic will be on the July 14, 2020 agenda for your discussion. If you want more information from either or both proposers, please let me know what information you want and I can contact them.

RECEIVED

JUN 26 2020

Initial: dy



**COMMUNITY
SECURITY
SOLUTIONS**

Steven J. Riffel

Managing Partner

414.315.2111

sriffel@communitysecuritysolutions.com

communitysecuritysolutions.com

June 23, 2020

Town Administrator Lisa Potswald
Town of LaPointe / Madeline Island
P.O. Box 270
LaPointe, WI 54350

Dear Administrator Potswald:

Thank you for your recent inquiry regarding CSS's Executive Recruitment and Employment Assistance Services that we provide to Municipalities. We have extensive experience in the area of developing Position Descriptions, Position Specific Qualifications matched specifically to individual communities, Recruitment and Postings/Individual Talent Search-Solicitations, Candidate/Resume Evaluation, Interviews, and all other aspects of the selection process. Most recently, CSS completed a four month nation-wide recruitment/selection process for the Village of Saukville, WI for their Executive Fire Chief Position after their long-term Chief retired.

We are confident that we can provide assistance to and collaborate with the Town of LaPointe in your selection of a new Town Administrator. I have included an attached listing of the possible services that we can provide and assist with. I suggest the Town Board review the list and if interested in all or portions of the services advise us so we may examine and complete a compensation proposal to present to them.

We are available to discuss, present to or clarify any information to the Board or Board Members. We have enjoyed our past collaborative efforts with the Town and look forward to hearing from you in regards to your Executive Search needs.

Sincerely,

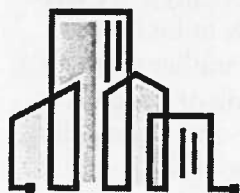
Steven J. Riffel
Managing Partner
CSS, LLC

COMMUNITY SECURITY SOLUTIONS MUNICIPAL EXECUTIVE SEARCH SERVICES

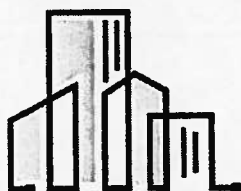
1. **COMMUNITY INPUT:** Interviews with Residents, Business Owners, Community Leaders, Elected Officials and Town Employees to ascertain desired traits and qualifications of next Town Administrator
2. Assist Town in Developing and Designing Administrator Position Description (based on Community Input) and Postings to include Comparable Compensation / Benefit Packages as well as Time Frames for each Selection Process Step
3. Postings on Multiple Media Sites to include Pay for Use Sites (Town responsibility), League of Municipalities and possible CSS Individual Talent Search / Personal Candidate Recruitment
4. **PROCESS:** Review Resumes/Applications with or for the Town to include confirming minimum qualifications, comparing Town's needs with Candidates' education and experiences
5. Initial Interviews: Phone or Personal Interviews with / for the Town with each candidate
6. Produce a List of Qualified Candidates for Town - Present Candidates to Interview
7. Assist and coordinate Interviews of Candidates by the Town Board or desired Committee tasked with hiring
8. Collaborate with Candidate Background Check, Reference Checks, and Due Diligence for Town (normally in conjunction with outside police agency)
9. Assist in Conditional Offer of Employment, Negotiations if Desired
10. Any and all other Consultations desired by the Town to include but not limited to Comparable Benefit and Compensation Packages,



Town Administrator Recruitment/Selection Proposal



Public Administration Associates, LLC



Public Administration Associates, LLC

1155 W. South Street
Whitewater, WI 53190
262.903.9509

kevin.brunner1013@gmail.com

June 17, 2020

Lisa Potswald, Town Administrator
Town of La Pointe
240 Big Bay Road
PO Box 270
LaPointe, WI 54808

Dear Town Administrator Potswald,

I am herewith submitting our proposal to assist the Town of La Pointe in the recruitment/selection of the next town administrator. Public Administration Associates (PAA) has conducted over 300 municipal executive searches during its 20+ year history and would be quite honored and thrilled to work again with the Town (we worked with La Pointe in 2000 on a previous town administrator search). We are a Wisconsin-based company and what follows is information about our firm and the assistance that we would bring to this important executive search process. Please feel free to visit our website at www.public-administration.com.

Public Administration Associates is dedicated to encouraging professional municipal administration and to assist local governments in that endeavor. Bill and Denise Frueh as well as Dr. Stephen Hintz formed Public Administration Associates in 1998. I joined the firm in 2015 and became its president in 2018. A description of our company and the benefits it has to offer governmental entities is included in our proposal. I will be the lead consultant on your search process and will be assisted by Chris Swartz, who has over 35 years of municipal administrative experience.

In the last two years, PAA has completed the recruitment of new managers/administrators for over 30 small to mid-size Wisconsin communities including Abbotsford, Belleville, Columbus, Durand, Ellsworth, Johnson Creek, Lancaster, Marshall, Mauston, Mineral Point, New Glarus, Park Falls, Wind Point and Winneconne that are very similar in size and operations to LaPointe. In the last year, we have completed searches for new Town Administrators for Algoma (Winnebago County), Buchanan (Outagamie County), Lisbon (Waukesha County) and Linn (Walworth County). We have also conducted a number of recent searches in northwestern Wisconsin in proximity to La Pointe (City of Park Falls and Village of Ellsworth in the last several months), so we are familiar with the municipal market dynamics of the area. As such, we have a very good understanding of the current needs of Wisconsin municipal government leadership as well as a familiarity with some outstanding potential candidates that we have already vetted for these other administrator positions. This recent experience coupled with our firm's network of municipal manager contacts across Wisconsin and

the Midwest will assist in expediting your particular recruitment process for a new town administrator in LaPointe.

We are confident that we can work efficiently locating and encouraging potential candidates for the La Pointe Town Administrator position. This will be a national search and we have a network of local government managers, not only in Wisconsin, but across the country that we will utilize on behalf of the Town.

I am also enclosing a list of the municipalities we have assisted in their executive searches as part of our proposal. Together, again, we have conducted over 300 municipal administrator searches. As a result of that extensive experience, we have almost 1,000 detailed reference files of potential candidates. As a reference on a recent project, I would encourage you to contact any of the municipal leaders that we have included in our proposal.

The partners have many years of leadership experience in the International City/County Management Association and the Wisconsin City/County Management Association. I am a Life Member of both organizations. I am a former President of the Wisconsin City/County Management Association and have been an active member of both ICMA and WCMA for the past 35 years. We are confident because of our many contacts in the municipal management profession that we will bring forward many qualified prospects for the Town; in fact, we have already compiled a list of 8-10 potential candidates that we would target recruit for the LaPointe town administrator position.

The list of different governmental entities that Public Administration Associates have conducted executive searches for is quite extensive. Over 60% of our work is performed for municipalities which we have previously worked for and we are proud of our many long-term relationships with some of them spanning almost 40 years (since Dr. Hintz started his previous consulting practice in the early 1970's).

Many studies have shown that those governmental entities that utilize executive search firms select a person who most closely fits their needs and thus, they are more satisfied with their choice. We say "their choice" because our philosophy is that the Town Board makes the selection. We provide comprehensive and objective information to assist them in the selection process. We also handle all the paperwork of notifications, negotiations, etc... thus saving your staff the additional burden and clerical work in this regard. We facilitate the process in a very effective and efficient manner.

As part of its standard recruiting process, our firm uses a video job announcement that we push out on several social media platforms and You Tube (which is now the world's largest internet search engine) in addition to posting your position on professional local government and university job boards. We have found that using the video announcement on social media has increased the number of candidates for our local government administrator positions by almost 35%.

As part of our package of services we also utilize a video interview process along with a highly detailed 3-5 page reference review report on each semi-final candidate to assist the Town Board in making the selection of the finalists for the position. Several examples of the detailed reference reports we produce is included as an attachment to this proposal.

Several times we have been asked why our fees are so reasonable. We purposely keep our fees affordable because we are dedicated to promoting the "best" in local government administration.

As we have told clients, “please don’t hire us because we are the lowest cost; hire us because we provide the best service”. I believe that if you contact the officials of any of the counties, cities, villages and towns that we have served, they will agree with that assessment of our services.

Our services do not end when you hire your Town Administrator. At no cost, we stay in touch with you and the person you hire throughout their tenure to offer whatever assistance and advice may be needed. We take a personal interest in making your choice as successful as possible and we feel our lengthy municipal and leadership experiences may be of assistance to your new Town Administrator.

We also provide a service guarantee. If for some reason during the first year of employment your new town administrator leaves or doesn’t work out, PAA will come back and conduct the entire recruitment/selection process for free (except for any direct expenses incurred such as advertisements and other costs). We offer that guarantee because of our strong confidence in the recruitment/selection processes we employ.

Please call if I can answer any questions or concerns you may have regarding this proposal. I would be also more than willing to present this proposal to the Town Board if requested.

Thank you for your consideration.

Sincerely,

Kevin M. Brunner

Kevin M. Brunner, President
Public Administration Associates, LLC

About Public Administration Associates, LLC

Public Administration Associates, LLC, is a consulting firm specializing in local government recruitment, interim management services and organization studies. 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 ten other local government professionals who are affiliated with PAA and work on a project to project basis. David Bretl and Christopher Swartz joined the firm as partners of Brunner in January, 2020.

Further information about the partnership can be found at **www.public-administration.com**.

Kevin Brunner, President and Lead Partner

Kevin Brunner has over thirty years of experience in serving Wisconsin local governments. He served as the manager/administrator in Saukville, Monona, De Pere, and Whitewater and also worked as an assistant administrator for the City of Appleton and Kenosha County. He most recently served 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 MPA from Michigan State University and is a graduate of the University of Virginia Senior Executive Institute. He is a credentialed manager (ICMA-CM) from the International City/County Management Association. He has served on numerous public and non-profit boards and is currently chair of the Whitewater Community Foundation and the Geneva Lake Conservancy. Brunner has been actively consulting since 2015.

Chris Swartz, 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 for the Village of East Troy (1986-1990). He started his career as a researcher for the Citizens Governmental Research Bureau/Public Policy Forum (1983-1985). Chris, as an independent contractor was hired by the North Shore Communities to study Dispatch and Fire Consolidation for the North Shore communities of Shorewood, Whitefish Bay, Glendale and Fox Point (1985-1986). 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 and his involvement in the MPA Alumni Association. 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).

Project Consultants for LaPointe

Kevin Brunner will serve as the lead consultant for the entire La Pointe recruitment process and **Chris Swartz** will assist him. Brunner and Swartz have teamed in the last six months on working with both the cities of Platteville and Port Washington, the villages of Ellsworth, Hartland, Johnson Creek and Marshall and the Towns of Buchanan and Lisbon on the recruitment/selection of their new administrators and we encourage you to contact any of the references identified below that have personally worked with us and can vouch for our high performance.

PAA Objectives and Approach to a Municipal Executive Search

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 Town.

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

We believe that the process consists both of recruiting—the Town officials involved will be actively selling themselves to potential candidates—and selecting—the Town Board 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 Town should be accommodated in the design of the process, not as the process unfolds.

Outline of Process

This proposal describes the **scope** of activities to be performed by Public Administration Associates, LLC, acting as consultants for the Town of La Pointe in the recruitment and selection of its next Town Administrator.

Activities to be performed by Consultants

1. Meet with the Town Chair and Town Board and town staff as appropriate to discuss the characteristics desired in the new Town Administrator and the process of recruitment; review the current Town Administrator ordinance and job description; prepare the position description; determine recruitment procedures and the interview and selection process, and determine the time schedule;

[These meetings are important to establish the qualities that the Town wants in the new Town 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, League of Wisconsin Municipalities, Minnesota Municipal League, Wisconsin City/County Management Association, 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 persons to apply;

[ICMA, ILCMA, WCMA, League of Wisconsin Municipalities and Minnesota Municipal League are the premier channels for reaching qualified applicants for the La Pointe position in our opinion.]

3. Produce a one to two minute video with the Town 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, we have experienced a 30% 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 Town. The Town Chair or designee will also be videotaped as part of this video to promote the position. Here are three links to recent video job announcements (for the Cities of Hudson and Lake Geneva and Town of Lisbon) we distribute via social media platforms as examples.

City of Hudson-<https://www.youtube.com/watch?v=Clp2gnNK6Nw>

City of Lake Geneva-https://youtu.be/xYd5_W2zMo0

Town of Lisbon-<https://youtu.be/AfbLYgOivV0>.

We will also produce a digital La Pointe Town Administrator Profile that we will distribute to targeted and interested candidates. An example of this position profile that we will develop for LaPointe is attached (Town of Lisbon).

4. Receive applications and acknowledge receipt. We will download all application materials onto a Google Drive file and will share that with the Town Clerk so that a full and complete record of all submitted information is fully maintained for city recordkeeping and open records purposes.
5. Review applications and provide a "mini-resume" candidates report to the Town Board 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 Town Administrator position;
6. Review applications with the Town Board 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 Town Board; conduct background and reference checks; prepare semi-finalist candidate profile statements (see attachment for an example of the detailed 3-5 page reference report that we produce on each candidate at this stage); provide material to the Town Board;

[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

Town Board to review. If desired as an alternative, telephone or video conference interviews can be arranged.]

8. Review semi-finalists with the Town Board for selection of candidates to be interviewed on site in LaPointe;

[The Town Board 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 of the candidates should be technically qualified to be the Town Administrator. The primary value of the interview is to determine the "fit" with the Town Chair, Town Board, Town staff, and community.]

9. Work with the Town Chair and Town staff to arrange interviews;

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 process. On the first day, all of the finalists on individual schedules tour the Town and meet with the Town staff. Although the department staff members do not participate in the selection of the next Town Administrator, each of them is asked to comment on the candidates as further evidence for the Town Board to consider. These meetings are important for both the candidates and the staff and Town officials. Other activities for the Town Board to consider are a community reception for candidates, an in-basket exercise, a leaderless group discussion, an emotional intelligence assessment and a psychological review.

On the second day, the Town Board interviews each candidate for approximately one hour. In addition, each candidate participates in a writing exercise to determine writing skills. The actual interview days are scheduled at the convenience of the Town Board.]

There are other approaches to the interview process. PAA will work with the Town to determine the process that is most beneficial and suitable for the Town.

11. Provide assistance in the drafting and negotiation of an employment agreement with the selected candidate;

[Normally, the consultant receives instructions from the Town Chair and Town Board and negotiates an employment agreement for review and approval by the Town Board at the next meeting of the Town Board. However, we are prepared to work with the Town Board in any capacity in negotiating an employment agreement with the selected candidate.]

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

Cost

\$9,400 for professional services and direct consultant expenses such as mileage and overnight lodging/meals.

Not included are costs for marketing (including the aforementioned advertisements and video position announcement) estimated at between **\$800 and \$1,000**, any aptitude/psychological tests, or post-interview visits to the candidate's community of residence if desired or requested. These are pass through costs and PAA does not apply any mark-up.

PAA will bill the Town for one-half of the professional services and all incurred expenses to date 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 Town after the new Town Administrator's employment agreement has been approved.

Schedule

Typically, a municipal management search of this type will take approximately 16-20 weeks from start to when the new Town Administrator begins his or her new duties. This process can be expedited depending on the willingness of the Town Board to schedule special meetings to meet the recruitment and selection process outlined above.

References from Recent PAA Municipal Administrator Searches (2019-2020)

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

Marty Becker, Mayor, City of Port Washington, Wisconsin, Phone 262-707-1464 (O)

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

James Fenlon, Village Administrator, Village of Little Chute, Wisconsin, Phone 920-423-3850 (C)

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

Brian McGuire, Mayor, City of Mauston, Wisconsin, Phone 608-548-3035 (C)

Mark Mc Andrews, Chair, Town of Buchanan, Wisconsin; Phone 920-840-5503 (H)

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

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

Joseph Osterman; Chair; Town of Lisbon, Wisconsin; Phone 262-720-1697 (C)

Jeffrey Pfannerstill, President, Village of Hartland, Wisconsin, Phone 262-352-1811 (C)

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

Joel Rasmussen, Chair, Town of Algoma, Wisconsin, Phone 920-410-2311 (C)

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

John Schuepbach, President, Village of Marshall, Wisconsin, Phone 608-655-4017 (O)

Michael Thom, Mayor, City of Columbus, Wisconsin, Phone 920-350-2745 (C)

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

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

Laurie Voss, Mayor, City of Abbotsford, Wisconsin, Phone 715-507-0152 (C)

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

Dean Wolter, President, Village of Germantown, Wisconsin, Phone 262-250-4785 (C)

Understanding

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:

1. If the initial search is not successful, PAA will conduct an additional search until the Town Administrator position is filled.
2. 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.

Approval:

Offered by: Kevin M. Brunner 6/17/2020
Public Administration Associates, LLC Date

Accepted by: _____
Town of La Pointe Date

City/Village/Town/County Clients of Public Administration Associates, LLC (Executive Recruitment Services) Since 1998

(State of Wisconsin unless otherwise noted)

Note: The number beside the municipality name is the number of times PAA has assisted the municipality.

Cities

Abbotsford (2)
Adams (2)
Algoma
Antigo (3)
Ashland (2)
Baraboo (2)
Berlin
Brillion
Chilton
Chippewa Falls (2)
Clintonville (2)
Columbus (3)
Crystal River, Florida
Delavan (2)
DePere (3)
Durand (3)
Eagle River
El Paso, Illinois
Elroy (3)
Evansville (3)
Fond du Lac
Fort Atkinson
Fox Lake (3)
Geneseo, Illinois
Hartford
Hillsboro (2)
Horicon (2)
Hudson
Independence, Iowa
Jefferson (4)
Kewaunee
Lake Geneva (2)
Lancaster (4)
Marinette (2)
Marquette, Iowa
Marshfield (2)
Mauston (3)
Menominee, Michigan
Mequon
Menasha
Merrill
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)
Port Washington
Prairie du Chien (2)
Princeton (2)
Racine
Reedsburg (2)
Rhineland
Rice Lake
Richland Center
Shawano (4)
South Haven, MI
St. Croix Falls
St. Francis
Sturgeon Bay (5)
Thorp
Tomah (2)
Verona (3)
Washburn (2)
Waukesha
Waupaca
Waupun
Wautoma
Wauwatosa (2)
Weyauwega (3)
Whitewater (3)

Villages

Ashwaubenon
Bayside (3)
Bellevue
Belleville

Bonduel
Clinton (2)
Colfax
Cross Plains (2)
Darien
Denmark (2)
East Troy
Edgar
Egg Harbor (2)
Elkhart Lake
Ellsworth
Elm Grove
Ephraim
Fox Point (2)
Germantown (2)
Grafton (2)
Greendale (2)
Hales Corners
Hammond
Hartland (3)
Howard (3)
Johnson Creek (4)
Kewaskum
Little Chute (4)
Lodi (3)
Marshall (2)
Maple Bluff
McFarland (2)
Merton
New Glarus (3)
North Fond du Lac (3)
Oregon
Osceola (3)
Paddock Lake (2)
Palmyra
Pardeeville
Port Edwards
Prairie du Sac
Pulaski
Rothschild
Sherwood
Slinger (2)
Somerset

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

Towns

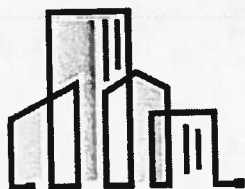
Algoma (3)
 Beloit
 Buchanan (3)
 Cedarburg (2)
 Clayton
 Empire
 Fox Crossing (Menasha) (4)
 Gibraltar (2)
 Grand Chute (3)
 Greenville (2)
 La Pointe
 Lawrence (2)
 Ledgeview
 Lisbon
 Linn
 Oconto
 Osceola
 Rib Mountain

Richfield (2)
 Weston

Counties

Chippewa (3)
 Green Lake
 Iowa
 Monroe
 Polk (3)
 Price
 Shawano
 Wabasha, MN (2)
 Washburn

Examples of the Detailed Reference Reports that PAA Provides the Governing Body on Semi-Finalist Candidates (these particular reports are from a 2018 search and the names of the candidates and locations of their employment have been redacted to maintain confidentiality)



REFERENCE SUMMARY-CONFIDENTIAL

CANDIDATE: [REDACTED]

Summary: [REDACTED] recently has retired from a career in the U.S. Army in which he achieved the final rank of Colonel. His last military position was that of Senior Army Advisor to the State of Tennessee and he previously held a series of progressively more responsible leadership positions over a 29 year military career. Among the US Army awards that he has received are the Draper Leadership Award for demonstrated excellence in executive leadership and the Order of St. George Silver Medallion for lifetime contributions to the profession.

While he does not have administrative experience outside of the military, all of his references indicate that he is an outstanding leader who is widely respected by those he has worked for and by those that have worked for him. As Gen. H.R. McMaster (who was [REDACTED])

commanding officer while at Fort Benning, GA from 2012-2014 and is now President Trump's National Security Advisor) stated in a reference letter "I have no doubt that John [REDACTED] vast operational, leadership and problem solving experience and expertise will transfer easily". His other references echo that statement with comments like "he has learned to adapt to any challenge and he will continue to do so for whomever he work for in the future" and "he has the unwavering calmness and ability to adjust to constant change". He is portrayed by his references as being less of a formal authority leader as some civilians might apply to military personnel in general.

While serving two tours of duty in Iraq (2005-2006 and 2008-2009), [REDACTED] was intimately involved in working with local governments there. He indicates that he served as essentially the town administrator for a suburb of Baghdad with a population of over 100,000. The organization that he led there was responsible for everything you would expect from local government, including public safety, public works, capital improvements, utilities, parks and recreation and economic development. He also served as coach and mentor to the recently elected city council and did a considerable amount of work in educating and training them in their new democratic roles and responsibilities. One of his references, Brig. General Brian Winski, called him one of the "finest officers he has ever worked with".

[REDACTED] would necessarily have a steep learning curve if he were to assume the town administrator role. His strengths are in operations and overall organizational leadership and has less "hands-on" experience in areas such as finance and human resources. He is definitely a "quick study" though and appears that he could pick up the knowledge and skills he would need to become effective quite readily.

[REDACTED] has lived all over the country and the world during his military career and while growing up in a military family. He did, however, graduate from high school in Green Bay and is a graduate of UW-Milwaukee. While, he has told me that while he can't really call any one location home, with his transition out of the Army, he hopes to be able to return to calling Wisconsin home.

REFERENCES USED: George Desario, Director, US Army Chief of Armor, Fort Benning, GA; Col. Daniel Kirk, Commander, 157th Infantry Brigade, Camp Atterbury, IN; Lt. General H.R. McMaster, Former Director, US Army Capabilities Integration Center, Fort Eustis, VA; Brig. Gen. Brian Winski, US Army Director of Operations, Readiness and Mobilization, Washington D.C.

POSITIVE SKILLS: "Very detailed oriented with great experience in managing personnel, equipment and funding" "A team player who understands the mission of the organization" "Unwavering calmness and the ability to adjust to constant change" "Steadfast honesty" "Has tremendous potential to excel in any environment that requires serious thought, qualitative and quantitative analysis and adaptability" "An exceptional leader who has displayed the highest degree of professional competence, integrity, dedication, personal drive and initiative across a career of distinguished service" "Outstanding character, keen intellect, and impressive leadership capabilities"

FIRST IMPRESSIONS: "Immediately portrays an impression of a wise, dedicated and experienced leader" "His personal manner is understated and that of a competent professional...he is authentic and genuine" "He is a proven communicator and will earn respect because of his

competence and because he treats others with respect” “He is confident, very capable, and always comfortable, even in environments that would not normally be considered outside of his comfort zone”

SKILLS TO WORK ON: “There will be a learning curve for him as he transitions to civilian life but, as a military leader he has learned to adapt to any challenge and he will continue to do so for any organization that he leads” “His last assignment in the Army he was working in a largely civilian organization which I think would be an advantage to any officer making the transition....he is a less ‘formal authority’ leader that civilians sometimes apply to military folks in general” “Highly adaptable to any assignment, he performs well in all areas of management and leadership” “In the military we have significant formal authority over those in our command, and the dynamics in a civilian workplace are different”

RELATIONSHIPS WITH:

ELECTED OFFICIALS- [REDACTED] has never directly worked for an elected governing body but was given high marks by his references for his ability to relate well to all levels of the organizations he worked in. One reference indicated that” he could be counted on to provide guidance to his superiors, peers and subordinates alike”. Another remarked that “he had some very difficult bosses in the military but I was amazed at the level of pain he could absorb during the course of working with those folks”

DEPARTMENT HEADS-“He is comfortable in a dynamic, goal oriented environment and is able to lead efforts to develop creative solutions and array limited resources in time, space and purpose to achieve exceptional results” “Value him as a builder of teams” “He acted as a tremendous shield to his people and didn’t amplify downwards as many lesser leaders do” “One of his strengths is training and developing professionals from diverse fields in order to form cohesive teams” “Exceptional in every regard-he is extremely loyal and will always provide candid feedback and advice”

CITIZENS AND MEDIA-[REDACTED] has really never worked directly with citizens in the military as he would need to at the local government level and also has not had much experience as well working with the media. With that said, his references do not believe he couldn’t readily assume an effective role in working with both citizens and the media...as one reference put it “he has a soft touch with people but that is combined with world class determination

COMMUNITY INVOLVEMENT: “In the military you don’t have much time for community involvement” “Very involved in a variety of military base organizations”

REASON FOR SEEKING NEW POSITION: “Can readily make the transition to a civilian leadership role” “Retiring from military and wants to continue in public service” “Will excel in any executive level position whether it be in the private sector or in the Senior Executive Service”

PERSONAL: “Nothing-impeccable” “Absolutely not”

OTHER COMMENTS: “[REDACTED] is prepared to meet any challenge...He should be sought for immediate recruitment as a highly valuable member of your organization-he would be an asset to your Town” “He generates loyalty among his subordinates and gets results in the toughest

environments and conditions” “Absolutely will be successful as a city manager” “He enjoys my complete support and admiration”

REFERENCE SUMMARY-CONFIDENTIAL

CANDIDATE: [REDACTED]

Summary: [REDACTED] is currently the Assistant County Administrator and Personnel Director for Mille Lacs County, MN (Pop. 25,788) and has been in that position for almost three years. In addition to those duties, she also functions as the Public Works Director for Mille Lacs County (the County Administrator explained to me that she is very adept at multi-tasking and she juggles all the responsibilities well). She is a registered professional engineer in the State of Minnesota.

Prior to her current position, [REDACTED] was a project manager for a couple of municipal consulting engineering firms for two years and served for two years as city administrator of Pine City, MN from 2012 to 2014. She was assistant city engineer and then was promoted to the DPW Director of Willmar, MN (Pop. 19,601) from 2008 to 2012. Prior to Willmar, [REDACTED] moved between municipal engineering staff positions and private municipal engineering consulting firms in Minnesota and Kansas after graduating with a civil engineering degree from Iowa State University in 1999. She also earned a MPA from Hamline University in 2007.

All of [REDACTED] references point out that she is a very positive individual who, while she has a great depth of civil and municipal engineering knowledge, has another dimension that allows her to be effective in her human resources work (that is a pretty unique skill set that frankly is not found very often in professional engineers). She is invariably described as very analytic in her work but relatable in that she is able to break down complex engineering problems so that non-engineers can readily understand them. As her current supervisor, the Mille Lacs County Administrator told me, “[REDACTED] goes to great lengths to educate our county commissioners and is good at that”.

While [REDACTED] has developed some good relationship management skills in her career, she apparently resigned in [REDACTED] after facing some pressure from some city council members (as one council member explained “small town politics did her in”). She was characterized by her references as having strong opinions and that she “needs to develop more diplomacy and knowing when not to push things”. Another said she needs to “be more open-minded sometimes and step back and evaluate things more and not make quick decisions”. Her current supervisor also acknowledged that trait of hers but stated strongly while, she is a “counter-puncher” she does it in an “appropriate and disarming way”.

[REDACTED] certainly is a very qualified municipal engineer who has also developed some important administrative skills during her 20 year plus career. She also has a strong personality which you want in a leader. This combined skill set could make her a very good city administrator. However, among the questions about her that arise from the her reference interviews are 1) does she have the requisite relationship management skills necessary for her to be effective in [REDACTED]?, 2) given her proclivity to switch positions in her career (it seems

that she moves on when things become difficult and major challenges occur) would she last very long in [REDACTED]?, and 3) does she have the organizational development skills and abilities that [REDACTED] desires in its next city administrator (nothing on her resume or from what I have learned about her would indicate that she has led or fostered organizational change)?

REFERENCES USED: Marv Calvin; Former Fire Chief and Current Mayor, City of Willmar, MN; Paul Janssen, Former Mayor, City of Pine City, MN; Paul Miller, Council Member, City of Pine City, MN; Mel Odens, County Engineer, Kandiyohi County, MN and Pat Oman, County Administrator, Mille Lacs County, MN

POSITIVE SKILLS: "Very knowledgeable in all facets of municipal engineering" "Very aware of the industry (municipal engineering) as a whole....has served as both a private sector consulting engineer and in various municipalities" "Great organizational skills and very analytical" "Civil engineer who knows her stuff...can's snowball her" "As an engineer she is very good at deciphering what is important and what is not" "Very good work ethic...not afraid to do the right thing and fight for it" "Great at multi-tasking and highly skilled project management skills"

FIRST IMPRESSIONS: "Good engineering background...good knowledge of consulting engineering as well as local government...has the ability to see the whole picture not like a lot of engineers who are so closely focused on one thing" "Willing to meet the citizens at their level and can handle difficult situations" "She gets to the point quickly and not afraid to make her point" "She is open to talk and doesn't form opinions right away...open to listen" "She is driven person who when she wants something she goes after it" "Has a good presence around people and is 'disarming' in that she can counter punch with people but does it in an appropriate way

SKILLS TO WORK ON: "Be a little more open-minded sometimes...especially as an administrator she would need to step back and evaluate things more and not make quick decisions" "Not a lot of weaknesses...I hated to see her leave [REDACTED]" "She is a very forthright and direct person and sometimes this works against her...more diplomacy and knowing when it is better to not push things" "She has had very positive reviews from me but of all the areas that she would need to deal with, finance is an area she needs to work on"

RELATIONSHIPS WITH:

ELECTED OFFICIALS-"Respected by them and is always factual...they listened to her even when there were contentious DPW issues that she advocated for that some necessarily didn't agree with" "As Mayor, I think I worked with her well but some council members tried to control her and but she managed that" "Generally supportive but some council members wanted it their way and she pushed back" "Respects their opinions and listens to them but is strong in her own too" "I've received positive feedback from our county commissioners about her...she serves as county administrator in my absence and has a strong relationship with them and is good at educating them on issues"

DEPARTMENT HEADS-"At the staff level she got along well but, like a lot of driven people, she butted heads with some people but was good in working with difficult people" "Very relatable and willing to step in and help educate them to make them better" "Has very good working relationship with her boss and others in county government" "Had to deal with a lot of long tenured city employees who made it difficult for her but she worked through it" "I appointed her as our HR Director and she needs to work cooperatively with them on hiring and other employment issues but

she has the last word" "Very cordial relationship with them...worked well with a particularly difficult Finance Director"

CITIZENS AND MEDIA-"Never heard a complaint about her, people maybe didn't like what she had to tell them but they invariably understood why she said it" "Nobody can pull anything over on her" "Always listened and brought their concerns forward to the Council when necessary" "Gets to the point quickly but is disarming in how she explains things"

COMMUNITY INVOLVEMENT: "Lived thirty miles away so was not very involved in civic affairs but is willing to attend events that are job-related" "Very family-oriented-didn't see her in community much" "Lives in another county but is involved in her kid's activities which consume a lot of her free time" "Good at community relations"

REASON FOR SEEKING NEW POSITION "Good employees like her will look for opportunities like the one in [REDACTED] and I have encouraged [REDACTED] to improve herself financially and professionally" "I think that they have piled all this work and extra duties on her in Mille Lacs and they lack enough resources" "Not sure...professional advancement...she moves around a lot" "I think that she wants to be in the top chair again" "Professional advancement probably...your call is a surprise because I didn't know she was looking"

PERSONAL "Nothing at all" "Can't imagine anything" "Not that I aware of-he seems like s pretty straightforward person and has high degree of integrity" "Can't think of anything-we did thorough background check when she was hired" "Nothing...we did background when she was hired two years ago and nothing since she came to the county"

OTHER COMMENTS: "Tremendous asset to any organization...was going to approach her about being our city administrator in [REDACTED]" "Would certainly hire her again...did a fabulous job for us in [REDACTED]" "Great person who is very analytical and I think would do a great job for [REDACTED]...small town politics did her in in [REDACTED]" "Not a maverick but she just does her job well" "I'm very excited about this opportunity for her...best picture I can paint for you (of Holly) is that she is a very well qualified engineer but she had broader skills than that in HR and DPW and has performed a wide variety of jobs"