



Public Administration Associates



PROPOSAL TO PROVIDE EXECUTIVE SEARCH SERVICES

City of Waukesha

City Administrator Recruitment March 24, 2023



Public Administration Associates

March 24, 2023

Rebecca Pederson
Communications and Engagement Manager

Via Email

Dear Rebecca,

Thanks for providing us with an opportunity to submit our proposal for your upcoming City Administrator search. Public Administration Associates, LLC (PAA) has been serving local governments since 1998. We have a team of local government experts that can bring value to your city at this time of transition. I would be the lead consultant on this assignment. Our company president Kevin Brunner and shareholder Chris Swartz will be assisting me. Together, we have over century of combined experience in our roles as practitioners and consultants serving local governments in Wisconsin.

PAA specializes in public sector executive recruitment and interim management. We have successfully completed well over three-hundred recruitments for the top administrative positions in cities, villages, towns and counties since our company's founding. While we recruit at a national level, we understand the challenges that are unique to Wisconsin local government.

Our pricing typically compares favorably to our competitors. We will work with you to scale our approach and pricing to suit your vision of the selection process. Each municipality approaches recruitments differently and no approach is wrong. Our goal is not to "upsell" you, but to simply provide you with options. You know the expectations and needs of your community.

Information about our firm and the consultants that would be working on your recruitment is contained in Attachment 1. Our proposal and methodology are set forth in Attachment 2. Attachment 3 provides a summary of potential milestone dates and pricing options. Attachment 4 is an example of a position profile that we recently prepared for another client, Dodge County. Attachment 5 is a draft of our services agreement. We pride ourselves on "what you see is what you get pricing." With a few exceptions our service agreement sets forth the total cost of this project. You will not be billed separately for expenses such as advertising, consultant travel and lodging. If we are not successful in our initial recruitment, we will do it again. In that case, the City will only be responsible for the actual cost of advertising and consultant mileage.

Thank you for your consideration. We will hold this pricing for thirty days. Please reach out to me at (414) 350-3328 with any questions or concerns.

Very Truly Yours

David A. Bretl
Vice President

David Bretl
414-350-3328
bretld.paa@gmail.com

1155 W. South Street
Whitewater, WI 53190

QUALIFICATIONS

Public Administration Associates, LLC, "PAA" is recognized among the most trusted and effective local government consultants in Wisconsin and the Midwest. All of our consultants are highly skilled former and current public sector practitioners, each of whom has served many years in top-level leadership roles in town, village, city and county governments. We achieve excellent results through an unparalleled commitment to public service, high standards and the efficient use of client time and resources.



Since 1998 PAA has conducted over 325 executive searches. A significant amount of our work repeat business from satisfied clients who have trusted our firm over the past three decades.

PAA was founded in 1998 by partners William (Bill) Frueh, Denise Frueh and Dr. Stephen (Steve) Hintz. Bill and Denise had served in local government for many years while Steve was a professor for over thirty years in the MPA program at the University of Wisconsin-Oshkosh. A core principle of the start-up company then was to improve communities through professional municipal management by providing quality and affordable consulting services to local government. Service was a priority over profit. Although our company has grown over the years, our commitment to returning value to the profession that we served remains our top priority.

Today, PAA is comprised of seventeen associate consultants in addition to the shareholder owners Kevin Brunner, Chris Swartz and Dave Bretl. We are based in Whitewater, Wisconsin, however, our consultants live throughout the State of Wisconsin. PAA is a comprehensive consulting firm.

COMPREHENSIVE GOVERNMENT CONSULTING SERVICES



EXECUTIVE RECRUITMENT

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



INTERIM MANAGEMENT SERVICES

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



ORGANIZATION & MANAGEMENT STUDIES

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



CLASSIFICATION & COMPENSATION STUDIES

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



ECONOMIC DEVELOPMENT SERVICES

Assisting communities in the establishment and implementation of economic development projects and programs, including downtown revitalization initiatives, redevelopment and tax incremental financing, business improvement district plans, brownfields initiatives, and business and industrial park planning and development.



STRATEGIC PLANNING & IMPLEMENTATION

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

REFERENCES

We are proud of the relationships that we have created over the years. Feel free to contact any of the following references who can attest to the quality of service that we provide.

JACK ANDERSON

Village President

Village of Greenville, WI

920-757-5181 *(cell)*

BARBARA DAUS

City Council President

City of Platteville, WI

608-348-3365 *(cell)*

SUSAN SANABRIA

President

Village of Wind Point, WI

262-994-0733 *(cell)*

MICHAEL BABLICK

Mayor

City of Park Falls, WI

715-762-2436 Ext. 229

DR. BILL DUNCAN

Village President

Village of Williams Bay, WI

262-245-2700

JOHN SCHUEPBACH

Former President

Village of Marshall, WI

608-655-4017 *(office)*

MARTY BECKER

Former Mayor

City of Port Washington, WI

262-707-1464 *(cell)*

RICH O'CONNOR

Mayor

City of Hudson, WI

715-386-4765 (Ext. 120) *(cell)*

RYAN SCHROEDER

Mayor

City of Delavan, WI

262-728-5585 ext. 11 *(office)*

MASON BECKER

City Council President

City of Fort Atkinson, WI

920-723-4924 *(cell)*

JOE OSTERMAN

Chair

Town of Lisbon, WI

262-246-6100 (Ext. 1200) *(office)*

JOHN SWISHER

President

Village of Johnson Creek, WI

414-659-6105 *(cell)*

DAVID BENFORADO

Village President

Village of Shorewood Hills, WI

608-535-2960

THOMAS PAVLIC

Mayor

City of Cudahy, WI

414-769-2222 *(office)*

MICHAEL THOM

Former Mayor

City of Columbus, WI

920-623-5900 *(cell)*

JEANNE CARPENTER

Former Village President

Village of Oregon, WI

608-358-7837 *(cell)*

HARLEY REABE

County Board Chair

Green Lake County, WI

920-294-0824 *(cell)*

DR. LANNY TIBALDO

Chair

Town of Lawrence, WI

920-619-6257 *(cell)*



ROGER TRUTTMAN**President**

Village of New Glarus, WI

608-212-6785 (cell)

GERALD DEWOLFE**President,**

Village of Ellsworth, WI

715-821-1097 (cell)

MARK MCANDREWS**Former Chair**

Town of Buchanan, WI

920-734-8599 (office)

DAVID VARNEM**Mayor**

City of Lancaster, WI

608-723-4109 (cell)

STEVE GENISOT**Mayor**

City of Marinette, WI

906-399-8854 (cell)

TIM MCCUMBER**County Board Chair**

Sauk County, WI

608-963-6581 (cell)

JIM WEISS**Chair**

Town of Linn, WI

262-245-2700 (cell)

THEODORE GRANT**Mayor**

City of Ripon, WI

920-896-6900 (office)

MARK MILLIREN**Mayor**

City of Durand, WI

715-672-8770 (office)

DALE YURS**President**

Village of Belleville, WI

608-577-9502 (cell)

TOM HARTZ**Former Mayor**

City of Lake Geneva, WI

262-374-9127 (cell)

LAURA NELSON**Former President**

Village of Suamico, WI

920-246-8212 (cell)

UNPARALLELED LOCAL
GOVERNMENT EXPERIENCE



YOUR PROJECT TEAM

If selected, three PAA consultants would work on your project. The project lead and your point of contact will be Dave Bretl. Biographical information follows.

DAVID BRETL

Vice President/Shareholder

David Bretl has as served local governments in Wisconsin for twenty-nine years. He retired in early 2020 from his position as County Administrator and Corporation



Counsel for Walworth County, Wisconsin, a combined position that he held since 2003. He began working as a consultant for PAA in 2018 and joined as a shareholder in 2020. During his eighteen years at Walworth County, Dave was involved in the two board down-sizings, the replacement of most of the County's facilities and the consolidation of six departments. Dave helped organize and moderated the county's Intergovernmental Cooperation Council (a collaborative effort among municipal, county and town governments). In 2005 he helped organize a county-wide private-public economic development initiative, WCEDA (Walworth County Economic Development Alliance, Inc.). In 2015 that organization honored him by establishing the Dave Bretl Community Betterment Award. In addition to conducting studies and recruitments at PAA, Dave served as the Interim Administrative Coordinator for Sauk County, Wisconsin and the Interim Village Administrator in Williams Bay, Wisconsin. Dave earned a Master's Degree in Public Administration and a Law Degree from the University of Wisconsin-Madison.

KEVIN BRUNNER

President/Shareholder



PAA President/Shareholder Kevin Brunner has over thirty-two years of experience serving Wisconsin local governments. He served as manager/administrator in Saukville, Monona, De Pere and Whitewater. He served as an assistant Administrator for the city of Appleton and Kenosha

County. He retired from public service after serving as Director of Central Services/Public Works for Walworth County. Brunner became a shareholder in PAA in September 2017. Kevin was the recipient of the 2007 Manager of the Year and 2012 Service Innovation awards, both from the Wisconsin City and 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 is a MPA graduate of Michigan State University and the University of Virginia Senior Executive Institute.

CHRIS SWARTZ

Secretary/Shareholder

Chris Swartz has served as a municipal manager in Wisconsin for over thirty years, most recently as the Village Manager for the Village of Shorewood (2004-2017),



Administrator for the Village of Sussex (1990-2004) and Clerk-Treasurer/ Administrative Coordinator Village of East Troy(1986-1990).

Chris started his career as a researcher for the Citizens Governmental Research Bureau/Public Policy Forum (1983-1985). He retired from Shorewood in 2017 as a credentialed manager as designated by the International City Management Association ICMA).

Swartz has a Master of Science degree in Urban Affairs from the University of Wisconsin- Milwaukee and an undergraduate degree from University of Wisconsin-Stevens Point. Swartz has been recognized for his innovative approach to economic development, strategic and financial planning, organizational development and intergovernmental cooperation. He is known as a mentor to emerging public administration leaders through his tenure as an adjunct professor within the Masters of Public Administration (MPA) graduate program at the University of Wisconsin- Milwaukee. Swartz has been formally recognized for his lifetime achievements, including Wisconsin City/County Management Association "Meritorious Service Award" (2015), James R. Ryan Lifetime Achievement Award from the Public Policy Forum (2017) and Wisconsin Economic Development Association Fredrick C. Pearce Lifetime Achievement award (2017). 2006 - 2018.

PAA CLIENTS

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

CITIES

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

OVER 325
MUNICIPAL ADMINISTRATOR
SEARCHES SINCE 1998

VILLAGES

Ashwaubenon	Elm Grove	Maple Bluff	Spring Green
Bayside (3)	Ephraim	McFarland (2)	Suamico (3)
Bellevue	Fox Point (2)	Merton	Stanley
Belleville	Germantown	New Glarus (3)	Sussex
Bonduel	Grafton (2)	North Fond du Lac (3)	Thiensville (2)
Brown Deer	Greendale (2)	Oregon (2)	Turtle Lake
Clinton (2)	Greenville	Osceola (3)	Twin Lakes (2)
Colfax	Hales Corners	Paddock Lake (2)	Union Grove (2)
Cross Plains (2)	Hammond	Palmyra	Waterford
Darien	Hartland (3)	Pardeeville	Wauwaukee
Denmark(2)	Howard (3)	Port Edwards	W. Milwaukee (3)
DeForest	Johnson Creek (3)	Poynette Prairie du Sac	Williams Bay (2)
East Troy	Kewaskum	Pulaski	Wind Point (2)
Edgar	Little Chute (5)	Rothschild	Winneconne (4)
Egg Harbor (2)	Lodi (3)	Sherwood	Whitefish Bay (2)
Elkhart Lake	Marshall (2)	Slinger (2)	Wrightstown (3)
		Somerset	

TOWNS

Algoma (3)	Fox Crossing (Menasha) (4)	Ledgeview	Richfield (2)
Beloit	Gibraltar (2)	Linn	Sevastopol
Buchanan (5)	Grand Chute (3)	Lisbon	Shorewood Hills
Cedarburg (2)	Greenville (2)	Oconto	Weston
Clayton	La Pointe (2)	Osceola	
Empire	Lawrence (2)	Rib Mountain	

COUNTIES

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

ATTACHMENT 2

Services to be provided by PAA- Waukesha City Administrator Recruitment

Cost of full recruitment: \$26,550

Deductions in scope and work (explained below) can reduce this to \$21,000

Project Overview

1. Kickoff meeting with Council or selection committee and appropriate staff and stakeholder input.

What we do: Our first meeting will be with the selection committee or Common Council (if that is the selection committee) to ensure that there is a “meeting of minds” in terms of the overall methodology of the recruitment including the schedule and key milestones. It also helps PAA prepare documents for the recruitment. During this meeting, we explore the characteristics you seek in the next City Administrator. We will review with you the relevant ordinances and job description, prepare revisions, if needed, and seek your input into the position profile, which will be a key document in our recruitment process. We will discuss your salary expectations for the position as well as key terms of an employment contract. At our kick-off meeting, you have some options explained concerning the scope and cost of our services. You can fine-tune our approach to suit the needs of your community.

Options: Options here are centered on stakeholder input. Each client takes a different approach to stakeholder input prior to finalizing recruitment documents and advertising the position. Some take that position that elected officials are the most knowledgeable concerning the needs of the municipality and the role of the Administrator. Others wish to engage community stakeholders in more expansive ways. For our quoted price of \$26,550 we will conduct the kick-off meeting (described above) as well as the following activities:

- One “in-person” department head meeting;
- In-person or Zoom interviews with Council members and the Mayor;
- One two-hour public input session in an open house format.
- One ninety-minute panel discussion with community panelists that you select.

Pricing is summarized on Attachment 3. If you decide to omit the stakeholder meetings described above (with the exception of the kick-off meeting) we will provide a written survey to your elected officials and department heads and incorporate the results of that survey into our recruitment documents.

Timing:

We have included dates in this proposal to give you a sense of the timing of the recruitment. Actual dates are determined by the City. Approval of a contract with PAA will begin the recruitment. Strictly for illustration we will assume a contract with PAA is approved and our kick-off meeting is held on April 3. You may delay the start date of our engagement as necessary based on availability of City personnel and your recruitment goals. PAA would be ready to start as early as April 3 assuming a contract is in place.

2. Approval of recruitment documents and plan.

What we do: With the benefit of the information that we receive at our first meeting and stakeholder meetings (if selected by the City) PAA will return to Waukesha. The purpose of this meeting is to obtain your final approval of the recruitment schedule, position description, position profile and advertising plan. We will discuss with you and learn your preferences as to what separates an ideal or highly qualified candidate from one which simply meets the minimum qualifications for the position. This will be important to help PAA and the City focus attention on the most viable candidates. We would like to lock in dates for the rest of the recruitment at this meeting. This will reduce the chances of a candidate not being able to attend the final assessment.

Timing:

If the kick-off meeting is held on April 3, this second meeting (approval of recruiting documents) could be held as early as April 21 depending upon the availability of your officials and staff

3. Recruitment Opens

What we do: Following approval of key documents, PAA will place advertisements in appropriate on-line resources with the goal of obtaining a diverse and well-qualified candidate pool. We will share that advertising plan with you if we are hired. The cost of these ads are included in our price. We cast a “wide net” but if you desire additional advertising, we will place those ads at the actual cost.

Timing: If the City approves the recruitment documents on April 21, we can begin posting the position that day.

4. Application period is open

What we do: During the application period, PAA will be contacting professionals that we know and encouraging them to apply. We respond to all applicant inquiries. We will conduct recorded Zoom interviews with candidates who we deem most qualified for the position and conduct reference reports on those candidates which will be shared with the selection committee in a candidate report.

Timing: If the position is posted on April 21, we recommend that the recruitment period be open until May 22.

5. Candidate Report

What we do: PAA will furnish the selection committee with a confidential candidate report that will provide a summary of all applicants for the position classified as “Well-qualified,” “Qualified” and “Not Qualified.” We will conduct short (7 minute) recorded Zoom interviews with up to seven of the highest qualified candidates that we will share with you. Our report will also identify our recommendation of finalists for the position and our rationale. You don’t have to agree with our assessment and can invite whomever you choose to the final assessment. You will have information on all candidates who applied for the position.

Depending upon the quality of the candidates in the recruitment, we will recommend that up to four finalists participate in the final assessment.

Timing: If the recruitment closes on May 22, we can furnish this report to the City by May 30.

6. Selection of finalists.

What we do: PAA will meet with the selection committee in closed session to discuss the candidate report described above. This is the opportunity for the City to review PAA's recommendations of the candidates and select finalists. PAA will seek input into final interview questions and discuss the parameters of reimbursement of candidate travel and lodging expenses (if any are to be provided). Details of the final candidate assessment will be discussed and approved.

Timing:

If the recruitment closes on May 22, we can conduct the finalist selection meeting as early as June 1.

7. Final Assessment.

What we do: Finalists will be invited to Waukesha to participate in an assessment. PAA facilitates this process and works with the selection committee. This is normally a 1 ½ day process that includes the following activities:

- Tour of City and facilities led by members of management team;
- Community meet and greet;
- Written exercise;
- Management team meeting;
- Formal interview with Council.

At the conclusion of these activities the Council typically deliberates and identifies a preferred candidate.

Timing:

Assuming finalists are selected on June 1, the assessment could take place as early as June 8.

8. Contract negotiation.

What we do. Normally, PAA receives instructions from the client and negotiates an employment agreement for review and approval by the Common Council. We will work with your City Attorney or outside employment attorney. PAA does not provide legal services so review of the contract by the City's attorney is essential.

Timing. Assuming a finalist is selected on June 8, it should be possible to complete a contract (assuming a meeting of the minds) no later than June 11.

9. Council confirmation.

Assuming a contract is completed, the Council could meet as early as early as the week of June 12 to confirm the candidate as the next City Administrator. PAA would not attend that meeting in person but would be available via Zoom if requested by the City. Confirmation is typically contingent upon a background check that is acceptable to the City as well as physical or psychological exams that the City might require and/or drug testing. The

background check is the responsibility of the City. Most municipal clients normally utilize law enforcement, such as a police department or Sheriff's Office, to conduct the background check.

10. Start date of new Administrator

An employed candidate will typically require a minimum of thirty-days notice to leave his or her current employer in a professional manner. The City Council's meeting schedule, as well as time it takes law enforcement to complete the background check, will start that clock running. A candidate is not likely to resign his or her employment until a contract is approved and all contingencies (the background check) have been resolved. Realistically, with the above-stated methodology, the most likely start date for a new City Administrator would be mid-July.

Many clients are surprised by the time it takes to get a new administrator on council. A consultant can tell you what you want to hear, but a minimum of 60-70 days are "baked" into this process in a normal recruitment (advertising, background check and candidate notice). We would be happy to discuss a more aggressive timetable, however steps would need to be modified (such as a reduced period of advertising or a shorter list of finalists) to make it more likely that your next Administrator can be on-board before mid-July. Given the importance of this decision to the City, finding the right fit for a long-term relationship with your next Administrator needs to be the primary goal.

ATTACHMENT 3

Summary of potential recruitment schedule and pricing based on options selected

Potential recruitment schedule

April 3	Kick-off meeting
April 21	Approval of recruitment documents
April 21	Recruitment opens
May 22	Recruitment closes
May 30	Candidate report provided to City
June 1	Selection of finalists
June 8	Assessment center and finalist selection
June 8 to 11	Contract negotiations
June 12	Confirmation by Council
July 15	Probable start date for next Administrator

Pricing summary with options

Cost for recruitment	\$26,550
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Deductions in cost and scope based on City preferences:

Omit initial Department Head meeting Management team input is by survey	- \$1,100
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Omit Community input open house prior to advertising position	-\$1,250
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Omit in-person interviews with Mayor and Council members. Input is by survey	-\$ 2,200
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Omit community panel prior to selection	-\$1,000
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Price with all deductions selected	\$21,000
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COUNTY ADMINISTRATOR

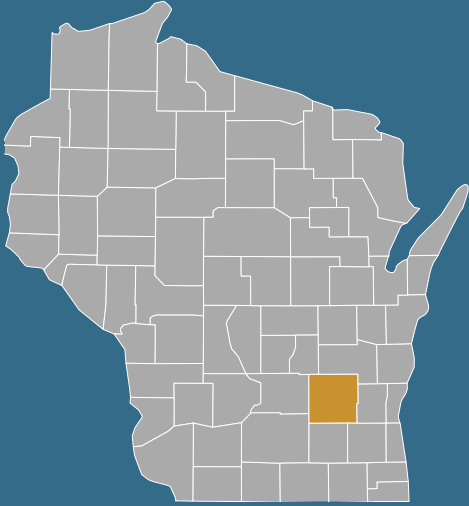
DODGE COUNTY, WISCONSIN

POSITION PROFILE



Public Administration Associates

This recruitment is facilitated by Public Administration Associates, LLC



Organized in 1836, Dodge County was named in honor of Henry Dodge, then the territorial governor of Wisconsin. The county has a total area of 907 square miles, of which 31 square miles is water.

THE COMMUNITY

Located in southeast Wisconsin, 89,393 residents call Dodge County home. Dodge County offers the best of both worlds, a small town quality of life, of life within a one-hour drive of the metropolitan areas of Milwaukee, Madison and the Fox Cities. Dodge County's many peaceful communities, offer a variety of housing options, quality schools, growing businesses and job opportunities. The County boasts year-round recreational activities including boating and fishing on its many lakes and rivers. Thousands of acres of parks and public land are available for hiking, skiing and hunting with trails for biking, snowmobiling and ATVs. The County is home to the 32,000-acre Horicon Marsh, the largest freshwater cattail marsh in the country.

Dodge County is comprised of 24 towns, 11 villages and nine cities. Major cities within Dodge County and their populations include Beaver Dam (16,345), Mayville (8,895) and Horicon (3,620). Other major cities, a portion of which is located in Dodge County, include Watertown (23,633), Hartford (14,977), Waupun (11,276) and Columbus (5,058).

Economy

Major employers include Quad/Graphics, Wisconsin Department of Corrections, Wal-Mart, Wal-Mart Distribution Center, John Deere Horicon Works, Beaver Dam Community Hospital, Grande Cheese Co, Watertown Regional Medical Center, Mayville Engineering Co., Michels Corporation, Beaver Dam Public Schools and Seneca Foods Corp. Quad/Graphics is the world's second largest print and multi-media provider. With approximately 25,000 full-time equivalent employees worldwide and \$4.7 billion in annual sales, the company operates two facilities in Dodge County, employing nearly 2,700 persons in the County. John Deere Horicon Works and the Beaver Dam Community Hospital account for over 2,000 jobs.

The County Administration Building, pictured (above), is located in the county seat of Juneau and houses many county departments. You can learn more about Dodge County by visiting its [website](#).



Dodge County has a strong manufacturing base, but its economy is diversified. It is a leader in the production of cheese, barley, alfalfa, hay and peas for canning. Local manufacturers produce a variety of goods including wood products, metal products, lawn care equipment, stainless steel equipment and ice fishing gear. According to recent data, average monthly employment in the largest three was as follows: Manufacturing 30.20%, Education and Health Services 18.35% and Trade, Transportation and Utilities 16.96 percent. Shown on the left is the John Deere plant in Horicon.



Education

Dodge County is served by nine different school districts, with most students attending schools located in the Beaver Dam School District. The County is also home to two campuses of the Wisconsin Technical College System. The Moraine Park Technical College (MPTC) campus in Beaver Dam offers more than 100 associate degrees, technical diplomas and certificates. The Madison Area Technical College (MATC) has a campus located in Watertown. MATC is dedicated to providing accessible, high quality instruction and technical experience to meet the needs of its students, community and area employers. More than 90% of MPTC and MATC graduates are hired shortly after graduation. The University of Wisconsin, with campuses in Madison and Milwaukee, is nationally acclaimed as an outstanding center of higher learning.



Friendly small towns, farm markets, orchards, antique and craft shops and cheese factories can be found throughout the County. In addition to many small town festivals, the Dodge County Fairgrounds hosts a variety of events including stock car and harness racing as well as the annual fair. Other cultural opportunities include numerous community theaters (Beaver Dam Act is shown above) as well as the Dodge County Center for the Arts (above).





DODGE COUNTY GOVERNMENT

Dodge County government provides a diverse range of services in areas including public safety, human services, health, land use and highway maintenance, among many others. A \$168.5 M total annual (expense) budget supports 678.5 full-time equivalent employees. Dodge County is governed by a thirty-three member, nonpartisan Board of Supervisors, elected from districts every two years. The County Board Chair is elected by the Board. The County Administrator is appointed by and reports to the Board. Other elected officials include the County Clerk, Treasurer, Sheriff, Clerk of Circuit Court, Register of Deeds and the District Attorney. Much of the work for the County Board is conducted by standing committees.

The Dodge County Courthouse, constructed in 1999, houses four circuit court branches. Providing civil and criminal justice services to county residents is the responsibility of numerous stakeholders including the independently elected judiciary, Sheriff, District Attorney and Clerk of Circuit Court. The ability to work, collaboratively, with these Constitutional officers is a critical skill set for the next County Administrator to possess.



The Dodge Sheriff's Office is responsible for performing a number of critical services. In addition to patrolling the County and investigating crimes, the Sheriff's Office operates a secure detention facility, secures the courts, serves civil process and provides 911 dispatch services for all law enforcement, fire and EMS agencies in the County. The Sheriff's 911 center answered over 92,000 calls for service in 2021.

MAJOR SERVICES AND PROGRAMS

Public Safety

The County provides law enforcement and emergency services through the Sheriff's Office and the Offices of the District Attorney and Medical Examiner. In addition, the County maintains a detention facility with a bed capacity of 358 beds.

Health and Human Services

The County provides health and human services in a wide variety of areas including public health, aging, mental health, developmental disabilities, alcohol and other drug abuse, economic support, job skills training (W-2 program), child abuse and neglect, child support enforcement and long-term care.

Highway

Dodge County maintains and replaces county roads and contracts with the State and certain municipalities to maintain State and municipal roads. With 539 miles of county road miles, Dodge County ranks second among Wisconsin counties in the number of county road miles.

Clearview

The County operates the Clearview health care facility. Constructed in 2012, Clearview houses skilled nursing care, behavioral health and rehabilitation programs as well a brain injury center. The County operates two assisted living Adult Family Homes, as well. With its mission statement, "Compassion is the Heart of our Exceptional Care," Clearview provides a unique variety of services for either long or short-term care.

Culture, Recreation and Education

The County operates five parks totaling 382 acres, and maintains 34 miles of the Wild Goose State Trail. The County also supports the University of Wisconsin Extension in its educational outreach mission.

Conservation and Development

The County provides land and water conservation and economic development services. These services include land use planning and zoning regulation and enforcement.

Airport

Wisconsin Aviation provides services to the Dodge County Airport, located in Juneau. The Dodge County Airport is home to approximately 60 aircraft ranging from light sport aircraft to business jets. The Airport serves approximately 24,000 take-offs and landings a year.



Ledge Park (above), features camping, picnicking and hiking. It is one of five parks operated by Dodge County.



Constructed in 2012, Clearview, located in Juneau, offers a variety of innovative skilled nursing and rehabilitation programs.

FINANCES

Dodge County enjoys a strong financial position with healthy reserves and low debt. The County's outstanding debt is approximately 6.5% of its statutory debt limit and is rated Aa2 by Moody's Investors Service. Overall leverage from pensions is modest.

Charges for services and property taxes are the two largest revenue sources that support the annual budget. Wisconsin counties administer many state programs; as a result, state grants comprise a major source of revenue, although this funding is not spread equally among the departments. Health and human service programs receive the "lion's share" of state funding, while other programs, such as the Sheriff's Office rely more heavily on the property tax levy. A more detailed breakdown of Dodge County revenues and expenses is set forth on the following page.

One challenge facing all Wisconsin counties is a state-imposed tax levy cap. A county's ability to increase the tax levy is limited to the value of new construction ("net new construction") that took place during the previous year. Operating expenses often rise at a faster rate than net new construction. For example, in 2021, net new construction accounted

for less than one percent (.86%) of the growth of equalized value in the County. To proactively address this challenge, it will be important for the next County Administrator to have a solid foundation in budgeting, capital improvement planning as well as the ability to "think outside of the box" in terms of funding operations. Budgeting skills were identified by County stakeholders as the single most important skill that the next Administrator should possess. It is the County Administrator's responsibility to prepare the first draft of the annual budget. Being able to foster teamwork among Supervisors and the management team to prioritize programs in order to continue to deliver quality services to residents will be essential. Dodge County is currently recruiting its next Finance Director. The County is timing these recruitments so the next County Administrator can have input into the selection of the Finance Director.

Dodge County is transparent in its budgeting and financial reporting. To view the current and past budgets as well as Comprehensive Annual Financial Reports (CAFR) visit the [County's finance department page](#).

DODGE COUNTY

REVENUE SOURCES

BUDGET YEAR 2022



Revenue Sources	Percent
Charges for Services - Public	23.8%
Property Taxes	21.2%
Grants - State	9.9%
Charges for Services - Departments	9.1%
Charges for Services - Indirect	6.3%
Bond Proceeds	5.5%
Transfer in - Sales Tax	5.2%
Sales Tax	4.5%
All Other Revenues	3.4%
Charges for Services - Federal	3.2%
Fund Balance / Net Position Applied	2.4%
Charges for Services - State	2.1%
Grants - State Shared Revenues	2.0%
Charges for Services - Local Gov't	0.8%
Transfer In- Other	0.7%

DODGE COUNTY

EXPENSES/EXPENDITURES CATEGORIES

BUDGET YEAR 2022



Expenses/Expenditures Cat.	Percent
Operating Expenses/Expend.	30.1%
Wages	29.7%
Benefits	11.9%
Capital Outlay - Roads & Bridges	8.5%
Indirect Cost Allocation	6.3%
Transfers Out - Sales Tax	5.2%
Capital Outlay - Other	2.5%
Depreciation	2.4%
All Other Expenses/Expend.	2.3%
Debt Related	1.0%

THE POSITION

POSITION SUMMARY

The County Administrator is the chief administrative officer of the County under section 59.18 of the Wisconsin statutes, appointed by and accountable to the County Board. The County Administrator provides sound information recommendations to the County Board for policy decisions in the best interest of the County. The County Administrator then administers and coordinates the policies of the County and manages the overall County operations in a fiscally responsible manner through department heads, in accordance with laws and ordinances, policies, goals and objectives established by the County Board.

COMPENSATION

The salary for the position is \$141,190 to \$151,944 plus excellent benefits.

ESSENTIAL FUNCTIONS

SOME ESSENTIAL FUNCTIONS OF THE POSITION INCLUDE:

- Providing leadership in attracting, retaining and developing an engaged workforce and in the delivery of superior services to County residents and businesses.
- Providing supervision, direction, administration and coordination of all affairs of the County except those conducted by other elected officials of the County.
- Ensuring effectiveness and efficiency in the operations of the County government functions.
- With input from the department heads and Constitutional officers, preparing and submitting the County's annual budget for review and approval by the Board.
- Researching and recommending the establishment of modification of County policies; interpreting for and advising department heads concerning board policies, directives and expectations.
- Appointing and supervising all the department heads of the County other than the constitutional officers. Appointments are subject to County Board approval.
- Ensuring all finances and resolutions adopted by the County Board are faithfully executed.
- Attending and participating in meetings of the County Board's standing committees as needed and attending all meetings of the County Board, except as excused.
- Evaluating, on a continuing basis, levels of service provided by County departments and recommends the establishment and/or modification of policies, procedures or operating standards.
- Serving as the County's risk manager, by maintaining proper insurance coverages and coordinating the response to claims filed against the County.



Under Wisconsin law, the administration of County government is to be provided in one of three ways:

- Elected County Executive
- Appointed County Administrator
- Appointed Administrative Coordinator.

The difference between the Administrator and Administrative Coordinator is that the former position has additional responsibilities and authority established by state law. Dodge County created the position of County Administrator in 2008. The current Administrator, who is retiring, was appointed to the position in September of that year.

The County Highway Department shop in Juneau is pictured above.

THE IDEAL CANDIDATE

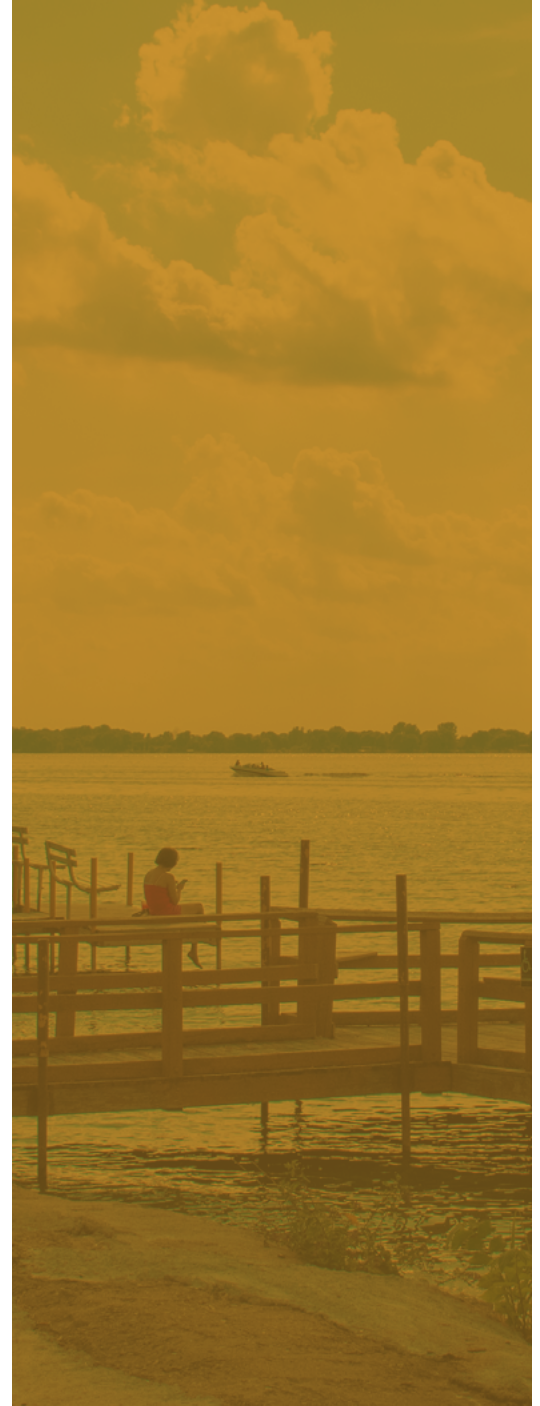
The ideal candidate for the Dodge County Administrator position will be an approachable leader of high integrity with a demonstrated passion for public service. The next County Administrator must be a collaborative problem-solver who possesses exceptional listening and communication skills. Flexibility to react to changing conditions and the ability to cultivate positive and productive relationships with citizens, county board supervisors, staff and business community will be critical to success.

SKILLS & EXPERIENCE

A strong background in financial management is imperative including skills in budget development/monitoring, capital improvement planning as well as strategic planning. A proven track record of success in maintaining positive and productive relationships with other units of government and among elected officials and staff is a priority. A sound knowledge in the area of human resources is important.

QUALIFICATIONS

Requires a Bachelor's Degree in public or business administration, business planning, finance, accounting or related field with a Master's degree strongly preferred. Seven years of progressively responsible experience in government administration with five years of supervisory experience is required. ICMA Certified Manager is preferred. Candidates from the private sector, who have led organizations of similar size and complexity will be considered. Strong leadership, communication, negotiation and relationship building skills are needed.



HOW TO APPLY

Email cover letter, résumé, five professional references and salary history as a single PDF to Dave Bretl, Public Administration Associates, LLC at nhill.paa@gmail.com. Include Dodge County, WI, Administrator Search in the subject line. Questions regarding the position should be directed to Mr. Bretl at (414) 350-3328. The deadline for applications is

May 9, 2022. Finalists should be available to participate in assessment activities, in person, in Juneau, WI on June 2 and 3. Dates are subject to change.

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

Attachment 5

Agreement to provide services City Administrator recruitment

1. **Services.** At City's's request, PAA will provide those services listed on Attachment 1. Services provided by PAA will depend upon which options set forth in Attachment 1 are selected by the City ("Options"). If the City does not notify PAA to the contrary, PAA will perform all of the work set forth in Attachment 1; that is PAA will assume no Options have been selected.

2. **Term.** PAA anticipates that this recruitment will take approximately twelve weeks to complete, depending upon the availability of the City to conduct key meetings.

3. **Payment.** For these services, City will pay PAA \$ 26,550 less price reductions attributable to Options selected by the City as set forth on Attachment 1. ("Recruitment Cost"). Payment shall be as follows:

A. One-third of Recruitment Cost upon approval of recruitment documents; and

B. One-third of Recruitment Cost upon selection of finalists for the position: and

C. One-third Recruitment Cost upon confirmation of the City Administrator by the Common Council .

D. If City terminates this contract prior to the conclusion of services by PAA, City will immediately pay PAA for the next one-third of the Recruitment Cost. For example, if City has paid PAA one-third upon approval of recruitment documents and terminates the contract prior to the selection of the finalist candidates, then the City will immediately pay PAA another one-third of the agreed payment.

E. PAA may terminate this agreement at any time if City has not made payment within 45 days of invoicing.

F. Included in the Recruitment Cost are all fees for PAA's professional services, the cost of advertising as well as consultant mileage, meals and lodging and postage. The following expenses are not included in the above-stated price and are the responsibility of the City: Candidate travel and lodging if authorized by the City, final candidate physical or psychological exam or drug testing if required by the City, candidate background check (normally conducted by local law enforcement). City is responsible for all room rental charges (if a venue is required for the community meet and greet) as well as the cost of refreshments (if any are to be provided) for any portion of the assessment activities. PAA will

provide all documents electronically. If hard-copies of documents are requested PAA will charge ten cents per page.

4. **Professional Conduct.** PAA will provide the services to City in a professional and business-like manner and will act in accordance with all Federal, State, and local laws, regulations, rules and ordinances. PAA will at all times endeavor to uphold and preserve the reputation of City.

5. **Cooperation, Conduct and County Responsibilities.** Similarly, City and its representatives will act and communicate at all times in a professional manner, will provide its full cooperation to PAA in PAA's search on behalf of City. City agrees to assist PAA in distribution of electronic documents to City officials and staff, furnish PAA with photographs (if available) and documents to assist in the preparation of recruitment materials and coordinate meeting/testing rooms. City is responsible for properly noticing all meetings. PAA does not provide legal services. PAA will comply with all Federal, State, and local laws, regulations, rules and ordinances, including anti-discrimination laws, regulations, rules and ordinances.

6. **Liability Insurance.** PAA carries professional liability insurance with limits of \$1,000,000 per occurrence/\$1,000,000 aggregate.

7. **Hold Harmless & Indemnity.** To the extent permitted by law, City agrees to hold harmless, indemnify, and defend PAA from any and all demands, claims, causes of action, and judgments brought by candidates or third parties against PAA and/or City for City's negligent or intentional conduct resulting in damages to a candidate or third party.

Similarly, PAA agrees to hold harmless, indemnify, and defend City from any and all demands, claims, causes of action, and judgments brought by candidates or third parties against PAA and/or City for PAA's negligent or intentional conduct resulting in damages to a candidate or third party.

8. **PAA Guarantees:** If the initial search is not successful, PAA will conduct an additional search until the Waukesha City Administrator position is filled. If the candidate selected either resigns or is terminated for cause within the first twelve months of employment, PAA will conduct a new search. In either case, PAA will waive its consulting fee. City would be responsible for advertising costs and consultant mileage for subsequent searches.

9. **Authorized Signatory.** The person signing this contract on behalf of City warrants and represents that she/he/they have the authority to do so.

10. **No Assignment.** Neither party may assign this contract without the written consent of the other party.

11. **Entire Agreement.** This contract contains the entire agreement between the parties, and supersedes all prior discussions and negotiations between them. This contract may only be amended by a written contract signed by both parties.

12. **Disclosure of Attorney.** PAA discloses to City that one of PAA's members is an attorney; however, PAA will not provide City with legal advice. City must seek legal advice from its own counsel.

13. **Governing Law.** This agreement is governed by the laws of the State of Wisconsin.

Dated this ___ day of _____, 2023.

PUBLIC ADMINISTRATION ASSOCIATES, LLC

By _____
DAVID A BRETL, Vice President

CITY OF WAUKESHA

By _____