



Special Personnel Committee Meeting Agenda
Thursday, August 2, 2018 – 5:00 PM
City Hall, Conference Room 2A (2nd Floor)

Members: Chairperson Selena Proksa, John Halverson, Doug Skates, Cindy Flower, and Shari Straube

Agenda

1. Call to Order by Chairperson Proksa
2. Roll Call
3. Comments from the public limited to 5 minutes, limited to items on this agenda
4. Presentation by potential search firms to recruit candidates to serve as interim City Administrator and permanent City Administrator for Lake Geneva
5. Discussion/Action regarding recommending hiring a search firm to assist the City Council with hiring an interim and permanent City Administrator.
6. Adjourn

This is a meeting of the Personnel Committee.

No official Council action will be taken; however, a quorum of the Council may be present.

7/31/2018 5:00 pm

cc: Aldermen, Mayor, Administrator, Attorney, Media



July 23, 2018

Mayor Tom Hartz
City of Lake Geneva
626 Geneva Street
Lake Geneva, WI 53147

Dear Mayor Hartz:

Thank you for the opportunity to provide you with a proposal for the City Administrator recruitment and selection process for the City of Lake Geneva. GovHR USA ("GovHR") prides itself on a tailored, personal approach to executive recruitment and selection, able to adapt to your specific requirements for the position.

Qualifications and Experience

GovHR is a public management consulting firm serving municipal clients and other public-sector entities on a national basis. Our headquarters offices are in Northbrook, Illinois. We are a certified Female Business Enterprise in the State of Illinois and work exclusively in the public sector. GovHR offers customized executive recruitment services and completes other management studies and consulting projects for communities. Please note the following key qualifications of our firm:

- Since our establishment in 2009, our consultants have conducted hundreds of recruitments in 29 states, with an increase in business of at least 30% each year. Twenty-eight (28%) of our clients are repeat clients, the best indicator of satisfaction with our services.
- Surveys of our clients show that 94% rate their overall experience with our firm as *Outstanding and* indicate that they plan to use our services or highly recommend us in the future.
- Our state of the art processes, including extensive use of social media for candidate outreach and skype interviews with potential finalist candidates, ensure a successful recruitment for your organization.
- Our high quality, thorough Recruitment Brochure reflects the knowledge we will have about your community and your organization and will provide important information to potential candidates.
- We provide a two-year guarantee for our recruitments. Less than 1% of our clients have had to invoke the guarantee.
- The firm has a total of twenty-seven consultants, both generalists and specialists (public safety, public works, finance, parks, etc.), who are based in Arizona, Florida, Illinois, Indiana, Michigan, and Wisconsin, as well as five reference specialists and eight support staff.

Our consultants are experienced executive recruiters who have conducted over 600 recruitments, working with cities, counties, special districts and other governmental entities of all sizes throughout the country. In addition, we have held leadership positions within local government, giving us an understanding of the complexities and challenges facing today's public-sector leaders.

630 Dundee Road, Suite 130, Northbrook, Illinois 60062
Local: 847.380.3240 Fax: 866.401.3100 GovHRUSA.com

GovHR is led by Heidi Voorhees, President, and Joellen Earl, Chief Executive Officer. Ms. Voorhees previously spent 8 years with the nationally recognized public-sector consulting firm, The PAR Group, and was President of The PAR Group from 2006 – 2009. Ms. Voorhees has conducted more than 250 recruitments in her management consulting career, with many of her clients repeat clients, attesting to the high quality of work performed for them. In addition to her 12 years of executive recruitment and management consulting experience, Ms. Voorhees has 19 years of local government leadership and management service, with ten years as the Village Manager for the Village of Wilmette. Ms. Earl is a seasoned manager, with expertise in public sector human resources management. She has held positions from Human Resources Director and Administrative Services Director to Assistant Town Manager and Assistant County Manager. Ms. Earl has worked in forms of government ranging from Open Town Meeting to Council-Manager and has supervised all municipal and county departments ranging from Public Safety and Public Works to Mental Health and Social Services.

Consultant Assigned

GovHR Senior Vice President Lee Szyborski will be responsible for your recruitment and selection process. His biography is attached to this Proposal and his contact information is:

Lee Szyborski
Senior Vice President
GovHR USA LLC
Telephone: 847-380-3240
LSzyborski@GovHRusa.com

A complete list of GovHR's clients is available on our website at www.govhrusa.com

References

The following references can speak to the quality of service provided by GovHR:

Bayside, Wisconsin (Chief of Police, 2018) - Lee Szyborski

Andy Pederson
Village Manager
9075 N. Regent Road
Bayside, WI 53217
414-206-3925
apederson@bayside-wi.gov

Shorewood, WI (Village Manager, 2017) - Lee Szyborski

Tyler Burkart
Assistant Village Manager
3930 N. Murray Ave.
Shorewood, WI 53211
414-847-2700
tburkart@villageofshorewood.org

Glendale, WI (City Administrator, 2016) – Lee Szyborski

Bryan Kennedy
Mayor
5909 North Milwaukee River Parkway
Glendale, WI 53209
bryankennedy@mindspring.com
414-228-1700

Scope of Work

A typical recruitment and selection process takes approximately 175 hours to conduct. At least 50 hours of this time is administrative, including advertisement placement, reference interviews, and due diligence on candidates. We believe our experience and ability to professionally administer your recruitment will provide you with a diverse pool of highly qualified candidates for your City Administrator search. GovHR clients are informed of the progress of a recruitment throughout the entire process. We are always available by mobile phone or email should you have a question or need information about the recruitment.

GovHR suggests the following approach to your recruitment, subject to your requests for modification:

Phase I – Position Assessment, Position Announcement and Brochure Development

Phase I will include the following steps:

- One-on-one or group interviews will be conducted with elected officials, appointed officials, staff, business community representatives and any other stakeholders identified by the client to develop our Recruitment Brochure. The Proposal assumes up to two full days and one night depending upon the client's needs. We can also utilize dedicated email and surveys to obtain feedback from stakeholder groups. Previous clients have invited community leaders to meetings with our consultants; other clients have developed surveys for the community or organization; and some clients request we use a combination of these methods to fully understand community and organizational needs and expectations for the next City Administrator. We will work closely with you on the format that best meets your needs.
- Development of a **Position Announcement**.
- Development of a detailed **Recruitment Brochure** for your review and approval.
- Agreement on a detailed **Recruitment Timetable** – a typical recruitment takes 90 days from the time you sign the contract until you are ready to appoint the finalist candidate.

Phase II – Advertising, Candidate Recruitment and Outreach

We make extensive use of social media as well as traditional outreach methods to ensure a diverse and highly qualified pool of candidates. In addition, our website is well known in the local government industry – we typically have 5,000 visits to our website each month. Finally, we develop a database customized to your recruitment and can do an email blast to thousands of potential candidates.

Phase II will include the following steps:

- Placement of the Position Announcement in appropriate professional online publications. In addition to public sector publications and websites, outreach will include LinkedIn and other private sector resources. We can provide the City with a list of where we intend to place the position announcement, if requested.
- The development of a database of potential candidates from across the country unique to the position and to the City of Lake Geneva, focusing on the leadership and management skills identified in Phase I as well as size of organization, and experience in addressing challenges and opportunities also outlined in Phase I. This database can range from several hundred to thousands of names depending on the parameters established for the outreach. Outreach will be done in person, and through e-mail and telephone contacts. GovHR consultants have extensive knowledge of the municipal government industry and will personally identify and contact potential

candidates. With more than 600 collective years of municipal and consulting experience among our consultants, we often have inside knowledge about candidates.

Phase III – Candidate Evaluation and Screening

Phase III will include the following steps:

- Review and evaluation of candidates' credentials considering the criteria outlined in the Recruitment Brochure.

Candidates will be interviewed by skype or facetime to fully grasp their qualifications, experience and interpersonal skills. The interviews include asking specific questions about their experiences and skill sets as well as asking questions specific to the City Administrator. We will ask follow up questions and probe specific areas. By utilizing skype or facetime we will have an assessment of their verbal skills and their level of energy for and interest in the position.

- Formal and informal references and an internet/social media search of each candidate will be conducted to further verify candidates' abilities, work ethic, management and leadership skills, analytical skills, interpersonal skills, ability to interact with the media, and any areas identified for improvement.
- All résumés will be acknowledged and contacts and inquiries from candidates will be personally handled by GovHR, ensuring that the City of Lake Geneva's process is professional and well regarded by all who participate.

Phase IV – Presentation of Recommended Candidates

Phase IV will include the following steps:

- GovHR will prepare a Recruitment Report that presents the credentials of those candidates most qualified for the position. You will advise us of the number of reports you will need for the individuals involved in this phase of the recruitment and selection process. We provide a binder which contains the candidate's cover letter and résumé. In addition, we prepare a "mini" résumé for each candidate, so that each candidate's credentials are presented in a uniform way. GovHR will provide you with a log of all candidates who applied. You may also review all the résumés, if requested.
- GovHR will meet with you on-site to review the Recruitment Report and expand upon the information provided. The report will arrive two to three days in advance of the meeting, giving you the opportunity to fully review it. In addition to the written report, we will spend 2 to 3 hours discussing the candidates by reviewing their skype interviews and providing excerpts from the references we will have conducted on the individuals.

Phase V – Interviewing Process

Phase V will include the following steps:

- After the Recruitment Report is presented, the Interviewing Process will be finalized including the discussion of any specific components you deem appropriate, such as a writing sample or oral presentation.
- GovHR will develop the first and second round interview questions for your review and comment. GovHR will provide you with interview books that include the credentials each candidate submits,

a set of questions with room for interviewers to make notes, and evaluation sheets to assist interviewers in assessing the candidate's skills and abilities.

- GovHR will work with you to develop an interview schedule for the candidates, coordinating travel and accommodations. In addition to a structured interview with the City, the schedule will incorporate a tour of City of Lake Geneva's facilities and interviews with senior staff, if the City so desires.
- Once candidates for interview are selected, additional references will be contacted, along with verification of educational credentials, criminal court, credit, and motor vehicle and records checks.
- GovHR recommends a two-step interviewing process with (typically) five or six candidates interviewed in the first round. Following this round, we strongly suggest that two or three candidates are selected for second round interviews. Again, we will prepare a second round of interview questions and an evaluation sheet.
- GovHR consultants will be present for all the interviews, serving as a resource and facilitator.

Phase VI – Appointment of Candidate

- GovHR will assist you as much as you request with the salary and benefit negotiations and drafting of an employment agreement, if appropriate.
- GovHR will notify all applicants of the final appointment, providing professional background information on the successful candidate.

Leadership/Personality Assessments

GovHR has experience working with a wide variety of leadership and personality assessment tools, depending on the qualities and experiences the client is seeking in their candidates. These include but are not limited to Luminaspark, Caliper, DISC and others. Typically these tools cost \$300 per candidate to administer. This fee is not included in our proposal.

Optional 360° Evaluation

As a service to the City of Lake Geneva, we offer the option to provide you with a proposal for a 360° performance evaluation for the appointed City Administrator at about six months into his or her employment. This evaluation will include seeking feedback from both Elected Officials and Department Directors, along with any other constituent the City feels would be relevant and beneficial. This input will be obtained on a confidential basis with comments known only to the consultant. If you are interested in this option, GovHR USA will prepare a proposal for this service.

Recruitment Schedule

A detailed recruitment schedule will be provided in Phase I. The recruitment and selection process typically takes 90 days from the time the contract is signed until the candidate is appointed. We can work with you on a shorter process, should you so desire.

Our typical recruitment process includes the following milestones and deliverables:

- Weeks 1 - 2 On-site interviews of City officials and staff, development and approval of recruitment brochure

Deliverable: recruitment brochure	
➤ Weeks 3 - 8	Placement of professional announcements; candidate identification, screening, interview and evaluation by consultant
➤ Week 9	Consultant recommendation to the City of qualified candidates Deliverable: recruitment report
➤ Week 10	Selection of candidate finalists by the City; additional background and reference checks, report preparation and presentation Deliverable: interview reports including suggested questions and evaluation sheets
➤ Weeks 11-12	Interviews of selected finalist candidates; recommendation of final candidate; negotiation, offer, acceptance and appointment

Summary of Costs	Price
Recruitment Fee:	\$13,500
Recruitment Expenses: (not to exceed)	3,500
➤ Expenses include consultant travel, postage/shipping, telephone, support services, candidate due diligence efforts. copying etc.	
Advertising:	2,500*
*Advertising costs over \$2,500 will be placed only with client approval. If less than \$2,500, Client is billed only for actual cost.	
Total:	\$19,500**

**This fee does not include travel and accommodations for candidates interviewed. Recruitment brochures are produced as electronic files. Printed brochures can be provided, if requested, for an additional cost of \$900.

The above cost proposal is predicated on four consultant visits to the City; the first for the recruitment brochure interview process (up to two full days and one night, depending upon the client's needs; if additional days are needed they will be billed at \$500 per half day and \$950 for a full day, plus additional hotel charges, if required); the second to present recommended candidates; and the third and fourth for the candidate interview process (second round interviews are often scheduled a week or so following the first round interviews). Any additional consultant visits requested by the City will be billed at \$125/hour; \$500 for a half day and \$950 for a full day. The additional visits may also result in an increase in the travel expenses and those expenses will be billed to the client.

Payment for Fees and Services

Professional fees and expenses will be invoiced as follows:

1st Payment: 1/3 of the Recruitment Fee (invoice sent upon acceptance of our proposal).

2nd Payment: 1/3 of the Recruitment Fee and expenses incurred to date (invoice sent following the recommendation of candidates).

Final Payment: 1/3 of the Recruitment Fee and all remaining expenses (invoice sent after recruitment is completed).

Recruitment expenses and the costs for printing the Recruitment Brochure will be itemized in detail. Payment of invoices is due within thirty (30) days of receipt (unless the client advises that its normal payment procedures require 60 days.)

Philosophy

Executive search is an important decision-making process for an organization and our primary goal is to provide our client with the information to make the best hiring decision. Our firm's executive recruitment philosophy embraces a professional process of integrity, trust, and respect toward all parties involved, and complete commitment toward meeting the expressed needs and desires of our client. All of our services are handled by principals of the firm who have established and well-regarded reputations in the search field, as well as actual operating experience in the public management fields in which they now consult. Each has impeccable professional credentials and unblemished personal reputations. Keeping both our client and prospective candidates informed on the status of the recruitment on a regular basis is also an important part of our recruitment process. Our work is carried out in an open manner with particular attention given toward seeking out critical factors of a client's organization and governance, and utilizing such information respectfully and discreetly in seeking out candidates who truly have the ability to meet the expectations and needs of the client—working strenuously in developing a fully qualified, "best match" candidate pool for client consideration. Our process includes assistance in the critical final interview and selection phases of the recruitment, and availability to both client and candidate for months following the appointment. Our process was developed and refined over the years to meet the special, and often unique, needs and circumstances facing our local government, public management, and related not-for-profit clients.

GovHR Guarantee

It is the policy of GovHR to assist our clients until an acceptable candidate is appointed to the position. Therefore, no additional professional fee would be incurred should the City not make a selection from the initial group of recommended candidates and request additional candidates be developed for interview consideration. Additional reimbursable expenses may be incurred should the situation require consultant travel to City of Lake Geneva beyond the planned four visits.

Upon appointment of a candidate, GovHR provides the following guarantee: should the selected and appointed candidate, at the request of the City or the employee's own determination, leave the employ of the City within the first 24 months of appointment, we will, if desired, conduct one additional recruitment for the cost of expenses and announcements only, if requested to do so within six months of the employee's departure.

In addition, in accordance with the policy of our firm as well as established ethics in the executive search industry, we will not actively recruit the placed employees for a period of five years.

Why Choose GovHR?

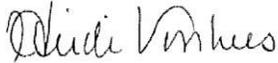
We ask you to consider the following as you deliberate:

- We are a leader in the field of local government recruitment and selection with experience in more than 24 states, in communities ranging in population from 1,000 to 1,000,000. More than 28% of our clients are repeat clients showing a high level of satisfaction with our work. We encourage you to call any of our previous clients.
- We are committed to bringing a diverse pool of candidates to your recruitment process. We network extensively with state, city and county management associations, attending more than 20 state and national conferences each year. In addition, we support and attend the meetings of Women Leading Government, the International Hispanic Network, the California Network of Asian Public Administrators, and the National Forum for Black Public Administrators.
- We conduct comprehensive due diligence on candidates. Before we recommend a candidate to you, we will have interviewed them via Skype, conducted reference calls, and media and social media searches. Our knowledge of local government ensures that we can ask probing questions that will verify their expertise.
- We are your partners in this important process. You are welcome to review all the resumes we receive, and we will share our honest assessment of the candidates.
- Our goal is your complete satisfaction. We are committed to working with you until you find the candidate that is the best fit for your position.

We believe we have provided you with a comprehensive proposal; however, if you would like a service that you do not see in our proposal, please let us know. We can most likely accommodate your request.

This proposal will remain in effect for a period of six months from the date of the proposal. We look forward to working with you on this recruitment and selection process!

Sincerely,



Heidi J. Voorhees
President
GovHR USA

Attachment: Consultant Biography

ACCEPTED BY THE CITY OF LAKE GENEVA, WISCONSIN

BY: _____

TITLE: _____

CONSULTANT BIOGRAPHY

LEE SZYMBORSKI **Senior Vice President**

Lee Szymborski is a Senior Vice President with GovHR USA, working on both executive search and general management consulting assignments. He has more than 33 years of experience in local government administration.

Mr. Szymborski's experience spans both Wisconsin and Illinois communities. Mr. Szymborski served more than 15 years as City Administrator in Mequon, Wisconsin. Mequon is a full service city with \$30 million in combined budgets, and more than 170 employees serving 23,000 residents. In addition to his Wisconsin service in Mequon, he also worked for the City of Wauwatosa and Milwaukee County. In Illinois, he served for 12 years as Assistant Village Manager in Buffalo Grove.

Mr. Szymborski's track record points to a results-oriented approach to municipal government management. That is demonstrated by his work including the purchase of a \$14 M private water utility that has seen its customer base increase under city ownership (Mequon); reorganizing city departments and reducing workforce costs in an organizationally sensitive manner (Mequon); spearheading a 10-community oversight committee to secure the startup of commuter rail service (Metra) on the WI Central railway (Buffalo Grove); and re-purposing TIF funds to provide incentives that secured a \$16 M mixed-use development in Mequon's Town Center. He is additionally skilled in budgeting, personnel administration, community engagement efforts and strategic planning.

Mr. Szymborski's experience in recruiting key staff extends back to his management roles in both Buffalo Grove and Mequon. In Buffalo Grove, he handled for the Village Manager all aspects of recruiting the management team. During his time in Mequon, Mr. Szymborski recruited all members of the City's management team.

Since joining GovHR USA in 2014, Mr. Szymborski has assisted or managed more than 45 executive searches for communities in Wisconsin, Illinois, Minnesota, Missouri and Massachusetts, as well as non-profit agencies including the International City/County Management Association. His recent searches include Administrator and department head positions for the Wisconsin communities of Glendale, Wauwatosa, Oak Creek, Waukesha, Middleton, and Beloit (Town). His work for Illinois municipalities include, among others, East Peoria, Washington and DeKalb. He has also managed local government searches in Missouri and Massachusetts. He has done management studies and strategic plans for several Wisconsin, Illinois and Missouri communities. He has also been part of GovHR USA's classification and compensation studies in several Wisconsin, Illinois and Massachusetts communities.

Professional Education, Training and Instruction

- Master of Science degree in Urban Affairs, University of Wisconsin - Milwaukee
- Bachelor of Arts degree in Political Science, University of Wisconsin - Milwaukee

Professional Development and Speaking Engagements

- Adjunct instructor at Upper Iowa University – Milwaukee Center
- Published articles in Public Management Magazine, Milwaukee Journal Sentinel

Memberships and Affiliations

- Mequon-Thiensville Sunrise Rotary Club
- Board of Directors for the Mequon Nature Preserve

- International City/County Management Association
- Wisconsin City/County Management Association
- Former President Illinois Association of Municipal Management Assistants
- Former President Mequon-Thiensville Sunrise Rotary Club

Awards

- Mequon – Thiensville Chamber of Commerce’s Distinguished Service Award

Local Government Background

- City Administrator, Mequon, WI 1999-2014
 - Assistant Village Manager, Buffalo Grove, IL 1987-1999
 - Milwaukee County and City of Wauwatosa, WI 1980-1986
-
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City of Lake Geneva, Wisconsin



City Administrator Recruitment



Public Administration Associates, LLC

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 city administrator in Lake Geneva.

We are confident that we can work efficiently locating and encouraging potential candidates for the Lake Geneva city 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 Lake Geneva.

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 well over 250 municipal administrator searches. As a result of that extensive experience, we have over 900 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 Lake Geneva.

The list of different governmental entities that Public Administration Associates have conducted executive searches for is quite extensive. We have been asked on many occasions to return to municipalities that we have previously worked for and are proud of our many long-term relationships with many 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 Mayor and City Council make 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.

At no additional cost to the City, 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. As part of our package of services we also utilize a video interview process along with a detailed reference review report on each semi-final candidate to assist the Mayor and City Council in making the selection of the finalists for the position.

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 public administration. As we have told clients, "please don't hire us because we are the lowest cost; hire us because we provide the

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 Executive Institute. He has served on numerous public and non-profit boards and is currently chair of the Whitewater Community Foundation and the vice-chair of the Geneva Lake Conservancy.

Stephen Hintz, Associate

Stephen Hintz specializes in executive recruitment and in studies of organizational structure and processes. Hintz taught personnel, budgeting, and municipal management in the Master of Public Administration program at the University of Wisconsin Oshkosh for twenty years. During that time, he also served as executive secretary of the Wisconsin City/County Management Association. Hintz holds a Ph.D. in political science from Yale University. He has worked with over 130 municipalities on administrator recruitment and organizational studies. In 1998, Hintz was elected to the Oshkosh Common Council and served as Mayor from 2002 to 2004. In 2001, Hintz received the prestigious Stephen Sweeney Award from the International City/County Management Association for his work in promoting professional local government in Wisconsin.

William Frueh, Associate

William Frueh has 34 years of experience in local and state government, including 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 most influential people in Oshkosh during the twentieth century. Frueh received his bachelor's degree in civil engineering from Iowa State University. He has been actively consulting since 1996.

Denise Frueh, Associate

Denise Frueh received her bachelors and master of business administration degrees from the University of Wisconsin Oshkosh. She worked as a division head in the City of Oshkosh Finance Department for seven years and as Deputy City Assessor. She has been actively consulting since 1996.

Project Consultants for Lake Geneva

Kevin Brunner will serve as the lead consultant for the entire Lake Geneva recruitment process and **Stephen Hintz** will assist him. Brunner will also serve as the PAA contact for the interim management services.

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 City.

the City will assist in providing readily available still photography and/or video content of the City. The Mayor or designee will also be videotaped as part of this video to promote the position. This is a link to the most recent video job announcement completed just this week (for a County Community Services Director position) we distributed via social media:

<https://youtu.be/hJLkRUUEwyc>

4. Receive applications and acknowledge receipt;
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 Mayor and City Council 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 reference reports (see attachment for an example of the type of report we produce on each candidate at this stage); provide material to the Mayor and Council;

[This is the most important and time-consuming part of the search process. Semi-finalists must supply references that are 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 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/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 in Lake Geneva;

[The Mayor and City Council review the resumes, the profiles 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 City Administrator. The primary value of the interview is to determine the "fit" with the Mayor, Council, staff, and community.]

9. Work with the Mayor and city staff to arrange interviews;
10. Assist in the interview process, including arranging the schedule, coordinating plans

expedited depending on the willingness of the city council to schedule special meetings to meet the recruitment and selection process outlined above.

References from Recent Municipal Administrator or Department Head Searches (2017-2018)

Jack Anderson, Town Chairman, Town of Greenville, Phone 920-757-5121 (O)

Cameron Clapper, City Manager, City of Whitewater, Phone 651-323-0992

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

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

Jon Hochkammer, Mayor, City of Verona, Wisconsin, Phone: 608-225-3024 (C)

Angela Jerrick, Deputy County Administrator, Polk County, Phone: 715-485-9123 (O)

Mark McAndrews, Town Chairman, Town of Buchanan, Phone 920-734-8599 (O)

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

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

Mark Rohloff, City Manager, City of Oshkosh, Wisconsin Phone: 920-236-5000 (O)

Harley Reabe, County Board Chair, Green Lake County, Wisconsin Phone: 920-294-0824 (C)

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

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

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

Understanding

Public Administration Associates, LLC will commit whatever time 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 City Administrator position is filled.

6. The interim administrator would serve until the new administrator arrives in Lake Geneva and then typically 3-5 days with the new administrator in aid in a smooth administrative transition.

Cost

PAA employs the interim administrator selected by the City. Depending on the person selected the hourly rate will range from \$60.00 to \$85.00 per hour. The last several interim administrators that we placed and were also involved as part of the executive search team have been charged out at \$75.00 per hour.

In the event, the interim administrator selected does not live within commuting distance of Lake Geneva, then applicable lodging and some mileage costs are negotiated and applied to bi-weekly billings.

It has been our municipal client's experience in hiring PAA to provide interim management services, that the cost of such services is less than what the full-time administrator would have been cost the municipality due to the less than full-time hours that the interim administrator spends and no fringe benefit costs incurred.

References from Recent Interim Municipal Administrator Services (2017-2018)

Mark McAndrews, Town Chairman, Town of Buchanan, Phone 920-734-8599 (O)

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

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

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

Understanding

Public Administration Associates, LLC will commit whatever time is necessary to bring 2-3 fully qualified and pre-screened candidates to the City to serve as interim city administrator. The City will select the best candidate to serve as interim city administrator. The interim administrator's weekly schedule will be determined in consultation with the Mayor. The interim administrator will serve until the new city administrator has been selected and has begun his or her new duties. The interim administrator will spend whatever time that is mutually determined between the parties with the new administrator in order to provide for an orderly and effective transition.

City/Village/Town/County Manager Searches Conducted by Public Administration Associates, LLC

(State of Wisconsin unless otherwise noted)

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

Cities

Adams (2)
Antigo (3)
Ashland (2)
Baraboo (2)
Berlin
Brillion
Chippewa Falls (2)
Clintonville (2)
Crystal River, Florida
Delavan (2)
DePere (3)
Durand (2)
Eagle River
El Paso, Illinois
Elroy (3)
Evansville (3)
Fond du Lac
Fort Atkinson
Fox Lake (2)
Hartford
Hillsboro (2)
Hudson
Independence, Iowa
Jefferson (2)
Lancaster (4)
Marquette, Iowa
Marinette (2)
Marshfield (2)
Mauston (5)
Mequon
Menasha
Merrill
Milton
Minonk, Illinois
Monona (2)
Monroe (2)
New Lisbon
New London (2)
Niagara
Oak Park Heights, MN
Oconto
Pine Island, MN

Prairie du Chien (2)
Princeton
Reedsburg (2)
Little Chute
Rice Lake
Richland Center
South Haven, MI
St. Croix Falls
St. Francis
Sturgeon Bay (4)
Tomah
Verona (4)
Washburn (2)
Waterford
Waukesha
Waunakee (2)
Waupaca
Waupun
Wautoma
Wauwatosa (2)
Weyauwega
Whitewater

Villages

Bayside (4)
Bellevue
Belleville
Clinton (2)
Cross Plains (2)
Darien
Denmark (2)
Elm Grove
Ephraim
Fox Point (2)
Germantown
Grafton
Greendale (2)
Hales Corners
Hartland (2)
Howard (3)
Johnson Creek (3)
Kewaskum

Little Chute (3)
Marshall
Maple Bluff
McFarland (2)
New Glarus (2)
North Fond du Lac (3)
Oregon
Osceola
Paddock Lake (2)
Palmyra
Pardeeville
Prairie du Sac
Pulaski
Sherwood
Slinger (2)
Spring Green
Sussex
Thiensville (2)
Turtle Lake (2)
Twin Lakes
Union Grove (2)
W. Milwaukee (3)
Wind Point (2)
Winneconne (3)
Whitefish Bay (2)
Wrightstown (3)

Towns

Buchanan
Cedarburg (2)
Clayton
Grand Chute (2)
Greenville
La Pointe
Lawrence
Rib Mountain
Richfield
Weston

Counties

Chippewa (3)
Green Lake

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”.

██████████ 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.

██████████ 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:

