

**Village & Town of Somers  
7511 12th Street  
Somers, WI 53171**

**Joint Village & Town Special Board Meeting  
Agenda  
Wednesday, April 2<sup>nd</sup>, 2025  
Immediately Following the 5:30 pm Village of Somers Work Session**

<b>Joint Village &amp; Town Special Board Meeting:</b>	
<b>Item #</b>	
1	Call to order
2	Pledge of Allegiance
3	Motion to convene into closed session per Wisconsin State Statute §19.85(1)(e) deliberating or negotiating the purchasing of public properties, the investing of public funds, or conducting other specified public business, whenever competitive or bargaining reasons require a Closed Session, specifically proposals for Village/Town Administrator Executive Recruitment Services (Roll call required)
4	Motion to reconvene in Open Session (roll call vote required)
5	The Village Board and Town Board Reserve the Right to Discuss and Take Action as to the proposals for Village/Town Administrator Executive Recruitment Services discussed in Closed Session
6	Adjourn

I hereby certify that as the designee of the chief elected official of the Village and Town of Somers, I posted this notice of the April 2<sup>nd</sup>, 2025, Joint Village and Town Special Board Meeting & Agenda in 1 public place & on the Village and Town website.

Dated this 28<sup>th</sup> day of March, 2025.

Wendy Burnette, Clerk-Treasurer

Requests from persons with disabilities who need assistance to participate in this meeting should be made to the Clerk's Office at 262-859-2822 with as much notice as possible.

**VILLAGE AND TOWN OF SOMERS  
JOINT BOARD  
SPECIAL MEETING ITEM MEMORANDUM**

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**MEETING DATE:** April 2<sup>nd</sup>, 2025

**TO:** Village President Stoner and Village Trustees  
Town Chairman Mark Molinaro and Town Supervisors

**PREPARED BY:** Jason J. Peters, Administrator

**AGENDA ITEM:** #5 Discussion and possible action regarding proposals for  
Village/Town Administrator Executive Recruitment Services  
discussed in Closed Session

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**BACKGROUND:**

Per Administrator Peters' letter to the Board dated March 14<sup>th</sup>, 2025, his last day with the Village and Town of Somers will be April 29<sup>th</sup>. At our Joint Village & Town Closed Work Session, Administrator Peters provided the Board with potential options on how to proceed with an Executive Search. The general consensus was to move forward with selecting a firm to conduct the search for the Village and Town. Administrator Peters has requested proposals from several of the firms selected.

The firms that have been asked to provide proposals are as follows:

- McMahon;
- MGT (formerly GovHR); and
- Public Administration Associates, LLC.

McMahon is the firm that recently completed the Fire Department Operations Study & Staffing Needs Assessment for the Village. Their firm also offers executive recruiting services. McMahon's full scope recruitment proposal is estimated at \$18,000 - \$23,000. McMahon's proposal is attached.

MGT (formerly GovHR) is a very reputable firm that conducts searches in the Midwest and Nationwide. As Administrator Peters explained, he has personally worked with MGT in the past and found their executive search process to be very thorough and professional. MGT also offers interim administration services until the Village and Town

can hire a full-time replacement. MGT's full scope recruitment proposal is estimated at \$25,000. The MGT proposal is attached.

Public Administration Associates is a Wisconsin company that has been assisting municipalities in their executive searches since 1998. Public Administration Associates completed a Class and Compensation study for the Village and Town of Somers in 2019. As Administrator Peters explained, he has personally worked with Public Administration Associates in the past and found their executive search process to very thorough and professional. Public Administration Associates' full scope recruitment proposal is estimated at \$16,500. Public Administration Associates' proposal is attached.

**PRIOR ACTION TAKEN:**

The Boards reviewed possible search firms in their Joint Village & Town Closed Work Session on March 18<sup>th</sup>. The Village Board heard proposals from the above three firms at their March 25<sup>th</sup> Board meeting. Direction from the Village Board at that time was to bring these three proposals to a Special Joint Village and Town Board meeting.

**SUGGESTED ACTION/ACTION REQUESTED/COMMENTS:**

The Boards will discuss the three proposals in Closed Session and then possibly take action after reconvening in open session. If the Joint Board is comfortable with making a decision at Wednesday Special Meeting, then a motion can be brought to select one of the three proposals.

**ATTACHMENTS:**

McMahon Materials McMahon

MGT Materials

Public Administration Associates, LLC Materials

# PROPOSAL

March 24,  
2025

PUBLIC SAFETY & MUNICIPAL MANAGEMENT  
PROFESSIONAL CONSULTING SERVICES

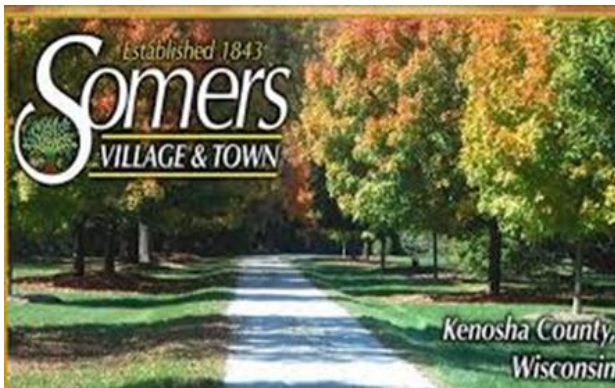
## EXECUTIVE SELECTION SERVICES



**VILLAGE OF SOMERS**  
KENOSHA COUNTY, WI

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#### McMAHON. YOUR FULL-SERVICE DESIGN & CONSULTING FIRM

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- Industry

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March 24, 2025

Village of Somers  
Attn: Jason Peters, Administrator  
7511 – 12<sup>TH</sup> Street  
Kenosha, WI 53144

Dear Mr. Peters,

We are pleased to submit a proposal for Executive Selection for the Village of Somers. Our team's passion for Public Management and working with Municipal Officials provides the basis for our interest in submitting this proposal. The McMahon Associates, Inc. (McMahon) team of consultants will meet your expectations and have extensive Executive Selection experience.

McMahon's Public Safety and Municipal Management Group has national and international public sector consulting experience. Most of our clients are public sector entities: municipalities, counties, tribes, or special districts. Our team of consultants are all senior level staff and are either current or former municipal management practitioners. An important component of our approach is frequent communication with the City Administration.

Our extensive operational and strategic experience in the public management area uniquely qualifies us for a project of this nature. The team has management, operational, technical, and consulting experience with all types of municipal and public management experience.

Thank you again for the opportunity to submit this proposal. If you have any questions or desire to schedule a meeting where we can present our proposal in more detail and answer any questions, please feel free to contact me at 920-875-0501 or by email at [lgosz@mcmgrp.com](mailto:lgosz@mcmgrp.com). We look forward to working with you on this important project!

Respectfully,  
McMahon Associates, Inc.



Lori Gosz  
SENIOR PUBLIC MANAGEMENT SPECIALIST



Mark Rohloff  
PUBLIC SAFETY DIVISION MANAGER

LMG:kmh

# EXECUTIVE SELECTION SERVICES PROPOSAL

## QUALIFICATIONS

McMahon provides professional, high quality public management consulting, project management, and other related services to organizations throughout the United States and abroad. Our consultants have served the needs of numerous municipalities throughout the United States and remain very active with several public safety and government related organizations including:

- Wisconsin City/County Management Association
- International City/County Management Association
- Wisconsin State Fire Chiefs Association
- International Association of Fire Chiefs
- International Association of Police Chiefs
- Association of Public Safety Communications Officials
- Paramedic Systems of Wisconsin
- National Emergency Number Association
- National Police Protection Association
- Wisconsin Society of Certified Public Managers
- Wisconsin State Police Chiefs Association
- Wisconsin Association of Public Safety Communications Officials

Our consultants possess in-depth knowledge of relevant aspects of public service, which includes administration, communications, organization, labor relations, human resources, economics, and standards. This knowledge allows us to provide clients with an intellectual and objective analysis of the information received. This information is then presented in an easily understood format, allowing policy boards to make knowledgeable and informed decisions.

Project progress is measured against an established work plan, timetables, budget, and list of deliverables. Project methodology includes frequently scheduled progress meetings to discuss progress as well as new or unanticipated issues. The work plans are focused, coordinated, and logical. Project team members are also available throughout the duration of the project.

## METHODOLOGY

Our approach to this project requires a clear understanding of the current Village of Somers organization, staffing, operations, administration, planning, and related concerns. The key elements of our methodology include:

- A work plan that is comprehensive, well designed, practical, and provides for ample input.
- Sufficient resources and a commitment to successfully completing the project within the desired time frame and at a reasonable cost.

### CLIENT INPUT

To complete a comprehensive Executive Selection Process and make specific recommendations, it is critical that we receive quality information from officials, staff, and members of the Village of Somers. Accordingly, our approach includes regular meetings with the Administration, along with associated agencies that would have valuable information to communicate to the Service.

### PRACTICAL RECOMMENDATIONS

Our goal is to provide you with recommendations that can be used now, and in the future, to improve the efficiency and effectiveness of the Village of Somers during this transition. These recommendations need to be based on industry standards and legal considerations.

### PROJECT MANAGEMENT

A successful assessment and the provision of effective recommendations requires a special effort to ensure that all levels of the project receive adequate attention, and those findings and recommendations are thoroughly coordinated. This is accomplished by the development and adherence to a project work plan, clear management team assignments and frequent communications with Village Administration.

## SCOPE OF WORK

### PRELIMINARY PLANNING AND DEVELOPMENT OF CANDIDATE PROFILE

- Meet with the Village Board to discuss our recruitment approach, strategy, and methodology. During this meeting we will also discuss salary, benefits, and other terms of employment so that we can be clear to potential candidates regarding the expectations of the Village Board.
- Interview the members of the Village Board, Department Heads, and other appropriate officials and staff for input on needed Village Administrator qualifications.
- Provide a questionnaire to be completed by elected officials, staff members, and other potential stakeholders asking for their ranking of key management characteristics that will be used to develop the core position profile.
- Document and develop Village's expectations for the position and characteristics deemed desirable in the candidate that will be necessary to continue to provide excellence in municipal services.
- Develop a candidate profile for the Village Administrator position and a community profile to attract top quality applicants.

### ADVERTISING/CANDIDATE SEARCH

- Develop the Village Administrator position advertisement based on the Village's candidate profile.
- Recommend effective publications and announcement networks, avoiding those we have found costly and ineffective.
- Place advertisements to obtain national exposure for the position.
- Pursue potential candidates through firm resources and networks (i.e., websites inside and outside of Wisconsin, state, regional and national contacts we have developed over the years).

### RESUME REVIEW

- Serve as the point of contact between candidates and the Village Board, answering candidate's questions and providing additional information to candidates.
- Review all resumes and match qualifications as indicated on resumes to the candidate profile and position requirements.
- Summarize applicant information in an easy-to-read format for the Village Board or Search Committee to review.

## SCOPE OF WORK

### PRE-QUALIFY CANDIDATES

- Facilitate a meeting with the Village Board/Search Committee to review and narrow the list of applicants to ten (10) maximum for personal contact (first cut).
- McMahon will conduct telephone/virtual interviews with the first cut applicants
- Based on the telephone/virtual interviews, we will develop a summary of first cut applicants for the Village Board or Search Committee review.
- We will facilitate a meeting with the Village Board/Search Committee to narrow the list of applicants to the top three to five (3 to 5) candidates (second cut) for further consideration.

### PERSONAL INTERVIEWS

- We will provide the Village Board /Search Committee with a list of appropriate interview questions and conduct a brief interview training session to discuss those questions they can and cannot ask by law, to avoid any legal entanglements.
- Schedule interviews with candidates.
- Facilitate candidate interviews and make all necessary interview arrangements.
- Review interview results with the Village Board or Search Committee after the interviews are completed.
- Offer our professional observations and assist the Village Board in reaching a consensus on a finalist through a facilitated meeting process which is designed to identify the strengths, weaknesses, and cultural fit of the finalists.

### PRE-EMPLOYMENT CHECKS OF FINALIST

- Verify past employment history.
- Obtain 3 - 5 professional references of finalist (our vast network of contacts in the municipal management profession frequently allows us to obtain references beyond that which is provided by the applicant).
- Verify academic credentials of finalist.
- Conduct a criminal, internet, and financial background check of the finalist.

## SCOPE OF WORK

### EMPLOYMENT CONTRACT NEGOTIATIONS

- Obtain authority from the Village Board on the acceptable range of salary, benefits, and other conditions of employment to offer to the finalist.
- Negotiate the employment agreement within the parameters established by the Village Board.
- Draft the formal employment agreement for consideration by the Village Board and applicant.

### EMPLOYMENT TRANSITION

- We will meet with the current Village Administrator and Village Board (separately if desired) to discuss immediate and on-going issues in which the Village is involved.
- We will work with the Village Administrator finalist to ensure that he/she understands these issues and has a prioritized list that must be addressed to have a smooth transition.

## PROJECT FEE / SCHEDULE

### PROJECT FEE

McMahon Associates, Inc. proposes to provide the Scope of Services described in this Proposal for the Executive Search Services for Village Administrator as follows:

#### ***Time and Expenses Estimated at \$18,000 to \$23,000***

The breakdown of McMahon hours for the various recruitment activities are based on estimates of what we know about the engagement at this time. Hours are flexible should circumstances require. The number of candidates in the pool will also have an impact on the consultant hours allocated for the project.

- Meetings to flesh out desired candidate qualifications and management qualities, conduct survey with Village stakeholders, prepare Candidate and Community Profile.
- Develop advertisement, advertising plan and place advertisements.
- Candidate Outreach – Includes developing written correspondence and phone calls to potential candidates.
- Applicant screening – review all resumes, contact candidates for clarification of information provided, check candidate resumes against desired qualifications and prepare candidate summary report to Search Committee.
- Phone/Virtual and on-site interviews, both 1st and 2nd rounds, includes question development, Search Committee interview training, question/exercise preparation for each round, participation in the interviews, and community meet and greet.
- Prepare and negotiate Conditional Offer of Employment, Employment Agreement preparation, attend Board meeting.

Upon acceptance of this Proposal, McMahon will prepare an Agreement incorporating the Scope of Services and terms outlined here. All services will be provided in accordance with our General Terms & Conditions, dated May 10, 2024, which will be incorporated into the Agreement for reference.

Invoices will be sent every month based on the previous months' time and expenses.

## PROJECT SCHEDULE

McMahon has the staff available to begin this project immediately upon award. Based on our prior experience in projects like this administrator recruitment of this nature typically will take 3 - 4 months to complete, plus any additional transition time needed for an individual to move to the area and begin employment.

<b>Weeks</b>	<b>1-4</b>	<b>5-8</b>	<b>9-12</b>	<b>13-16</b>
Preliminary Planning/Development of Candidate Profile				
Advertising/Candidate Search				
Resume Review				
Pre-Qualifying Candidates				
Personal Interviews				
Pre-Employment Checks of Finalists				
Employment Contract Negotiations				
Employment Transition				

## McMAHON TEAM

Personnel assigned to this project are selected from McMahon Associates, Inc. (McMahon). The Project Manager supervises the Project Team and clerical personnel support the team. The combined resources ensure that the client receives the best possible combination of professional attention.

### LORI M. GOSZ – SENIOR PUBLIC MANAGEMENT SPECIALIST

Lori will act as Project Manager and is a self-motivated, results driven professional with 25 years of municipal government experience in Northeast Wisconsin. A people, process and solution-oriented leader who appreciates the needs of the local government. Her focused experience is in human resource management, data research and analysis, operational and organisational studies, compliance to federal, state, and local regulations. She has worked successfully with the Wisconsin Department of Administration, Department of Natural Resources, and Department of Transportation on grant funding and administration of numerous projects.

### RUSS M. VAN GOMPEL – PUBLIC MANAGEMENT SPECIALIST

Russ will assist the Project Team and has over 39 years of experience in local governments serving in the States of Wisconsin and Minnesota. His experience includes working in the governments of large cities to smaller units of government and includes public cooperation agreements, public private partnerships and impact fee analysis and forecasting. Russ previously served as the Finance Director for the City of Oshkosh.

### ED M. HENSCHEL – PUBLIC MANAGEMENT SPECIALIST

Ed will assist the Project Team and is a Public Management Specialist with 40 years of municipal management experience. Prior to joining McMahon, he served as a City Manager for 30+ years, serving municipalities in Wisconsin and Michigan. He was the Executive Director of the Wisconsin City/County Management Association for 10 years. He also has 20 years of municipal consulting experience conducting municipal recruitments, consolidation studies, department operation reviews, and labor negotiations. As a consultant, he has specialized in shared service and consolidation studies as well as management reviews for a wide range of municipal departments. In 2019 he published a book entitled Municipal Shared Service and Consolidation Handbook.

### MARK A. ROHLOFF – DIVISION MANAGER

Mark is a successful, results oriented public manager with over 40 years of diverse experience in strategic planning, budgeting, finance, continuous improvement, personnel, public works and utilities, economic development, and intergovernmental relations. He has served as a manager and administrator for 3 different Wisconsin cities and towns, and has worked in cities ranging from 5,000 to 450,000 in population in Wisconsin, California, and Colorado. Mark has held leadership positions with the Wisconsin City-County Management Association, the League of Wisconsin Municipalities, and League Mutual Insurance, and has been a member of the adjunct faculty at UW Oshkosh.

## REFERENCES

### VILLAGE OF KIMBERLY

#### Executive Selection

Danielle Block, Village Administrator  
[dblock@vokimberly.org](mailto:dblock@vokimberly.org)  
515 W. Kimberly Ave.  
Kimberly, WI 53182  
920-788-7500

### TOWN OF BUCHANAN

#### Executive Selection

Karen Lawrence, Supervisor 1  
[Supervisor1@townofbuchanan.wi.gov](mailto:Supervisor1@townofbuchanan.wi.gov)  
N178 County Road N  
Appleton, WI 54915  
920-734-8599

### CITY OF WEYAUWEGA

#### Executive Selection/Interim Administration

Rich Luedke, Mayor  
[rluedke@cityofweyauwega-wi.gov](mailto:rluedke@cityofweyauwega-wi.gov)  
109 E. Main Street  
Weyauwega, WI 54983  
920-867-2630

### VILLAGE OF UNION GROVE

#### Executive Selection

Steve Wicklund, Village President  
[swickland@uniongrove.net](mailto:swickland@uniongrove.net)  
925 15<sup>th</sup> Avenue  
Union Grove, WI 53182  
262-878-1818

### VILLAGE OF MOUNT PLEASANT

#### Executive Selection

Mary Cole, Human Resources Director  
[mcole@mtpleasantwi.gov](mailto:mcole@mtpleasantwi.gov)  
8811 Campus Drive  
Mount Pleasant, WI 53406  
262-664-7800

### VILLAGE OF HARRISON

#### Interim Manager

Allison Blackmer  
[ablackmer@harrison-wi.org](mailto:ablackmer@harrison-wi.org)  
W5298 State Road 114  
Harrison, WI 54952  
920-808-1596

### VILLAGE OF BAYSIDE

#### Executive Selection/Management Counsel

Andy Pederson, Village Manager  
[apederson@baysidewi.gov](mailto:apederson@baysidewi.gov)  
9075 N. Regent Road  
Bayside, WI 53217  
414-206-3925

### VILLAGE OF GERMANTOWN

#### Executive Selection

Steve Kreklow  
[skreklow@germantownwi.gov](mailto:skreklow@germantownwi.gov)  
N112 W17001 Mequon Road  
Germantown, WI 53022  
262-250-4775

### VILLAGE OF PALMYRA

#### Executive Selection, Public Safety Director

Kathleen Weiss, Village President  
[villpres@vi.palmrya.wi.gov](mailto:villpres@vi.palmrya.wi.gov)  
110 W. Taft Street  
Palmyra, WI 53156  
262-495-8294



**Proposal**

MARCH 20, 2025

## **Village/Town Administrator Executive Recruitment Services**

**Village & Town of Somers, Wisconsin**

### **Submitted by:**

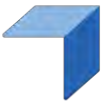
MICHELE MORAWSKI  
CLIENT SERVICES MANAGER

790 FRONTAGE ROAD  
SUITE 213  
NORTHFIELD, IL 60093

224.415.3791  
MMORAWSKI@MGT.US

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# Cover Letter

March 20, 2025

Jason Peters  
Village/Town Administrator  
Village & Town of Somers  
7511 12th Street  
Somers, WI 53171



Dear Mr. Peters:

As the nation's leading provider of executive recruitment and selection solutions, MGT Impact Solutions, LLC (MGT) is uniquely well qualified to partner with the Village & Town of Somers ("Village & Town") to exceed all your expectations on this Village/Town Administrator recruitment project.

## HOW CAN WE SUPPORT YOU?

Following are the keys to our successful methodology:

- **Industry Leadership:** With 1,500 completed executive recruitment engagements in 45 states and a diverse range of communities, we're a proven leader in local government recruitment. Over 40% of our clients are repeat customers, and 94% rate our performance as **Outstanding**.
- **Subject Matter Expertise:** Our team includes former local government leaders, human resources experts, and industry veterans, ensuring that we understand the specific challenges and opportunities in government, education, and nonprofit sectors. We leverage our deep understanding of organizational culture and sector-specific needs to identify top-tier candidates who align with our clients' goals.
- **Top Talent, Guaranteed:** We use advanced recruitment strategies, including social media outreach and video interviews, to thoroughly vet candidates. Our Recruitment Brochures showcase in-depth knowledge of your community, and we conduct extensive reference checks and background searches to ensure we recommend the best fit.
- **True Partnership:** From start to finish, we collaborate closely with you. You'll have full access to candidate resumes, and we'll offer honest assessments to ensure the perfect match. Whether evaluating internal candidates or exploring non-traditional talent, we're committed to your complete satisfaction.
- **Flexible Solutions:** We offer customizable recruitment services to suit any budget, from Full Executive Searches to Limited Scope and Virtual Recruitments. Our proposal outlines the service scope that best meets your needs.

Our comprehensive and tailored executive recruitment services are designed to meet the unique needs of your organization. With a proven track record, a focus on quality, and a commitment to partnership, we ensure that every step of the process is handled with expertise and care. Whether you're seeking top-tier talent, exploring non-traditional candidates, or working within a specific budget, we are here to deliver the best fit for your organization. We look forward to

COVER LETTER

working with you to find the ideal candidate who will drive success and elevate your community's leadership.

**MGT CONTACT INFORMATION**

<b>MGT HEADQUARTERS</b>	<b>MGT Impact Solutions, LLC</b> 4320 West Kennedy Boulevard   Tampa, Florida 33609 FEIN: 81-0890071   www.mgt.us
<b>PROPOSAL CONTACT</b>	<b>Michele Morawski, Client Services Manager</b> 790 Frontage Road, Suite 213   Northfield, IL 60093 224.415.3791   mmorawski@mgt.us

The following proposal has been tailored to your specifications and provides a detailed plan of how we will partner with you to meet your objectives. Thank you for the opportunity to present our qualifications to the Village & Town of Somers. Should you have questions on any aspect of this proposal, please contact **Michele Morawski** at **224.415.3791** or **mmorawski@mgt.us**.

Regards,



Patrick J. Dyer, Vice President  
*Authorized to bind the firm*



# Firm Profile

## Impacting communities for good.

MGT brings **50 years** of experience driving positive social change and performance in education, government, nonprofits, and critical infrastructure/private industries through **assisting clients to strengthen their foundation, change systematically, and enable resiliencies for long-lasting change**. Since inception, MGT has significantly grown in size and capacity – working with state and local governments and education partners. Today, we bring a team of over **900 professionals** who offer in-depth market knowledge and understanding so we can hit the ground running.

MGT is a privately held, employee-owned and financially stable limited liability company with a deep roster of staff and a commitment to serving the public. Our clients care about addressing the world’s most-pressing problems, and so do we. Their “why” is our why.

**What sets us apart** is our ability to customize and offer individualized support but also the resources of a larger infrastructure to enable flexibility in impacting to-scale. Throughout our history, MGT has successfully delivered more than **30,000 projects** through a thoughtful balance of balancing the “immediate” needs while changing systems to plan for future resilience and success.

## Our Commitment

MGT embraces the most complex challenges on the leadership agenda, with deep commitment, agility, and local expertise to make a measurable and profound impact. Simply stated, **We are impacting communities for good.**

## MGT | FIRST LOOK

**Name:** MGT Impact Solutions, LLC (MGT)

**Locations:** Headquarters in Tampa, FL; branch offices nationwide.

**Cooperative Contracts:**

ASC 20-7359, 24-7484

OMNIA LS4612

TIPS 220601, 220802, 230105

TX Share 2024-019

**Structure:** Privately held, employee-owned, client-driven Limited Liability Company.

**Lines of Business:** Strategy and Implementation, Performance and Operations, IT Infrastructure, and Cyber Security and Resilience for public sector and commercial companies.



50 years

900 consultants

30,000 projects

## A Social Impact Commitment

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### DEFINED BY **IMPACT**

Making a profound impact on society is at the heart of who we are and what we do. Village & Town of Somers should be proud to make a difference in the lives of the citizens in your community, and we are proud to work with you toward this goal. Our team empowers organizations through innovations in people, processes, and technology to lift and strengthen your solutions.

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## MGT's Expertise

Our firm includes more than **900 professionals**, structured into the following primary groups, along with various internal infrastructure groups to support our operations and growth.



### Strategy & Implementation

Working alongside an organization's C-suite, we help leaders co-create strategy through organizational reviews and data analytics to create actionable roadmaps for success.



### IT Infrastructure & Digital

We provide engineering expertise to modernize IT infrastructure and ensure your technology implementation is properly designed, integrated, modernized, and maintained.



### Cyber Security & Resilience

From real-time, 24/7 monitoring to proactive threat detection and rapid incident response, we can give you the tools to heighten your network's security posture and keep it there.



### Performance & Operations

Bridging the gap between strategy and enduring change, we support efficient revenue allocation, promote economic development, and create fairness in hiring and contracting systems.






## Our MGT Vision

To achieve our mission of being the social impact and performance leader in our industry, we are continuously improving to earn the privilege of being selected as our clients' partner of choice in the mission-critical domains we impact. By elevating education systems, managing and securing critical networks, solving complex human capital and fiscal problems, and advancing equity as a performance imperative, we can impact communities, for good through client partnership.

We deliver these solutions through our "three-point stance" of technology, education, and performance offerings. With our long-term vision of creating profound social impact through client performance, we seek out the "best of the best" to join us in our work supporting clients' top priorities.

## Markets we serve:


- Higher Education
- Prek-12
- Government
- Nonprofits
- Commercial Industries

<p><b>PEOPLE</b></p>  <p>We believe in the power of connecting people and ideas which solve mission-critical, complex challenges to foster a trusted connection with our clients...for life.</p>	<p><b>PURPOSE</b></p>  <p>We are led by a transformative movement, fueled by people, innovation, and solutions designed to provide enduring opportunities for prosperity and well-being.</p>	<p><b>PERFORMANCE</b></p>  <p>We partner with clients to advance learning outcomes, reduce operational costs, recover revenue, improve workflows, and provide resilient and hardened technology networks and infrastructure.</p>
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# MGT's Differentiator: Full Suite of Services


## Cyber & Network Solutions

Our Cyber Security and Network Security Solutions team offers a deep technical engineering bench of seasoned, certified experts, working in the “security trenches” in complex IT environments. For the Managed Detection and Response (MDR) solution, our Security Operations Center (SOC) doesn’t sleep so our clients can. Our flagship, best-in-class managed firewall services are unparalleled. We detect, respond, and recover from cyber incidents proactively and harden our clients’ security posture.

 **100** in-house certified engineers  
**24x7** NOC and SOC


## Human Capital Solutions

Our experts are former local government and school leaders who understand the challenges facing today’s public sector organizations. We offer consulting, recruiting, and staffing solutions that include a full suite of human resources and management studies; executive recruitment services; and interim, managed, and outsourced staffing options. Our experts can assess your organizational culture, permanent and temporary staffing needs, and evaluate your systems and structures, all to maximize efficiency and effectiveness.

 **1,725+** interim employees placed  
**1,500+** executive recruitments  
**500+** consulting studies  
**In 48 states!**


## Education Solutions

We create recommendations for our educational clients that are reliable, actionable, and based on proven research and a thorough understanding of each district or system’s program needs and long-term goals. Our team is led by former state education commissioners, district superintendents, school board members, principals, and teachers. Our partnerships have allowed clients to reinvest hundreds of millions of dollars back into the classroom.

 **50** million students served  
**38** state DOEs as clients


## Financial Solutions

Public agencies face increasing pressure to improve effectiveness and efficiency, while operating in a transparent and sustainable manner. We partner with government organizations, school districts, higher education institutions, and not-for-profits to help them achieve long-term success.

 **50+** years of trusted relationships  
Proprietary software

## Diversity, Equity, & Inclusion (DEI) Solutions

We help public sector clients address issues and challenges related to policies and practices which adversely impact DEI. We are one of the largest providers of disparity studies and other DEI solutions designed to increase equitable and inclusive organizational outcomes.

 **225** disparity studies  
DEI assessments & training  
Equity Audits

## Public Affairs Solutions

Our team of former nationwide leaders in policy development and education leadership partner with our clients to provide business advisory and public opinion architecture solutions which lift up and evolve education ecosystems and impacts public policy programs.

 Global clientele  
Staff are former policy makers



# Our Team

*The success of a consulting engagement is founded on the qualifications of the project team and the way in which it is structured and managed.*

MGT employs a team of professionals with backgrounds in local government and the not-for-profit sector. With the Village & Town’s staffing needs in mind and due to the significance of this recruitment we will assign one of our highly knowledgeable and experienced consultants to serve as your Recruitment Lead and the primary point of contact for this project. All Recruitment Leads are supported by the Vice President of Human Capital Solutions, a Recruitment Coordinator, and Reference Specialist. Depending on availability at the time a contract is awarded, MGT reserves the right to assign another Recruitment Lead to ensure the recruitment is completed within an appropriate time frame. Staff biographies are attached in **Appendix A**.

## Recruitment Lead & Main Point of Contact

One of the following consultants will be assigned based on availability at the time a contract is executed.



**MIKE BRETHORST**  
Senior Consultant  
847.380.3240  
MBrethorst@mgt.us



**DAVE DE ANGELIS**  
Senior Consultant  
847.380.3240  
DDeAngelis@mgt.us



**LEE SZYMBORSKI**  
Senior Consultant  
414.750.7799  
LSzymborski@mgt.us

## Proposal Inquiries



**CHARLENE STEVENS**  
Vice President –  
Human Capital  
Solutions  
847.380.3240 x124  
CStevens@mgt.us



**MICHELE MORAWSKI**  
Client Services  
Manager  
224.415.3791  
MMorawski@mgt.us

## Why Choose MGT?

- ✓ **Unparalleled Expertise and Level of Service.** With 1,500 completed executive recruitment engagements in 45 states and a diverse range of communities, we are a leader in the field of local government recruitment and selection. More than 40% of our clients are repeat clients, and 94% of surveys show our overall performance rating as **Outstanding** – indicating a plan to use our services and/or highly recommend us in the future.
- ✓ **Delivering the Best.** We conduct comprehensive **due diligence** on candidates. Our state-of-the-art process includes extensive use of social media for candidate outreach and video interviews with potential finalist candidates, ensuring successful recruitment for the Village & Town. We will provide important information to potential candidates by developing a high quality, thorough Recruitment Brochure reflecting the knowledge we will have about your community and your organization. Before we recommend a candidate to you, **we ask probing questions** that will verify their expertise during video interviews, reference calls, and news and social media searches.
- ✓ **A Partner from Start to Finish.** We are your partners in this important process. We welcome you to review all the resumes we receive, and we will share our honest assessment of the candidates. Our goal is your **complete satisfaction**. We can strategize with you on a variety of approaches for meeting your recruiting needs, including evaluation of internal candidates, identification of non-traditional candidates who meet your recruitment requirements, succession planning, and mentoring options. We are committed to working with you to find the candidate that is the best fit for your position.
- ✓ **Services for Any Budget and Any Search.** We strive to meet the specific needs of our clients by offering several options for recruitment services to meet your budget. Our services range from Full Executive Recruitments to Virtual Recruitments and even simply Professional Outreach for those who want to reach a broader network. In the following proposal, we have provided the scope we believe **best fits your needs**.

### Success Stories

"We were very impressed by how efficient they worked, their methodology, their insight, and their professionalism.

I would highly recommend MGT and hope to do business with them again for our next study."





# Project Approach & Methodology

*A detailed plan specifically designed for you.*

## Project Understanding

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 position search.

Our clients are informed of the progress of their 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.



### Success Stories

**“The coordination by the consultant helped to alleviate the workload of internal staff. Consultant was willing to customize the process based on the City’s needs.”**

## Proposed Work Plan

### PHASE 1 - POSITION ASSESSMENT, ANNOUNCEMENT, & BROCHURE

MGT treats each executive recruitment as a transparent partnership with our client. We believe in engaging with stakeholders early in each recruitment process to fully understand the challenges and opportunities inherent in the position. Understanding the organizational culture is critical to successful recruitment. We gain this insight and information through meetings (one on one and in small groups), surveys, and a review of relevant information. This information is reflected in a polished marketing piece that showcases the organization and the area it serves.

#### INFORMATION GATHERING

- One-on-one or group interviews with stakeholders identified by the Village & Town.
- Community forums (in-person or via video) can be used to gather input and feedback.
- Surveys can be used for department personnel and/or the community to gather feedback.
- Conversations/interviews with department heads.

A combination of the items listed above can be used to fully understand community and organizational needs and expectations for the position (this proposal includes 12 hours of meetings – additional meetings can be added for a fee of \$195/hour plus actual expenses if incurred). One organizational survey is included. A Community Survey can be conducted for \$2,500. Community Forums are conducted as an optional service.

## PROJECT APPROACH & METHODOLOGY

Development of a **POSITION ANNOUNCEMENT** to be placed on websites and social media.

Development of a thorough **RECRUITMENT BROCHURE** for Village & Town review and approval.

Agreement on a detailed **RECRUITMENT TIMETABLE** – a typical recruitment takes between 90 to 120 days from the time you sign the contract to the appointment of the finalist candidate.

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### PHASE 2 - ADVERTISING, CANDIDATE RECRUITMENT, & OUTREACH

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We make extensive use of social media as well as traditional outreach methods to ensure a diverse and highly qualified pool of candidates. Our website is well known in the local government industry – we typically have 17,000+ visits monthly to our website and career center. Additionally, our weekly jobs listings are sent to over 8,000 subscribers.

Phase 2 will include the following:

- MGT consultants will personally identify and contact potential candidates.
- Develop a database of potential candidates from across the country unique to the position and to the Village & Town, focusing on:
  - Leadership and management skills.
  - Size of organization.
  - Experience in addressing challenges and opportunities also outlined in Phase 1.
  - The database will range from several hundred to thousands of names. An email campaign will be sent to each potential candidate.
- Placement of the Position Announcement:
  - Public sector online Career Centers.
  - **Social media:** LinkedIn (posted on MGT Executives LinkedIn news feeds to reach over 50,000 connections), Facebook, and Instagram.
  - MGT will provide the Village & Town with a list of advertising options for approval.

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### PHASE 3 - CANDIDATE EVALUATION & SCREENING

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Phase 3 will include the following steps:

- Review and evaluation of candidates' credentials with consideration to the criteria outlined in the Recruitment Brochure.
- Candidates will be narrowed down to those that meet the qualification criteria.
- Candidate evaluation process:
  - Completion of a questionnaire explaining prior work experience.
  - Live Video Interview (45 minutes to 1 hour) conducted by consultant with each finalist candidate.
  - References provided by the candidate are contacted.
  - Internet/Social Media search conducted on each finalist candidate.

All resumes will be acknowledged and inquiries from candidates will be personally handled by MGT, ensuring the Village & Town's process is professional and well regarded by all who participate.

## PHASE 4 - PRESENTATION OF RECOMMENDED CANDIDATES

Phase 4 will include the following steps:

- MGT will prepare a Recruitment Report presenting the credentials of those candidates most qualified for the position.
- MGT will provide an electronic recruitment portfolio which contains the candidates' materials along with a "mini" resume for each candidate so that credentials are presented in a uniform way.
- The Village & Town will receive a log of all applicants and may review resumes if requested.
- Report will arrive in advance of the Recruitment Report Presentation.

MGT will meet with the Village & Town to review the recruitment report and provide additional information on the candidates.

## PHASE 5 - INTERVIEWING PROCESS & BACKGROUND SCREENING

Phase 5 will include MGT completing the following steps:

- Develop the first and second round interview questions for Village & Town review and comment.
- Coordinate candidate travel and accommodations.
- Provide Village & Town with an electronic file that includes:
  - Candidates' credentials.
  - Set of questions with room for interviewers to make notes.
  - Evaluation sheets to assist interviewers in assessing the candidate's skills and abilities.

Background screening will be conducted along with additional references contacted:

### MGT BACKGROUND SCREENING

- |  |   |
|--|---|
| <ul style="list-style-type: none"> <li>✓ Social Security Trace &amp; Verification</li> <li>✓ US Federal Criminal Search</li> <li>✓ Enhanced Verified National Criminal                             <ul style="list-style-type: none"> <li>– National Sex Offender Registry</li> <li>– Most Wanted Lists: Federal Bureau of Investigation (FBI), Drug Enforcement Agency (DEA), Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF), Interpol</li> <li>– Office of Foreign Assets Control (OFAC) Terrorist Database Search</li> <li>– Office of the Inspector General (OIG), General Services Administration (GSA), System for Award Management (SAM), Food and Drug Administration (FDA)</li> <li>– All felonies and misdemeanors reported to the National Database</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>✓ County/Statewide Criminal</li> <li>✓ Civil Search</li> <li>✓ Bankruptcy, Liens, and Judgements</li> <li>✓ Motor Vehicle Record</li> <li>✓ Education Verification – All Degrees Earned</li> <li><b>Optional:</b> Credit Report – Transunion with score (based on position and state laws)</li> <li><b>Optional:</b> <ul style="list-style-type: none"> <li>– Professional License Verification</li> <li>– Drug Screen</li> <li>– Employment Verification</li> </ul> </li> </ul> |
|--|---|

PROJECT APPROACH & METHODOLOGY

MGT will work with you to develop an interview schedule for the candidates and coordinate travel and accommodations. MGT consultants will be present for all the interviews, serving as a resource and facilitator.

MGT will coordinate a 2-Step Interview process. The first-round interviews will include four to five candidates. The second-round interviews will include two or three candidates. MGT will supply interview questions and an evaluation form.

In addition to a structured interview, the schedule can incorporate:

- Tour of Village & Town facilities.
- Interviews with senior staff.

**PHASE 6 - APPOINTMENT OF CANDIDATE**

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

**Project Timeline**

Based on our experience in conducting similar projects, we anticipate the proposed project can be completed within 14 weeks of project initiation as illustrated in **Exhibit 1**.

*Exhibit 1. Proposed Schedule*

WORK PLAN TASKS	WEEK													
	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Phase 1: Position Assessment, Position Announcement, & Brochure	█	█												
Phase 2: Advertising, Candidate Recruitment, & Outreach			█	█	█	█								
Phase 3: Candidate Evaluation & Screening							█	█	█					
Phase 4: Presentation of Recommended Candidates										█				
Phase 5: Interviewing Process & Background Screening											█	█		
Phase 6: Appointment of Candidate													█	█

## MGT's Recommendations to RECRUIT and Retain Top Talent

**RESPONSIVE: ROLL OUT THE WELCOME MAT!** Candidates may struggle with relocating for a new position as well as being concerned about the “fit” with a new team. It is important to include costs for your top candidate(s) to travel to your location for the final interview process. Our team will work with you to create a welcoming, informative experience for both you and the candidate(s).

**ENCOURAGING:** Employee development is a must-have in today's market. Candidates appreciate their employer investing in them as much as they are investing themselves in the job. Consider “up and coming” candidates who may lack one or two preferred skills and assign a mentor or invest in a course to encourage their professional development. A mentor/training program will also help establish a peer-to-peer connection and make them feel more comfortable about the transition to a new job.

**COMPETITIVE:** Our team will guide you in offering a competitive market rate compensation and competitive benefits package attractive to today's candidates. Competitive employers must include relocation expenses and should consider signing bonuses and temporary housing.

**RESOURCEFUL:** Review your job description – do you need public sector experience? Are the years' experience you list essential, or can that be preferred? Consider a more resourceful approach when reviewing candidates' experience. Carefully assess requirements such as Certified Public Accountant (CPA), Professional Engineer, and others that will limit your talent pool – consider using the word “ideally” or “preferably.”

**UNDERSTANDING:** These past few years have, without a doubt, changed the work environment. Competitive employers have recognized this and are offering flexible/hybrid/remote work options. Those positions that offer this type of flexibility consistently receive a better candidate response rate.

**INNOVATIVE:** Think about what is unique and attractive about your community and organization and highlight that in your recruitment efforts. Talk about organizational culture and what your values are with respect to your employees. MGT will assist you in being as innovative as possible in your outreach.

**TRANSPARENT:** Some states now mandate listing salary ranges in any job advertisements or postings. More and more companies are showing at least a salary range in their postings to promote pay transparency and equity. Post the salary range you will use for hiring – it is public information. If we make it too difficult for candidates to find out the salary, they will move on to the next opportunity.



# Cost Proposal

*Defined by Impact. Driven by People.  
Dedicated to the Community.*

We take pride in customizing our client’s needs – and we will work with you to ensure our fees are aligned with your expectations and budget.

## Full Scope Recruitment

Summary of Costs	Price
<b>Recruitment Fee</b>	\$21,500
<b>Recruitment Expenses (not to exceed)</b> Expenses include candidate due diligence efforts	\$1,500
<b>Advertising</b> <i>*Advertising costs over \$2,000 will be placed only with client approval. If less than \$2,000, client is only billed for actual cost.</i>	\$2,000*
<b>TOTAL:</b>	<b>\$25,000**</b>

*\*\*Consultant travel expenses are not included in the price proposal. If the consultant is requested to travel to the client, travel costs will be estimated at time of request. Only actual expenses will be billed to the Village & Town for reimbursement.*

Possible in-person meetings could include:

- Recruitment brochure interview process
- Presentation of recommended candidates
- Interview Process

Any additional consultant visits requested by the Village & Town (beyond the three visits listed above) will be billed at \$195/hour. The additional visits may also result in an increase in the travel expenses billed.

\*This fee does not include travel and accommodation for candidates interviewed.

## Payment for Fees & Services

- **1<sup>st</sup> Invoice:** Contract Award (40% of the Recruitment Fee).
- **2<sup>nd</sup> Invoice:** Presentation of Candidates (40% of the Recruitment Fee & expenses incurred to date).
- **Final Invoice:** Completion of Recruitment (20% of the Recruitment Fee plus all remaining expenses).

Payment of invoices is due within 30 days of receipt.

## **Our Guarantee – Full Scope Recruitment**

MGT is committed to assisting our clients in the selection and appointment of a suitable candidate. In today's competitive hiring market, it is critical to move expeditiously to interview candidates and make key hiring decisions; failure to do so may result in the loss of desirable candidates. If the client has not responded to multiple requests for decisions and/or guidance within six weeks of candidates being presented for interview or following finalist interviews, MGT may choose to cancel the contract and bill the client for work completed to date.

It is MGT's goal to provide the client with well-qualified candidates for their hiring needs. If the client rejects the list of qualified candidates and/or fails to negotiate in good faith and come to terms for hiring a candidate and instead chooses to readvertise the opportunity, MGT reserves the right to charge additional consulting fees commensurate with the additional work requested.

Upon appointment of a candidate, MGT provides the following guarantee: should the selected and appointed candidate, at the request of the Village & Town or the employee's own determination, leave the employ of the Village & Town within the first 12 months of appointment, we will, if desired, conduct one additional recruitment for the cost of expenses and announcements. Reimbursable expenses may be incurred should the recruitment process require the consultant to travel to the Village & Town. To engage in this guarantee, the request must be made within six months of the employee's departure.

## Limited Scope Recruitment Scope of Services

MGT offers the option for a "Limited Scope" recruitment process, designed for clients who require only partial assistance with recruitment. The first several components of a Limited Scope Recruitment Process and a Full Recruitment and Selection Process are similar.

The consultant will:

- Meet with employees and other stakeholders.
- Develop a Recruitment Flyer for the position.
- Develop and place position announcements on websites and on social media outlets.
- Conduct outreach for candidates via personal and electronic contacts (up to 6 hours).
- Review all resumes.
- Conduct video interviews.
- Complete references for select candidates.
- Prepare an electronic Recruitment Portfolio that includes the information on the recommended candidates. This will be provided to the Village & Town a few days in advance of a candidate presentation meeting.

At this point in the Limited Scope Recruitment process, MGT involvement will be complete.

The key differences between the Limited Scope Recruitment Process and the Full Recruitment and Selection Process are:

- A Recruitment Flyer, instead of a full Brochure, will be prepared for the Limited Scope Recruitment.
- MGT will not conduct background investigations (court, credit, motor vehicle records checks, etc.)
- MGT will not offer any guarantee regarding the selection and tenure of the candidates. MGT will bill the Village & Town immediately after presentation of candidates and will not redo the recruitment and selection process if the Village & Town is unsuccessful in hiring someone from the group of recommended candidates.
- Development of interview questions, second interview questions, and assistance with contract negotiations will be the responsibility of the Village & Town.

## Limited Scope Recruitment Price Proposal

Summary of Costs	Price
<b>Recruitment Fee</b>	\$20,000
<b>Advertising</b> <i>*Advertising costs over \$2,000 will be placed only with client approval. If less than \$2,000, client is only billed for actual cost.</i>	\$2,000*
<b>TOTAL:</b>	<b>\$22,000**</b>

*\*\*Consultant travel expenses are not included in the price proposal. If the consultant is requested to travel to the client, travel costs will be estimated at time of request. Only actual expenses will be billed to the Village & Town for reimbursement.*

Possible in-person meetings could include:

- Recruitment brochure interview process
- Presentation of recommended candidates

Any additional consultant visits requested by the Village & Town (beyond the two visits listed above) will be billed at \$195/hour. The additional visits may also result in an increase in the travel expenses billed.

\*This fee does not include travel and accommodation for candidates interviewed.

### Payment for Fees & Services

- **1st Invoice:** Contract Award (50% of the Recruitment Fee).
- **Final Invoice:** Completion of Recruitment (50% of the Recruitment Fee plus all expenses).

Payment of invoices is due within 30 days of receipt.



# Optional Assessment Center

## *Qualified Assessors to Identify Your Needs.*

If requested, as part of the selection process MGT will perform an Assessment Center for candidates selected for interview. An Assessment Center is a useful tool for identifying and evaluating the strengths, areas for improvement, skills, and abilities of the candidates. MGT consultants will prepare all the related documents and scoring sheets for any three of the following exercises to be completed on the day of the Assessment Center:

- In-Basket Exercise
- Written/Oral Presentation Exercise
- Leaderless Group Exercise
- Structured Interview
- Budget Analysis Exercise
- Personnel Issues Exercise
- Other exercise of the Village & Town’s choosing

Optional Assessment Center Fee: **\$9,500\***

*\*The fee assumes the Assessment Center will be held on one day and be limited to no more than five candidates. For each additional day to accommodate more than five candidates, the fee increases by \$1,500.*

The fee includes the preparation of the Assessment Center material and a written report outlining the findings of the Assessment Center as reported by the Assessors. We will assist the Village & Town in selecting three professionals from outside the organization to serve as Assessors in evaluating each candidate’s strengths and weaknesses. The Village & Town will be responsible for paying a \$1,200 stipend to each Assessor for a one-day assessment center, and \$1,800 per Assessor for a two-day assessment center (plus reimbursement of any transportation or other travel expenses).

The fee does not include lodging, travel, and meal expenses for the MGT facilitator(s) to be on-site for the Assessment Center. Actual expenses will be billed in addition to the fee. If the Village & Town chooses to add the Assessment Center option, the fees and expenses for this will be billed separately.



# Optional Services

## *The Nation's Recruitment Leader.*

Having a solid plan in place is the only way to reach your long-term vision and goals, and we want to see you thrive. Our variety of services can be personalized to make the most of your strengths and give you an extra layer of support where you need it. We offer the following additional service offerings:

### **GOVTEMPSUSA**

Need an Interim? GovTempsUSA, a division of MGT, specializes in the temporary placement of positions in local government. The firm offers short-term assignments in addition to long-term and outsourced arrangements. Our placement professionals at GovTempsUSA have typically enjoyed distinguished careers in local government and displayed a commitment to public service throughout their careers.

### **RECORDED ONE-WAY VIDEO INTERVIEW OF CANDIDATES**

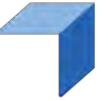
Candidates we recommend for your consideration can complete a one-way video interview with three to five questions that will be recorded and which you can review electronically at your convenience. This can occur prior to making your decision on which candidates to invite for an interview at a cost of \$100 per candidate.

### **LEADERSHIP/PERSONALITY TESTING**

MGT has experience working with a wide variety of leadership and personality assessment tools, depending on the qualities and experiences the Village & Town is seeking in their candidates. These include but are not limited to Luminaspark, Caliper, DISC, and others. Depending on the evaluation type, selected fees can range between \$100 to \$500 per candidate.

### **360° EVALUATION**

As a service to the Village & Town, we offer the option of providing you with a proposal for a 360° performance evaluation for the appointed position at six months into their employment. This evaluation will include seeking feedback from both elected officials and department directors, along with any other stakeholder the Village & Town 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, MGT will prepare a proposal for this service.



# Appendix A. Consultant Biographies

Biographies of our proposed consultants are provided on the following pages.



**Michael Brethorst**  
Senior Consultant

Michael Brethorst is a seasoned municipal management professional with over 20 years of experience and a robust background in executive recruiting, strategic planning, and community engagement. As a Senior Consultant at MGT, Mike leverages his extensive expertise to offer executive recruiting, compensation studies, and mentorship. His career has spanned various high-impact roles, including Chief Administrative Officer, Director, and Chief of Staff. A retired Lieutenant Colonel in the Army National Guard with 22 years of service, Mike has demonstrated leadership and dedication through multiple overseas deployments and as a Counterintelligence Special Agent.

In addition to his governmental roles, Mike actively contributes to his community as an Adjunct Professor. His experience includes managing departments such as Health and Human Services, facilities and construction, human resources, public utilities and public works, economic development, driving industrial park expansions, business retention, and downtown revitalization. Mike’s commitment to professional development is evident in his mentoring of staff and young professionals. His broad experience, both domestically and internationally, showcases his ability to lead and inspire teams towards achieving significant community and organizational goals.

**Areas of Expertise**

- Executive Recruiting
- Strategic Planning Facilitation
- Compensation Studies
- Public Utilities and Public Works Management
- Human Resources Leadership
- Labor Relations and Negotiations
- Performance Evaluation Implementations
- Organizational Improvement

**Education**

- M.S., Public, Human Services and Health Administration, Minnesota State University Moorhead, Moorhead, MN
- B.S., Public Administration, Emphasis: Community and Economic Development, St. Cloud State University, St. Cloud, MN
- A.A., Fergus Falls Community and Technical College
- Military: Graduate, Command and General Staff College, Fort Leavenworth

**Certifications**

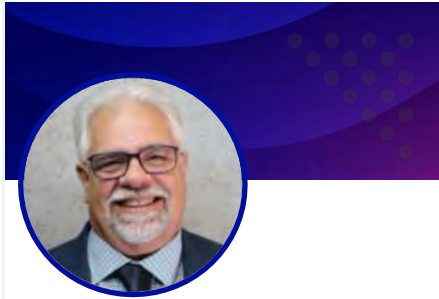
- Just Culture Certification Graduate Certificate
- Key Public Power Account Executive (KPPAE), American Public Power Association
- Business Retention and Expansion International, Certified Consultant

**Memberships & Affiliations**

- Minnesota City and County Management Association (MCMA), Current Member
- Municipal Clerks and Finance Officers Association, Minnesota
- American Legion – Detroit Lakes, MN
- Veteran of Foreign Wars – Detroit Lakes, MN
- Melrose Chamber of Commerce
- Lions – Melrose, MN; Barnesville, MN

**Professional Experience**

- University of Minnesota, Adjunct Professor, 2022-Present
- Essentia Health, Director Financial Services, 2023-2024; Senior Employee Labor Relations Specialist, 2021-2023
- Becker County, Detroit Lakes, MN, County Administrator, 2019-2021
- City of Melrose, MN, City Administrator, 2011-2019
- Department of Veteran Affairs, Fargo, ND, Administrative Officer (AO), 2008-2011
- City of Barnesville, MN, City Administrator, 2004-2008
- City of Brainerd, MN, Community Development Director, 2001-2004
- Ada EDA, Ada, MN, Executive Director, 1999-2001



**David De Angelis**  
Senior Consultant

David De Angelis, a Senior Consultant at MGT, brings over three decades of expertise in local government administration and leadership. With a background as a full-time elected mayor for nine years and a village manager for nearly 21 years, David has demonstrated innovative leadership in process improvement and professional development, fostering collaborative work environments amidst fiscal challenges.

Since joining MGT in 2023, David has spearheaded numerous executive recruitments across various disciplines, including administrators, community development directors, and public works directors. He is recognized as a regional leader in intergovernmental cooperation, having played pivotal roles in founding councils, serving as a community liaison, and chairing committees focused on regional planning and development.

**Areas of Expertise**

- Local Government Administration
- Executive Recruitment
- Process Improvement and Professional Development
- Regional Planning and Development
- Community and Stakeholder Engagement

**Education**

- B.S., Business Management, Cardinal Stritch University
- Certified Public Administrator, University of Wisconsin

**Professional Development & Speaking Engagements**

- Guest lecturer University of Wisconsin – Milwaukee, MPA program
- Presentations to GFOA WI on Tax Incremental Law Changes
- Presentations to Wisconsin City/County Managers Associations on Law Changes, Management Styles, & Local Government Cooperation

**Awards**

- American Planning Association Legislator of the Year Award 2002 Life
- Lifesaving Award, City of Muskego
- James R. Ryan Lifetime Achievement Award, Wisconsin Public Policy Forum

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**Memberships & Affiliations**

- Wisconsin City/County Management Association Board of Directors, Past President
- Milwaukee Area Municipal Employers Association Board of Directors, Past President
- Wisconsin Municipalities Mutual Insurance Board of Directors, President (18 years)
- League of Wisconsin Municipalities Board of Directors
- Waukesha County Economic Development Corporation, Board of Directors

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**Professional Experience**

- Village of Elm Grove, WI, Village Manager, 2002-2023
- City of Muskego, WI, Mayor, 1993-2002



## Lee Szyborski

### Senior Consultant

Lee Szyborski is a seasoned Senior Consultant at MGT, bringing over 33 years of experience in local government administration. Since joining MGT in 2014, he has successfully conducted over 175 executive searches for various municipal positions, including City Manager, City Administrator, and department heads across the Midwest, South, and East Coast. Lee has also completed more than 24 management studies and strategic plans for communities and professional associations in Wisconsin, Illinois, and Missouri. His expertise extends to personnel administration, community engagement, strategic planning, and recruitment, underpinned by his extensive background as a City Administrator in Mequon, Wisconsin, where he managed a \$30 million budget and oversaw 170 employees.

Lee's results-oriented approach to municipal management is evident in his significant achievements, such as the acquisition and enhancement of a \$14 million private water utility in Mequon, the reorganization of city departments to reduce workforce costs, and the establishment of a commuter rail service oversight committee in Buffalo Grove. His leadership in securing a \$16 million mixed-use development project in Mequon's Town Center further highlights his strategic acumen. Lee is also a recognized speaker at state City Management Association meetings and has served as an adjunct instructor, sharing his knowledge and expertise with future leaders in the field.

#### Areas of Expertise

- Personnel Administration
- Community Engagement
- Strategic Planning
- Recruitment
- Classification and Compensation Studies
- Organizational Development
- Municipal Government Administration
- Project Management

#### Education

- M.S., Urban Affairs, University of Wisconsin, Milwaukee
- B.A., Political Science and English, University of Wisconsin, Milwaukee

#### Professional Development & Speaking Engagements

- Speaker at state City Management Association meetings in Wisconsin, Illinois, and Missouri
- Former Adjunct Instructor at Upper Iowa University, Milwaukee Center and Concordia University Wisconsin
- Published articles in Public Management Magazine, Milwaukee Journal Sentinel

#### Awards

- Mequon-Thiensville Chamber of Commerce Distinguished Service Award

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#### Memberships & Affiliations

Mequon Police Commission  
 Mequon-Thiensville Sunrise Rotary Club  
 Board of Directors for the Mequon Nature Preserve  
 International City/County Management Association

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#### Professional Experience

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



**Charlene Stevens**

**Vice President**

Charlene Stevens brings over 20 years of municipal management expertise to her role as Vice President at MGT. With a distinguished career that spans rural, suburban, and urban settings across Minnesota, Kansas, and Pennsylvania, Charlene has led more than 80 executive recruitments nationwide. Her experience includes significant roles in civic engagement, community visioning, workforce development, and downtown revitalization. Charlene is known for her professionalism and commitment to public service. She has held numerous leadership positions throughout her career and across the country. A dedicated mentor and advocate for inclusive environments, she excels in stakeholder engagement and has successfully managed projects involving park expansions, greenspace preservation, and workforce training initiatives.

Charlene leads MGT’s Recruitment Services and directly conducts recruitments and general consulting services. She is a frequent speaker at state and national conferences.

**Areas of Expertise**

- Executive Recruitment
- Strategic Planning
- Civic Engagement
- Community Visioning
- Community Engagement
- Staff Mentoring Programs
- Stakeholder Engagement
- Park Expansions and Greenspace Preservation
- Workforce Training Initiatives
- Municipal Management

**Education**

- Master of Public Administration, University of Kansas
- Bachelor of Arts, International Relations, Pomona College

**Training & Instruction**

- Instructor, International City and County Management Association (ICMA), Emerging Leaders Development Program and Mid-Career Institute
- Presenter and Speaker for ICMA, MCMA, and State Association and Affiliate Groups

**Memberships & Affiliations**

International City/County Manager Association (ICMA), Current Member, Past Regional Vice President, Past Committee and Task Force Chair

Minnesota City/County Managers Association (MCMA), Current Member

League of Minnesota Cities, Past Board Member

Coalition of Greater Minnesota Cities, Past Board Member

Women in Public Service Wichita/Sedgwick County, Kansas, Founding Member

**Professional Experience**

Cottage Grove, MN, City Administrator, 2015-2018

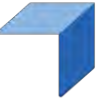
Willmar, MN, City Administrator, 2011-2015

Sedgwick County, KS, Assistant County Manager, 2006-2011

Lower Gwynedd, PA, Assistant Township Manager, 1999-2006

Buckingham, PA, Assistant Township Manager, 1997-1999

City of Wichita, KS, Neighborhood Assistant, 1995-1996



# Appendix B. Client List

A list of the clients we have had the pleasure of partnering with that complements the Village & Town's recruitment request is provided on the following pages.

### City Management Client List 2020 to Present

State	Client	Position Title	Year	Population
Alaska	Bethel	City Manager	2024	6,500
	Homer	City Manager (Professional Outreach)	2024	5,300
Arizona	Buckeye	City Manager	2021	69,744
	Kingman	City Manager	2023	34,669
California	Antioch	City Manager	2024	115,264
Colorado	Loveland	City Manager	2024	82,460
Connecticut	Bloomfield	Town Manager	2024	21,301
	Enfield	Town Manager	2022	45,246
	Granby	Town Manager	2023	11,375
	Manchester	General Manager	2021	59,710
	Simsbury	Town Manager	2023	25,517
Delaware	Milford	City Manager	2024	12,272
Florida	Apopka	City Administrator	2024	55,496
	Deerfield Beach	City Manager	2024	80,000
	Fort Lauderdale	City Manager	2024	184,255
	Lakeland	City Manager	2020	110,000
	Miami Beach	City Manager	2024	88,000
	Ponce Inlet	Town Manager	2022	3,411
Georgia	Albany	City Manager	2021	77,434
Illinois	Centralia	City Manager	2020	13,000
	Crest Hill	City Administrator	2021	21,169
	Crest Hill	City Administrator	2025	21,169
	Farmer City	City Manager	2024	1,828
	Forsyth	Village Administrator	2021	3,490
	Fox Lake	Village Administrator	2021	10,550
	Galesburg	City Manager	2022	33,706
	Galesburg	City Manager	2023	33,706
	Greenville	City Manager	2021	7,000
	Kenilworth	Village Manager	2024	2,562
	La Grange	Village Manager	2022	15,610
	Lake Barrington	Village Administrator	2022	4,879
	Lisle Township	Township Administrator (Virtual)	2024	119,040
	Long Grove	Village Manager	2023	8,153
	Maryville	Village Administrator	2024	8,316
	McHenry	City Administrator	2023	27,135
	Morton Grove	Village Administrator	2024	23,500
	Mundelein	Village Administrator	2020	31,385
	Niles	Village Manager	2021	30,001
	North Chicago	Chief of Staff	2021	30,020
Northbrook	Village Manager	2021	35,000	
Northfield	Village Manager	2023	5,400	
Oak Brook	Village Manager	2021	8,058	
Oak Park	Village Manager	2021	52,000	
Oak Park Township	Township Manager	2023	51,774	
Palos Heights	City Administrator (Virtual)	2021	12,480	
Park Forest	Village Manager	2025	21,975	
Pingree Grove	Village Manager	2020	10,000	
Pingree Grove	Village Manager	2023	10,000	

	Plainfield	Village Administrator	2021	41,734
	River Forest	Village Administrator	2021	11,635
	Rock Island	City Manager	2021	39,684
	Savoy	Village Administrator (Virtual)	2020	8,607
	Schaumburg Township	Township Administrator (Virtual)	2021	140,000
	Sycamore	City Manager (Professional Outreach)	2021	18,557
	Vernon Hills	Village Manager	2021	25,911
	Villa Park	Village Manager	2022	22,038
	Washington	City Administrator	2021	15,700
	Wauconda	Village Administrator	2021	14,125
Indiana	St. John	Town Manager (Professional Outreach)	2020	18,047
Iowa	Indianola	City Manager	2022	15,833
	Indianola	City Manager	2025	15,833
	Knoxville	City Manager	2021	7,300
	Marshalltown	City Administrator	2024	27,338
	Muscatine	City Administrator	2020	23,819
	Urbandale	City Manager	2024	45,580
	Windsor Heights	City Administrator	2023	4,860
Kentucky	Paducah	City Manager	2021	24,850
	Paris	City Manager	2021	9,846
Maine	Bangor	City Manager	2021	33,039
Maryland	Takoma Park	City Manager	2023	17,629
	Westminster	City Administrator	2021	18,522
Massachusetts	Wayland	Town Manager	2022	13,882
	Williamstown	Town Manager	2021	8,400
Michigan	Adrian	City Administrator	2020	20,676
	Berkley	City Manager	2024	14,970
	Charlotte	City Manager	2020	9,100
	Clawson	City Manager	2021	11,946
	Laketown	Township Manager	2024	6,192
	Rochester	City Manager	2022	13,017
	Royal Oak	City Manager	2020	59,112
	Troy	City Manager	2024	83,181
Minnesota	Becker	City Administrator	2021	4,874
	Blaine	Director of Administrative Services	2024	67,939
	Breezy Point	City Administrator/Clerk/Treasurer	2024	2,396
	Fairmont	City Administrator	2024	10,477
	Golden Valley	City Manager	2024	22,715
	Hibbing	City Administrator	2021	15,855
	Lindström	City Administrator	2023	4,888
	Minnetonka	City Manager	2022	53,953
	Scandia	City Administrator	2023	4,149
	St. Joseph	City Administrator	2022	7,342
	St. Louis Park	City Manager	2021	48,662
	Waconia	City Administrator	2021	13,500
Missouri	Ballwin	City Administrator	2020	30,181
	Cape Girardeau	City Manager	2020	38,000
	Frontenac	City Administrator	2024	3,640
	Jackson	City Administrator	2024	15,702
	Ozark	City Administrator	2024	21,284
	Warrensburg	City Manager	2021	20,200
	Webster Groves	City Manager	2020	22,800
Nebraska	Nebraska City	City Administrator	2022	7,200
Nevada	Boulder City	City Manager	2021	16,207

New York	Mamaroneck (Town)	Town Administrator	2021	29,156
	New Rochelle	City Manager	2022	79,067
	Scarsdale	Village Manager	2021	17,837
North Carolina	Albemarle	City Manager	2024	16,404
	Ayden	Town Manager	2023	5,000
North Dakota	Minot	City Manager	2020	45,700
Pennsylvania	Ferguson Township	Township Manager	2022	18,300
	Patton Township	Township Manager	2022	15,801
Tennessee	Oak Ridge	City Manager	2023	31,402
Texas	Missouri City	City Manager	2022	74,139
Vermont	Winooski	City Manager	2022	7,997
Virginia	Newport News	City Manager	2023	181,958
	Portsmouth	City Manager	2020	96,000
Washington	Burien	City Manager	2022	52,066
	Duvall	City Administrator (Professional Outreach)	2021	8,090
West Virginia	Bridgeport	City Manager	2021	8,582
Wisconsin	Beaver Dam	City Administrator	2021	16,291
	Beloit (Town)	Town Administrator	2020	7,083
	Harrison	Village Manager	2021	13,185
	Lake Geneva	City Administrator	2025	7,710
	Monroe	City Administrator	2020	10,827
	Oshkosh	City Manager	2024	66,700
	Plymouth	City Administrator/Utilities Manager	2020	8,540
	Sheboygan	City Administrator	2023	48,327
	Waukesha	City Administrator	2023	71,158
	West Bend	City Administrator	2025	31,540
	Whitewater	City Manager	2022	14,300

# CITY MANAGER OSHKOSH, WISCONSIN



**MGT**



## CITY MANAGER OSHKOSH, WISCONSIN

### THE POSITION IN BRIEF

The City Manager is responsible for the city's day-to-day operations, including budgets totaling approximately \$174 million as well as a workforce of approximately 650 employees in a financially stable organization. The City Council is looking for a forward-thinking, collaborative, and transparent professional with strong communication skills to lead Oshkosh forward to a successful future.

### THE COMMUNITY

The [City of Oshkosh](#) is an award-winning community in the heart of the Fox River Valley, approximately 90 miles north of Milwaukee and 50 miles south of Green Bay. Oshkosh is a progressive and participative community that offers small-town friendliness with big city features and a high quality of life for people of all ages and interests. As a great place to live with an excellent school system, outstanding health care facilities, abundant entertainment opportunities, and a low cost of living, Oshkosh is an ideal destination.

On the western shore of the state's largest inbound body of water, Lake Winnebago (217 square miles), Oshkosh is also banked by the Fox River and Lake Butte des Morts (8,800 acres). Oshkosh has been ranked in Money Magazine's "Top 100 Best Places to Live in the United States." Business Week placed Oshkosh among "The Best Places to Raise Your Kids."

Oshkosh's history dates back thousands of years as the ancestral home to the Ho-Chunk and Menominee tribes who lived in the area prior to European settlers. The establishment and growth of the lumber industry after the Civil War fueled the development of Oshkosh. The structures which now make up the city's historic areas are a result of the capital and materials generated by the lumber and associated wood manufacturing industries.

Oshkosh was incorporated in 1853. The 1859 arrival of rail transportation provided an important opportunity to meet the demands of a larger and rapidly growing construction market. By 1870, Oshkosh had become the third largest city in the state.

Today, the City encompasses 24 square miles. It is the largest municipality in [Winnebago County](#), with a population of more than 66,000. The Oshkosh/Appleton/Neenah CSA has a population of more than 415,000. It is the state's ninth largest city. Oshkosh is served by US Highways 41 and 45, the Appleton International Airport, and General Mitchell International Airport in Milwaukee.

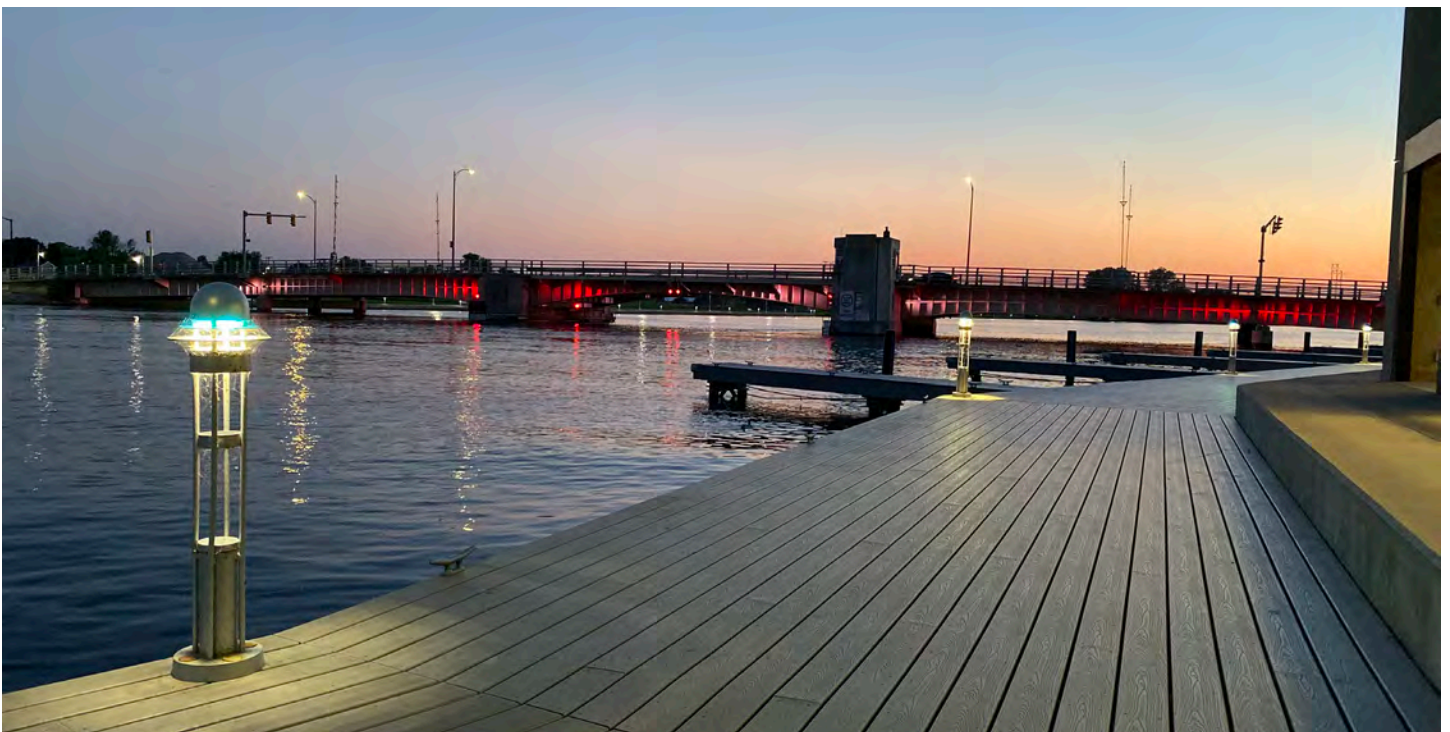
The City's median household income is \$59,186, and the median home value for owner-occupied units was \$156,900 based on 2022 U.S. Census data. The largest employment base is manufacturing followed by education. Top employers are Oshkosh Corporation, Amcor, Silver Star Brands/Miles Kimball Company, US Bank, Oshkosh Area Public Schools, the University of Wisconsin-Oshkosh, Aurora Medical Group, and Winnebago County.

Oshkosh has a strong tradition of education and offers one of the finest school systems in the nation. The schools, both public and private, offer a variety of educational programs. Through thirteen elementary schools, five middle schools, two high schools, one charter school and an eAcademy, Oshkosh Area School District educates over 9,000 students from pre-kindergarten through grade 12. In addition, there are several private schools in Oshkosh. The [Fox Valley Technical College](#), headquartered in Appleton, has two locations in Oshkosh. Additionally, the [University of Wisconsin Oshkosh](#) is the third largest university in the state with a total enrollment of approximately 13,000 students. The University, founded in 1871, serves as an arts and cultural center for the 1.2 million citizens of northeast Wisconsin.

Oshkosh currently has two hospitals, Ascension NE Wisconsin and Aurora Medical Center with another health campus managed by Froedtert ThedaCare Health under construction. Other amenities in and around the community include more than 400 acres of parks and natural resource areas, numerous marinas and boat launches, the Fox River Riverwalk, Menominee Park Zoo, Pollock Community Water Park, Children's Amusement Center, and the Oshkosh Senior Center.

Attractions include the [Experimental Aircraft Association Aviation Center and Museum](#), the [Grand Opera House](#), Leach Amphitheater, Menominee Park and Zoo, Military Veterans Museum, Opera House Square, [Oshkosh Public Museum](#), Paine Art Center and Gardens, and the [Oshkosh Public Library](#). Many more year-round activities and events, such as the [Oshkosh Farmer's Market](#), can be found highlighted by the [Oshkosh Convention and Visitors Bureau](#).

The National Basketball Association's Milwaukee Bucks development team, the [Wisconsin Herd](#), play at the downtown [Oshkosh Arena](#).





This statue commemorates Oshkosh (b. 1795), Chief of the Menominee Nation from 1827 until his death in 1858. It is largely in relation to the conflicts of settler colonialism in which Oshkosh is remembered by history. From the War of 1812, Black Hawk War of 1832, where he sided with the Americans, to the numerous treaty negotiations he effected on behalf of the Menominee Nation, his tenure as Chief was shaped by proceedings enforced on Indigenous peoples by an organized settlement campaign. While the Menominee and Ho-Chunk Nations had by the nineteenth century a long history of coexisting in adjacent lands, reaching agreements through a principle of land sharing, Chief Oshkosh was forced to negotiate agreements with the U.S. government under a principle of Indigenous removal that saw the Menominee, like so many Indigenous nations in North America, forcibly displaced from and dispossessed of their traditional territories. But under his leadership, the Menominee successfully resisted a proposed total removal to lands in Minnesota, securing instead in 1854 a 276,460-acre parcel of land along the Oconto and Wolf Rivers. It is there, in what became the modern Menominee Reservation, that Oshkosh died in 1858.

## THE MUNICIPAL ORGANIZATION AND THE CITY MANAGER POSITION

Oshkosh has operated under the Council-Manager form of government since 1956. The [City Council](#) (also referred to as the Common Council) consists of seven members, each of whom is elected, at large, for staggered two-year terms. The Mayor, who is both a member and serves as the head of the council, is elected every other year by the voters.

The City Manager is appointed by and serves at the discretion of the City Council. The retiring City Manager has been in this position since 2008. The City Manager is responsible for the general administration of the City of Oshkosh, program coordination and development, preparation of City Council agendas, special staff reports, annual budget, and an annual statement of city programs and priorities. As Chief Executive Officer, the City Manager is directly responsible to the City Council for all operations of the City, as well as implementation of policies and programs adopted by the Council. The City Manager appoints all officers and employees of the City with the exception of the Police Chief, Fire Chief, and Library Director. Several groups of employees of the City, including Fire, Police, and Transit are organized into labor unions for purposes of conducting collective bargaining with the City.

Oshkosh, Wisconsin, is a full-service city. City departments include the City Clerk's Office, Finance Department, Fire Department, Administrative Services Department, Legal Department, Parks Department, Community Development Department,

Police Department, Public Works Department, Public Museum and Transportation Department. A complete description of each department can be found [using this link](#).

The City has a [FY 2024 budget](#) of more than \$174 million, including a general fund of more than \$56 million. The City's leadership has worked hard in the last several years to upgrade the City's infrastructure. As a result the City is at 43% of its debt limit. The City has aggressively used tax incremental financing to advance its economic development goals.

The City has an AA3 bond rating from Moody's Investors Service and an equalized value of \$6.3 billion. By policy, the City's leadership is committed to maintaining a reserve that is 16% of the general fund revenues; current reserves exceed almost twice that amount.

The City Council has adopted a budget that maintains current services for the citizens. The budget reflects the priorities of the Council outlined in the [Strategic Plan](#) including Enhancing Quality-of-Life Services and Assets, Improving and Maintaining Infrastructure, Supporting Economic Development, Strengthening Neighborhoods, Providing a Safe, Secure, and Healthy Community, and Enhancing the Effectiveness of City Government.

A short promotional video about the city can be found here: [Welcome to Oshkosh](#)

## CHALLENGES AND OPPORTUNITIES

In the development of this profile, the Mayor, City Council, city staff leadership, and community leaders identified these issues and initiatives that will need the next City Manager's attention in the upcoming years. In addition, an on-line survey available on the City's website was also conducted for this recruitment, the results of which will be available soon.

**Fiscal Management.** The City's latest [Annual Comprehensive Financial Report](#) demonstrates a strong financial position, with its fund balance exceeding 31%. Like all Wisconsin municipalities, however, the City's finances are tested by various parameters guiding the generation of new sources of revenues, as well as State of Wisconsin's tax levy limits. Correspondingly, infrastructure and capital improvements are always at the forefront of attention, and in Oshkosh a robust list of projects is always under consideration. The next City Manager can expect to work closely with the elected and appointed officials on seeking out new sources of revenue as well as continuing to find ways to deliver City services most efficiently. The new City Manager can also anticipate guiding the City to meet the city's infrastructure goals by forecasting how the City can keep on top of infrastructure and capital demands.

**Organizational Design and Service Delivery.** The new City Manager is encouraged to assess the municipal organization and, over time, evaluate service delivery processes, procedures and methods. A fresh-eyed look at departmental and divisional organization, resource-sharing, and interactions with residents and the business community is welcomed, as the City is open to continuous improvement, new approaches, and a customer-focused philosophy.

**Community and Economic Development.** Community and economic development issues are expected to be a significant focal point for the next City Manager. The city has an attractive and busy downtown with an active [Downtown Business Improvement District](#). In 2000, the city partnered with the [Oshkosh Area Community Foundation](#) and the [Oshkosh Chamber of Commerce](#) to develop a [Downtown Action Plan](#). The Downtown Action Plan provided a framework and agenda that has positively guided capital improvement projects and private investment for more than 15 years. Much success was achieved, and Oshkosh's downtown saw a significant transformation.





The City has since updated and built on that success. In 2017, the Imagine Oshkosh Plan was developed as an update to previous planning efforts, which now serves as a long-term vision and comprehensive investment strategy for the entire Center City including the [Sawdust District](#). The Sawdust District, known for its historic industrial uses, was once home to leading lumber and furniture companies. As the dominance of the lumber industry decreased in the community, development has evolved to a more diverse state. Today, the Sawdust District is experiencing a development renaissance starting with redevelopment of a site into the Oshkosh Arena that is the home court for Wisconsin's newest NBA G-League team, the Wisconsin Herd.

The city's geographic location presents a mix of challenges and opportunities. For instance, the City's proximity to larger urban centers such as Milwaukee, Green Bay and Madison, and being a host community to the University of Wisconsin Oshkosh, provides synergy and support to the area's retail, commercial and manufacturing businesses. However, despite an influx and constant turn of new and younger residents, the transience of this potential workforce and low unemployment makes for challenging recruitment and retention efforts for area businesses.

Historically a manufacturing community, Oshkosh is experiencing a transforming economy. The [Greater Oshkosh Economic Development Corporation](#), of which the City is a key partner, is focusing on transforming the regional business and economic conditions by increasing the region's overall personal wealth, business profitability, community investments, and standard of living – measured against other regions.

While [housing development](#) is occurring within the city's limits, the City has identified additional pent-up housing needs that span the financial spectrum, i.e., from workforce housing to higher-end single-family products. There is a significant share of multi-family housing and mixed-use available or coming on-line, and there is developer interest in this market, but single-family housing options are limited as is unimproved land, all exacerbated by higher interest rates. The City finds, too, that it competes with its neighboring communities as developers and homebuyers consider their building and buying options beyond Oshkosh in the Fox River Valley.

All told, the next City Manager can expect to work cooperatively with elected officials, the Oshkosh business community, the Chamber of Commerce, the Greater Oshkosh Economic Development Corporation, and other economic development stakeholders to advance the area's common goals for addressing development, redevelopment, business retention and attraction, and housing growth opportunities.

Community Involvement and Intergovernmental Relations. The next City Manager should be comfortable having a visible role in the City, easily interacting with, and embracing a wide spectrum of residents, individuals, and community businesses and organizations. Stakeholders both inside and outside the organization expect the City Manager to embrace the community with a sincere passion for the welfare and advancement of Oshkosh.

In addition, the incoming City Manager should welcome opportunities to collaborate with regional interests that include the [Oshkosh Area School District](#), [Winnebago County](#), the [Oshkosh Chamber of Commerce](#), [Downtown Oshkosh](#), the [Oshkosh Convention and Visitors Bureau](#), the [Greater Oshkosh Economic Development Corporation](#) and the not-for-profit sector, which is serving a significant portion of the City's population. Consequently, a broad view of regional opportunities and partnerships will be required, and the next City Manager will need an appreciation that these interdependent relationships, interests and agencies all play a role into shaping the social and economic fabric of the community.

University and City Relations. The City has a positive relationship with the University of Wisconsin Oshkosh that reflects ongoing communication and responsiveness. Yet, not unusual in municipalities that host colleges, campus growth and student activities sometime add challenges to municipal resources. The next City Manager is expected to cultivate a high level of communication and collaboration and to maintain strong ties with the University by working confidently, creatively and objectively with University officials.

Intergovernmental Relationships. The City's desire for strong intergovernmental relationships within the region is keenly important. Since Oshkosh is one of the largest communities in the state, it plays a significant role in helping craft state legislation that affects all Wisconsin communities, and its leaders have developed important relationships and persuasive messaging on a regional and state level. In this regard, it will also be important to build a strong working relationship with Winnebago County, as many of the City's social challenges – homelessness, unemployment or under employment, and an influx of immigrants – are issues that require the County's role as they are the state's human services agent. The next City Manager can expect to play a leading role in developing close working alliances within the community, and with state, county and municipal partners and neighbors.



## CANDIDATE QUALIFICATION CRITERIA

The following education, experience, management, and leadership criteria have been identified by the City's management team as important skills and abilities for candidates to possess and demonstrate.

### EDUCATION AND EXPERIENCE

- A bachelor's degree in business or public administration, or related field, with a master's degree in public administration or closely related field preferred.
- Proven executive-level municipal management experience as either a chief administrative officer or assistant CAO, preferably in an independent, freestanding community of similar size and complexity, or an equivalent combination of education and experience.
- A team-oriented, strategic-thinking approach toward staff leadership with supervisory skills compatible with a high-functioning team.
- Exceptional interpersonal and communication skills.
- Strong financial, analytical, and budget management expertise.
- Have management experience in creating an environment of trust, integrity, and mentorship where employees respect one another and where the City's departments consistently function at a high level of customer service.
- Have a demonstrated ability to provide strategic leadership and long-range planning practices.
- Have a history of assessing the skills and abilities of existing personnel in an effort to maximize their talent and expertise, including opportunities for employees to take on new challenges as professionals.
- Excellent communication skills and significant career success in building collaborative, effective relationships across departments.





## MANAGEMENT STYLE AND PERSONAL TRAITS

- Have a background of professional and personal integrity, honesty and of leading/motivating personnel by example.
- Have the maturity, self-confidence, and strength of professional convictions to provide administrative insights and administrative counsel to the City Council and Staff, being able to firmly and diplomatically present professional views and carry out administrative decisions in a timely, professional, and impartial manner.
- Be politically astute, yet politically neutral. Be able to “read the Council,” providing guidance, advice and counsel in a manner that is impeccably objective and based on facts.
- Be a proactive communicator with the City Council, reporting at least weekly to the Council through a variety of means, and seeking ways to interact with Council members one-on-one.
- Be someone who is comfortable listening to and talking with a wide spectrum of people; someone who can clearly and concisely present written and oral information to decision makers; willingly share information as appropriate.
- Be a creative thinker.
- Be a strong administrative leader and be able to help City Staff to identify, analyze, prioritize, and thoroughly deliberate and address administrative and management issues, which are critical toward meeting both current and longer-range needs of the overall community.
- Be comfortable in delegating responsibility and authority to professional staff as a team player while remaining informed and conversant on the status of all programs and projects.
- Be a “people person,” sincerely personable, patient, calm and accessible. Have a sense of humor.
- Be one who can establish trust quickly with others and one who can relate to all elements of the community.
- Promote a strong, service-oriented, “customer relations” approach by all employees in dealing with citizenry. Lead with “Yes....”
- Possess an open mind in dealing with the City’s complex and challenging issues that sometimes compete with one another.

## COMPENSATION, BENEFITS AND THE ORGANIZATION'S CULTURE

The starting salary is \$185,000 – \$225,000 +/- DOQ, plus an excellent benefit package. The City offers a competitive benefits package including health, dental, and vision insurance, FSA, paid time off, cell phone, and participation in the Wisconsin Retirement System.

The City Council possesses a strong respect for City staff's work. Among themselves, elected officials are collegial and respectful of differing perspectives and points of view.

The City is an Equal Opportunity Employer. The City seeks to attract the most talented people from a diverse candidate pool, and strongly encourages women, people of color, LGBTQIA+ individuals, people with disabilities, and veterans to apply.

## HOW TO APPLY

Apply online at [www.GovHRjobs.com](http://www.GovHRjobs.com) with a resume, cover letter and contact information for five professional references by October 21, 2024. Confidential inquiries may be sent to: Lee Szymborski, Senior Consultant, MGT, Northfield, IL. Tel: 847-380-3240.





Public Administration Associates, LLC

**Proposal to Provide Executive Search Services  
(Village/Town Administrator) to the Village and Town of Somers**



Public Administration Associates

**Public Administration Associates**

1155 W. South Street

Whitewater, WI 53190

**262.903.9509**

[www.public-administration.com](http://www.public-administration.com)

[kevin.brunner1013@gmail.com](mailto:kevin.brunner1013@gmail.com)

March 14, 2025

Mr. Jason Peters, Administrator  
Village and Town of Somers  
P.O. Box 197  
Somers, WI 53171

Dear Village/Town Administrator Peters:

I am herewith submitting a proposal to assist the Village and Town of Somers in the recruitment/selection of the community's next Administrator. Since 1998, Public Administration Associates (PAA) has worked with over 225 different Wisconsin municipalities ranging in population from 400 to 110,000 on the executive searches for their chief administrative officers and we would be very honored to work with the Somers Village and Town Boards on this very important work.

In the last year, we have worked on over 30 municipal CAO searches in Wisconsin, including recently in nearby Caledonia, Cudahy, Pewaukee, Salem Lakes, Union Grove and Wind Point, so we are very familiar with and attuned to current municipal job market dynamics in southeastern Wisconsin. Because of our extensive experience in these municipal executive searches and extensive city administrator network (we have over 1500 potential municipal city administrator candidates in our current data base), we are very aware of many well-qualified candidates that we would actively recruit for the Somers position. We are also using new AI software in 2025 (SourceWhale) that accesses potential candidate information through 11 different data providers in addition to our traditional on-line marketing sources that are identified in our proposal. As such, we are confident that we can bring great value to Somers's administrator search process and attract many talented candidates.

To date, PAA has conducted almost 500 successful municipal CAO executive searches. What follows is information about our company and the value-added assistance that we would bring to the Village and Town of Somers. Please feel free to visit our website at [www.public-administration.com](http://www.public-administration.com).

Sincerely,

*Kevin M. Brunner*

Kevin M. Brunner, President



Public Administration Associates

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# 1. About Public Administration Associates

SINCE 1998

Taking Local Government  
to New Heights...

**Public Administration Associates (PAA)** is recognized among the most trusted, skilled and effective local government consultants in Wisconsin and the Midwest. Our consultants are highly skilled practitioners who get the job done through unparalleled commitment to public service, the highest standards of service to its clients and the efficient use of client time and resources. PAA has built a sterling reputation earned from 25 plus years of municipal consulting and a combined 400+ years of public management experience.

## Celebrating 27 Years of Municipal Consulting in Wisconsin

PAA was organized in April 1998 by partners William Frueh, Denise Frueh, and Dr. Stephen Hintz. Kevin Brunner is now President of PAA and the Fruehs and Hintz are PAA Associates along with approximately fifteen other local government professionals who are affiliated with PAA and work on a project-to-project basis. In 2020, Kevin Brunner was joined by David Bretl and Christopher Swartz as partners of the firm. In early 2025, Swartz has become a Senior Associate of the firm and Susan McDade and Shawn Murphy have become new partners with Brunner and Bretl. Brunner currently serves as the firm's president while Bretl serves as CEO/General Counsel with McDade serving as vice-president and Murphy as its secretary/treasurer.



## Kevin Brunner-President

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



## David Bretl-CEO/General Counsel

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



## Sue McDade – Vice President

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

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

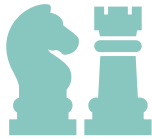


## Shawn Murphy – Secretary/Treasurer

Shawn Murphy has held positions in state and local government for over 30 years with 26 years' experience as a Municipal Administrator. After obtaining his Bachelor Degree in Business Administration from the University of Wisconsin-Eau Claire in 1986 and Master's Degree in Public Administration from the University of Wisconsin-Milwaukee in 1990, Murphy began his career as a Budget & Program Coordinator for the Wisconsin Department of Transportation. Murphy served as Assistant Village Manager in Whitefish Bay from 1992-1997; Village Administrator in Prairie du Sac from 1997 to 2007; City Administrator in Verona from 2007 to 2010 and City Administrator in Portage from 2012 to 2023. Murphy has a strong track record of collaboration and was involved in the formation of the North Shore Fire Department, the reformation of a joint Police Department between Prairie du Sac and Sauk City; worked closely with the Sauk Prairie School District to create the Sauk Prairie Recreation Commission that includes 6 municipalities and was involved in the creation of a joint municipal court commission that includes 4 municipalities. Murphy was an active member of the Wisconsin City/County Managers Association (WCMA) and the International City Manager's Association serving on numerous committees. In 2023 Murphy received a lifetime achievement award from the WCMA.

Mr. Murphy works on interim management assignments and executive recruitment projects for PAA.

# Comprehensive Government Consulting Services



## Executive Recruitment

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



## Interim Management Services

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



## Organization & Management Studies

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



## Classification & Compensation Studies

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



## Economic Development Services

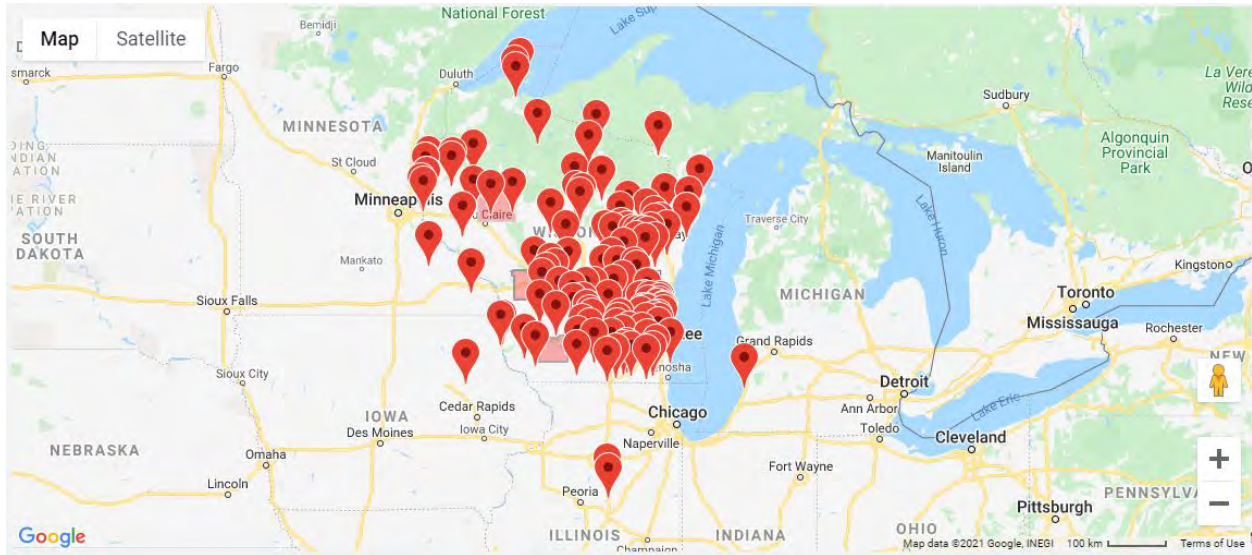
Assisting communities establish and implement economic development projects and programs, including downtown revitalization initiatives, redevelopment and tax incremental financing, business improvement district plans, brownfields initiatives, and business and industrial park planning and development.



## Strategic Planning & Implementation

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

# PAA Executive Recruitment Clients



## Almost 500 Municipal Administrator Searches Since 1998

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

### Cities

Abbotsford (2)	El Paso, IL	Lancaster (4)	Oak Park Heights, MN
Adams (2)	Elkhorn	Marinette (2)	Oconto (2)
Algoma	Elroy (3)	Marquette, IA	Omro (2)
Amery	Evansville (3)	Marshfield (2)	Park Falls(2)
Antigo (4)	Fond du Lac	Mauston (3)	Pine Island, MN
Ashland (2)	Fort Atkinson (3)	Menominee, MI	Platteville (5)
Baraboo (3)	Fox Lake (3)	Menomonie (2)	Prairie du Chien (2)
Berlin (3)	Franklin	Mequon	Princeton (2)
Brillion	Geneseo, IL	Menasha	Portage
Chilton (2)	Glendale	Merrill	Port Washington (2)
Chippewa Falls (2)	Hartford	Middleton (2)	Racine
Clintonville (2)	Hillsboro (3)	Milton (2)	Reedsburg (2)
Columbus (5)	Horicon (2)	Mineral Point	Rhineland
Crystal River, FL	Hudson(3)	Minonk, IL (3)	Rice Lake
Cudahy	Independence, IA	Monona (3)	Richland Center
Delavan (2)	Jefferson (5)	Monroe (3)	Ripon (3)
DePere (3)	Kewaunee	New Holstein	Shawano (5)
Durand (3)	Lake Elmo, MN	New Lisbon	South Haven, MI
Eagle River	Lake Geneva (2)	New London (3)	St. Croix Falls
	Lake Mills	Niagara	St. Francis

Sturgeon Bay (5)  
Thorp  
Tomah (2)  
Verona (3)  
Washburn (3)  
Waukesha  
Waupaca  
Waupun (2)  
Wautoma  
Wauwatosa (2)  
Weyauwega (3)  
Whitewater (3)

### **Villages**

Allouez  
Ashwaubenon  
Bayside (3)  
Bellevue (2)  
Belleville(3)  
Black Earth  
Bonduel  
Brown Deer  
Clinton (2)  
Colfax  
Cross Plains (2)  
Darien  
Deerfield(2)  
DeForest (2)  
Denmark (2)  
East Troy  
Edgar  
Egg Harbor (2)  
Elkhart Lake  
Elm Grove

Ephraim  
Fox Point (2)  
Germantown(2)  
Grafton (2)  
Greendale (2)  
Greenville  
Hales Corners  
Hammond  
Hartland (3)  
Howard (3)  
Johnson Creek (3)  
Kewaskum  
Little Chute (5)  
Lodi (3)  
Marathon City  
Marshall (3)  
Maple Bluff  
McFarland (2)  
Menomonee Falls  
Merton  
New Glarus (4)  
North Fond du Lac (3)  
Oregon (2)  
Osceola (4)  
Paddock Lake (2)  
Palmyra  
Pardeeville  
Pewaukee  
Port Edwards  
Poynette  
Prairie du Sac  
Pulaski  
Rothschild (2)  
Sherwood  
Shorewood Hills (3)  
Slinger (2)

Somerset  
Spring Green  
Suamico (3)  
Stanley  
Sussex  
Thiensville (2)  
Turtle Lake  
Twin Lakes (2)  
Union Grove (2)  
Vernon  
Waterford  
Waunakee  
W. Milwaukee (3)  
Weston

### **Towns**

Williams Bay (2)  
Wind Point (4)  
Winneconne (4)  
Whitefish Bay (3)  
Wrightstown (3)  
Algoma (4)  
Beloit  
Buchanan (5)  
Cedarburg (2)  
Clayton  
Empire  
Fox Crossing (Menasha)  
(4)  
Gibraltar (2)  
Grand Chute (4)  
Greenville (2)  
La Pointe (3)  
Lawrence (2)  
Ledgeview

Little Suamico  
Linn  
Lisbon  
Oconto  
Osceola  
Rib Mountain  
Richfield (2)  
Sevastopol  
Troy(2)  
Washington  
Weston

### **Counties**

Ashland  
Chippewa (4)  
Dodge (2)  
Door  
Grant  
Green Lake (2)  
Kewaunee  
Iowa  
Monroe  
Oconto (2)  
Pepin  
Polk (3)  
Price  
Richland (2)  
Sauk  
Sawyer(2)  
Shawano  
Trempeleau  
Vernon (2)  
Wabasha, MN (2)  
Washburn (2)  
Waushara

## 2.

# PAA Consultants (Associates)-Summary and Qualifications



## Dr. Stephen Hintz - Associate

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

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



## Chris Swartz- Senior Associate

Chris Swartz has served as a municipal manager in Wisconsin for over 30 years, most recently as Village Manager for the Village of Shorewood (2004-2017), Administrator for the Village of Sussex (1990-2004) and Clerk-Treasurer Administrative Coordinator Village of East Troy (1986-1990). He started his career as a researcher for the Citizens Governmental Research Bureau/Public Policy Forum (1983-1985). He retired from Shorewood in 2017 as a credentialed manager as designated by the International City Management Association (ICMA). Swartz has a Master of Science degree in Urban Affairs from the University of Wisconsin-Milwaukee (1983) and an undergraduate degree from University of Wisconsin-Stevens Point. Swartz has been recognized for his innovative approach to economic development, strategic and financial planning, organizational development and intergovernmental cooperation. He is known as a mentor to emerging public administration leaders through his tenure as an

adjunct professor within the Masters of Public Administration (MPA) graduate program at the University of Wisconsin-Milwaukee. Swartz has been formally recognized for his lifetime achievements, including Wisconsin City/County Management Association “Meritorious Service Award” (2015), James R. Ryan Lifetime Achievement Award from the Public Policy Forum (2017) and Wisconsin Economic Development Association Fredrick C. Pearce Lifetime Achievement award (2017).



### **Denise Frueh - Business Manager/Associate**

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



### **Dave Tebo – Associate**

Dave Tebo served as a Municipal Administrator in Wisconsin for 25 years, most recently in the Village of Poynette (1994-2000) and Town of Greenville (2000-2017). Tebo has a master’s degree in Public Affairs & Administration from UW-Madison and a bachelor’s in Urban & Regional Studies from UW-Oshkosh. Dave is a Credentialed Manager (CM) by the International City Management Association (ICMA) and Certified Public Manager (CPM) by the State of Wisconsin. He is experienced in all local government management duties including: budgeting, financial analysis, human resources, community development, planning and economic development. Project areas Dave had in-depth experience and success with in Greenville include: Land Use Planning, Sustainability, Land Stewardship (Creation of Two DATCP recognized Agricultural Enterprise Areas), Grant writing for Trail Construction and Administration (\$3 million in trail projects over the last 15 years), and Economic Development (TID Development and work with Fox Cities Regional Partnership). Tebo’s

work in Greenville was featured in the book *The New Public Service-Serving, Not Steering* by Janet and Robert Denhardt in 2007.

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



## Duane Gau – Associate

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

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



## Timothy Franz – Associate

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

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



## James Austad – Associate

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

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



## Darrell Hofland – Associate

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

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



## Dr. Mamadou Coulibaly - Associate

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

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



## Bruce Stelzner – Associate

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

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



## Jon Hochkammer – Associate

Jon Hochkammer has over forty years of public sector experience in Wisconsin. He retired in 2021 from his twenty-one-year employment with the Wisconsin Counties Association (WCA). While employed with the WCA, Jon served as Director of Insurance Operations, Legislative Director and Outreach Manager. He was elected Wisconsin State Senate Sergeant-at-Arms in 1994 and held that position for eight years during which he also served as President of the National Association of Legislative Services and Security Association. Jon gained extensive first-hand experience working at the local, state and federal level through these employment opportunities. Jon has twenty-nine years of local elected experience. He was elected to the Manitowoc County Board of Supervisors in 1984. He served for eight years including serving as its board chairperson/administrative coordinator. He was elected to the Verona City Council in 1997 including serving as Mayor from 2006 - 2018. Jon was President of the Dane County Cities and Villages Association from 2007 - 2018. Jon is a member of the Leadership Wisconsin Board of Directors. He is President of the Friends of the Dane County Bookmobile Board and chairs the Dane County Area Agency on Aging Access Committee. Prior service with Dane County includes the following boards: Area Agency on Aging Board (Chair), Specialized Transportation Commission, Human Services Board, and Library Board (Chair). Additionally, he was Fitch-Rona EMS Commission Treasurer, Verona Fire District President, Newton Fire Department President and 1st Assistant Chief, and on the Madison Family Medicine Residency Board

Mr. Hochkammer works on interim management assignments and county-related organization and operations studies for PAA.

3.

## PAA's Expectations and Results-Our Approach to Executive Recruitment

**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 Village and Town.**

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

We believe that the process consists both of recruiting—the Village and Town officials involved will be actively selling themselves to potential candidates—and selecting—the Selection Committee or Board Members carefully reviewing applicants for the best possible choice. Too often municipalities only consider the selection part.

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

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

## 4. Our Proposed Methods and Plan for Somers

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

**PAA President Kevin Brunner and PAA Vice President Susan McDade, will be the consultants on the Somers Administrator recruitment/selection project. This team has worked on many recent municipal chief executive searches in Wisconsin (in the last year for Algoma, Allouez, Amery, Baraboo, Cudahy, Deerfield, Durand, Hudson, Lake Elmo (MN), Pewaukee, Park Falls, Washburn and Whitefish Bay) and collectively have worked on over 150 successful municipal administrator search projects.**

### Activities to be Performed for Somers by PAA Consultants

**1. Meet with the Village and Town Board and Key Municipal Staff** as appropriate to discuss the characteristics desired in the next Somers Village/Town Administrator and the process of recruitment; review the Village/Town Administrator ordinance and job description and prepare needed revisions; prepare the position description; determine recruitment procedures and the interview and selection process, and determine the optimal time schedule for the Village and Town of Somers;

*These meetings are important to establish the qualifications and qualities that the Village and Town wants in its next Village/Town Administrator and to determine the recruitment procedures and schedule.*

**2. Place advertisements in appropriate publications and on-line sources,** including the International City/County Management Association (ICMA), Illinois City/County Management Association (ILCMA), League of Wisconsin Municipalities, Wisconsin City/County Management Association (WCMA), Government Finance Officers Association (GFOA); Iowa Municipal League, Minnesota League of Cities; Strategic Government Resources (SGR), Local Government Hispanic Network, Black Public Administrators Association, universities with nationally recognized public administration programs (city management) including the University of Kansas, Northern Illinois University, University of Minnesota, Mankato State University, Syracuse University and Brigham Young University; also contact and encourage personally known qualified individuals to apply contained in PAA's 1500+ candidate data base as well as through both LinkedIn and Indeed.

*ICMA, ILCMA, WCMA, Strategic Government Resources, Minnesota League of Cities and the League of Wisconsin Municipalities are the premier channels for reaching qualified applicants for the Waupaca City Administrator position in our opinion. All told, we will post the Waupaca position on over 50 on-line governmental and university job sites.*

**3. Produce a two-minute video with the Village and Town to promote the position via social media (primarily YouTube and LinkedIn) to prospective applicants.** PAA will assist in writing the script for the video and the Village and Town will assist in providing readily available still photography and/or video content of the community. It is suggested that Village President Stoner and Town Chair Molinaro be videotaped as part of this video to promote the position. Here are two links to recent video job announcements (for the Cities of Monroe and Platteville respectively) we distribute via social media as examples.



**Monroe City Administrator**

<https://youtu.be/Rm3trHWgyrE>



**Platteville City Manager**

<https://youtu.be/yhbnWgRo9kw>

PAA will also produce a digital Somers Village/Town Administrator Position Profile that will be used in the direct marketing of the position to targeted candidates identified by PAA and the

City. Here are links to two recent PAA Position Profiles developed for Baraboo and Middleton respectively.

Baraboo: <https://public-administration.com/jobs/baraboo-city-administrator/>

Middleton: <https://public-administration.com/wp-content/uploads/2023/06/Middleton-City-Administrator-Position-Profile-1221-1-2.pdf>

**4. Receive applications and acknowledge receipt.** We will download all application materials onto a Google Drive file and will share that with the Village and Town Clerks so that a full and complete record of all submitted information is fully maintained for municipal recordkeeping and open records purposes.

**5. Review applications and provide a “Mini-Resume” Candidates Report to the Selection Committee and/or Village and Town Boards** 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 skills or work experience that may warrant continued consideration as candidates for the Village/Town Administrator position).

**6. Review applications with the Selection Committee and/or Village and Town Boards 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 Selection Committee and/or Village and Town Boards;** conduct background and reference checks; prepare semi-finalist candidate profile statements (see attachment for an example of the detailed 5–7-page background report that we produce on each candidate at this stage); provide material to the Selection Committee and/or Village and Town Boards.

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

**8. Review semi-finalists with the Selection Committee and/or Village and Town Boards for selection of candidates to be interviewed on site in Somers.**

*The Selection Committee and/or Village and Town Boards review the resumes, the reports developed from the reference/background information and the electronic presentations. It then selects candidates as finalists to be interviewed. At this stage, all the candidates should be technically qualified to be Somers next Village/Town Administrator. The primary value of the interview is to determine the "fit" with the Somers community.*

**9. Work with the Somers officials to arrange interviews and the on-site candidate assessment center in Somers.**

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

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

*On the second day, the Selection Committee and/or Village and Town Boards interview each candidate for approximately one hour. In addition, each candidate participates in a writing exercise to determine writing skills. The actual interview day(s) are scheduled at the convenience of the Somers elected officials.*

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

**11. Draft the recommended Village/Town Administrator employment agreement and provide assistance in the negotiation of an employment agreement.**

*Normally, PAA receives instructions from the governing body and negotiates an employment agreement for review and approval by the Village and Town Boards at next respective meetings or at a special meeting. However, we are prepared to work with the Somers*

*officials in any capacity in negotiating an employment agreement with the selected candidate. It is also imperative that the Village or Town Attorney approve as to form the employment agreement that will be negotiated with the chosen candidate. While PAA has drafted many municipal administrator employment agreements, the final document to be negotiated must have the full review/approval of the local attorney.*

**12. Prepare electronic letters for Village President Stoner and Town Chair Molinaro's signature thanking all applicants and notifying them of the result.**

## 5. Project Costs for Somers/Insurance

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

**Total Cost (Including all Direct Marketing Costs Estimated at between \$2,200 and \$2,500 for the Somers Posting and Direct Consultant Expenses Estimated at Between \$1,000 and \$1,500)-\$16,500.**

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

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

PAA carries professional liability insurance with limits of \$1,000,000 per occurrence/\$1,000,000 aggregate. We can provide a certificate of insurance to the Village and Town of Somers upon request.

## 6. Somers Recruitment/Selection Schedule

PAA can start the recruitment process for Somers next Village/Town Administrator as soon as it might be awarded a contract for such work. However, PAA will work closely with Village and Town officials to maintain a schedule that will get a new administrator on board as soon as what the community desires. Early in the recruitment phase of the search process, we would like to discuss the full search schedule and what the most effective and efficient transition between departing Administrator Peters and his selected successor should be. PAA also has several very seasoned and experienced retired municipal administrators that it could provide to serve in an interim village/town administrator capacity for Somers.

WEEKS	1-4	5-8	9-12	12-16
<b>Project Discovery/Village/Town Administrator Qualification &amp; Qualities Discernment</b>				
<b>Ad Placement, Video Production, Position Announcement</b>				
<b>Application Reception</b>				
<b>Application Review, Assessment, Presentation</b>				
<b>Contact Semi-finalists</b>				
<b>Review Semi-finalists</b>				

<b>Village/Town Administrator Candidate Assessment Center/Interviews</b>				
<b>Negotiations with Selected Candidate</b>				
<b>New Village/Town Administrator on Board in Somers</b>				

## 7. Our Commitment to Somers

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

**Public Administration Associates, LLC provides the following guarantees:**

- If the initial search is not successful, PAA will conduct an additional search until the Somers Village/Town Administrator position is filled. If additional marketing costs are incurred by PAA for any additional searches for this position, only these direct marketing costs and not any additional PAA consulting costs will be charged to Somers.
- If the candidate selected either resigns or is terminated for cause within the first twelve months of employment, PAA will conduct a new search and waive its consultation fee. We have had to only honor this guarantee four times for the almost 500 municipal executive searches that we have conducted over the past 27 years (that is a success rate of over 99%!). As such, we are very confident in our recruitment/selection processes that we employ.

## 8. PAA References-Recent Wisconsin Local Government Executive Searches

Quotes from several recent municipal clients:

“PAA has conducted four city manager searches for Platteville during my 20+ year tenure on the City Council. They have also done consulting work for our community. I have found them to be highly capable professionals who are very networked in the city management profession and they have facilitated a highly inclusive selection process that has engaged not only our city council but the city staff and entire community. I recommend them strongly to any community who is seeking new administrative leadership.”

**City Council President Barbara Daus, City of Platteville**

“PAA consultants exceeded our expectations in every area of recruiting and hiring our new city administrator. They were invested in creating an inclusive and successful process for our staff, community, and the candidates. Their high degree of professionalism, knowledge, and communication skills were demonstrated throughout the project. We could not be more pleased. There is no hesitation in recommending them to any community.”

**Mayor Anissa Welch, City of Milton**

"Thanks to Public Administration Associates, LLC, we were able to secure both an interim administrator who seamlessly guided us through a transitional phase and a permanent administrator who has already brought a fresh perspective and dynamic leadership to our organization. Their dedication to excellence and their unwavering support were integral to this successful outcome.

Without hesitation, I highly recommend Public Administration Associates, LLC to any organization seeking unparalleled professionalism, expertise, and results in their administrative recruitment endeavors. Their commitment to identifying the right talent is truly commendable, and their contributions have had a lasting positive impact on our organization."

**Former President Chris Campbell, Village of Marshall**

“The Town of Algoma has used PAA for all our Administrator searches. They have guided us through the process and given us very qualified people to appoint to this important position that have served us well for many years.”

**Joel Rasmussen, Town Chairman, Town of Algoma**

**PAA Municipal Executive Search References**

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

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

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

**Marty Brewer**, Chair, Richland County Board of Supervisors, 608-383-0207 (C)

**Joel Bruessel**, Mayor, City of Berlin, 920-361-5403 (O)

**Chris Campbell**, Former Village President, Village of Marshall, Phone 608-655-4017 (O)

**Glenn Carlson**, Chair, Town of LaPointe (Madeline Island), Phone 715-747-6654 (O)

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

**Mitchel Craig**, Mayor, City of Portage, 608-697-7065

**Barbara Daus**, City Council President, City of Platteville, Phone 608-348-3365

**Donna Douglas**, Mayor, City of Monroe, Phone 608-214-8566(C)

**Dr. Bill Duncan**, Village President, Village of Williams Bay, Phone 262-245-2700 (C)

**Greg Frutinger**, Village President, Village of Deerfield, Phone 608-764-5505 (H)

**Russ Geise**, Chair, Town of Clayton, Phone 920-427-4126 (C)

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

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

**Joseph Hammer**, Mayor, City of Columbus, Phone 920-623-5900 (C)

**Brian Heckendorf**, President, Village of Jackson, 414-416-2234 (C)

**John Imes**, Village President, Village of Shorewood Hills, Phone 608-535-2960

**John Jarvis**, County Board Chair, Waushara County, 920-572-0029 (C)

**Diana Kaschinske**, President, Village of Poynette, 608-635-8960 (C)

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

**Randy Knaack**, Mayor, City of Menomonie, Phone 715-232-2369 (ext.100)

**Jeff Knutson**, President, Village of Pewaukee, Phone 262-620-6565 (C)

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

**Bruce Lechner**, Mayor, City of Elkhorn, Phone 262-379-0890 (C)

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

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

**Wanda Montgomery**, President, Village of Brown Deer, Phone 262-502-1460 (O)

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

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

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

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

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

**Joel Rasmussen**, Chair, Town of Algoma, 920-235-3789 (O)

**Deb Rose**, President, Village of Osceola, 715-294-2598 (H)

**Doug Rowen**, Chair, Town of Troy, Phone 715-808-1372 (C)

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

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

**Daniel Shoemaker**, Mayor, City of Cumberland, Phone 952-270-1266 (C)

**Tweed Shuman**, County Board Chair, Sawyer County, Phone 701-330-6897 (C)

**Richard Snelson**, Mayor, City of New Holstein, 920-898-5766 (O)

**Steven Soukop**, President, Village of Bellevue, Phone 920-593-5508 (O)

**Dr. Lanny Tibaldo**, Chair, Town of Lawrence, Phone: 920-336-9131 (O)

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

**Rich Van Blaricorn**, Mayor, City of Amery, 715-268-3430 (O)

**Greg Waters**, City Council President, City of Lake Mills, Phone 920-648-2344 (O)

**Tom Weatherston**, President, Village of Caledonia, Phone 262-989-3424 (O)

**Anissa Welch**, Mayor, City of Milton, Phone 608-751-7198 (C)\*

**Jane Cahill-Wolffgram**, President, Village of DeForest, Phone 608-438-5358 (C)

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



## CANDIDATE BACKGROUND REPORT-CONFIDENTIAL

### CANDIDATE: [redacted]

Please note that this report has two sections: 1) a comprehensive report on the nine work-related reference interviews conducted by PAA on the above candidate and 2) a background summary of the candidate (criminal, driving, education, financial and social media) conducted by Crescent Investigative Services for PAA.

#### 1. Reference Summary:

[redacted] offers a broad educational background and diverse job experience in his resume, and all his references believe [redacted] is well prepared to serve and meet the demands and challenges of being City Administrator in a community like Hudson. He has served most recently as the first city administrator in [redacted] and has a total of approximately 17 years of upper-level local government experience in local government in Wisconsin and Michigan.

[redacted] graduated from UW-Green Bay in 1994 with a Major in Urban and Regional Economic Theory. He completed a Master of Science Degree in Environmental Science at UW-GB in 1998 and completed all his coursework for a PhD in Urban and Environmental Planning and Groundwater Systems from UW-Milwaukee in 2004.

From 2000-2005, [redacted] served as an Environmental Scientist/Planner at Graef, Anhalt, Schloemer and Associates in Milwaukee. From 2005-2011, he was Director for Planning, Zoning and Construction Resources in Emmet County, Michigan (Pop. 34,112). He served as Director of Conservation, Planning and Zoning for Sauk County, WI (Pop. 64,578) between 2011-2016 and Interim County Administrative Coordinator in Sauk County from 6/2015-4/2016.

While serving in his County Planning and Zoning positions he was directly responsible for supervising between 8 and 24 Full-Time employees. As Interim County Administrative Coordinator he was responsible for oversight of 24 Department Heads and approximately 700 employees.

[redacted] returned to the private sector in July of 2016 as Permitting Manager for Mobilitie, LLC overseeing large scale cell tower location development and permitting in the State of Wisconsin and Upper Peninsula of Michigan. Mobilitie in 2019 closed its operations in

Wisconsin and consequently Michalek lost his position with the firm. He subsequently was selected as the first Park Falls City Administrator and has served in that capacity since August of 2019.

All of the Park Falls references I talked to (there were four people we contacted) were effusive in their praise of his work there. They invariably cited his resourcefulness in getting grants and other alternative forms of financing for a wide variety of projects there. The former mayor of Park Falls (who is now the Portage City Administrator) and the Park Falls City Attorney and retired Police Chief there lauded him for his grantsmanship and his ability to convince federal and state officials of the need for their assistance. In his four and half years in Park Falls, he is credited with bringing in over \$14.5 M in state and federal grants. He has been adept at creating and administering TIF districts.

All his references also indicated that he possesses a great ability to break complex issues down for the citizens and elected officials that has served as well as present policy options for the governing body in a highly understandable manner. The Park Falls City Attorney, who also serves as legal counsel for about ten other municipalities, paid him a high compliment when he told me that "[REDACTED] really works at building solid relationships with everyone he encounters and really knows his audience and how to provide them with the information they desire and need."

References like Peter Vedro, the current Chairperson of the Sauk County Board of Supervisors, as well as former work colleagues in Sauk County, spoke highly of the job [REDACTED] did while serving as Interim Administrative Coordinator and Director of Conservation, Planning and Zoning there. Vedro said, "I was very impressed by the tremendous mastery he had of the subject matter and his presentations helped both Board members and colleagues become comfortable with decision-making. He was serving as Sauk County Interim Administrator during a very challenging time. I thought he handled things exceptionally well and I watched him do a lot of listening and he brought a sense of calm to what was otherwise a very divisive environment."

One indicator of [REDACTED]'s passion for public service work and high level of competence, besides the approval of his references, has been his involvement in professional associations and desire to share his knowledge and experiences with peers through speaking or writing. According to Jon Hochkammer, formerly of the Wisconsin Counties Association (WCA), when the WCA created a Frac Sand Task Force, [REDACTED] was appointed as the staff person due to his familiarity with groundwater issues. He has also served as Southwest District President of the Wisconsin County Code Administrators and wrote articles for *Wisconsin Counties Magazine* and *Planning and Zoning News*.

About the only issue that references indicated was a weakness of [REDACTED] is his apparent trusting nature. He very much wants to trust the people he works with and for, however, the former Park Falls Mayor (and to a lesser extent the former Police Chief as well) suggested

that he be a “be a bit more careful in readily trusting others until he gets to know them and their motives better.”

All [REDACTED] references paint a consistent picture of him that he is very competent and experienced administrator who might be a very good fit as Hudson Administrator. He is an individual who has a strong commitment to public service; is a team builder and effective communicator; has good problem-solving skills and has experience with budgeting, human resources, capital planning and economic development. He seems to be very well qualified and prepared to step up to an opportunity like this in Hudson.

**REFERENCES INTERVIEWED:** Michael Bablick, Former Park Falls Mayor and current Portage WI City Administrator; Daniel Brattset, Sauk County WI Human Services Director; Jerry Ernst, Retired Parks Falls WI Police Chief; Rebecca Evert, County Clerk, Sauk County WI; Jon Hochkammer, Retired Assistant Director, Wisconsin Counties Association; Bryce Shoeborn, City Attorney, City of Park Falls, WI; Nick Trimner, County Administrator, Price County, WI; Peter Vedro, Former Chair, Sauk County WI Board Supervisors and Jay Wendt, Permitting Manager, Mobilitie, LLC.

**POSITIVE SKILLS:** “Is very thorough in his approach to problem-solving and has an in-depth knowledge of local government issues and operations” “The quality of his work is top-notch. He is an exemplary employee and has a good ability to develop relationships with people.” “Great work quality. Good problem-solver with high intellectual capacity. Very articulate and well-spoken. Good presentation skills and organized. Has the ability to focus on key issues is well-respected and professional. Also, an affable personality but understands how to create a balance between seriousness and humor.” “Great quality of work. Very open-minded and easy to communicate with.” “Quality of work is excellent. I never questioned any of his information. Always appreciated that he was a good listener as well as communicator. Very professional.” “He has performed at a high level for us in Park Falls...he has been extremely resourceful in finding grants and other alternative sources of financing for projects and operations (much more so than any of the other municipalities that I represent) and has a great attention to detail”

**FIRST IMPRESSION:** “You would immediately recognize that he has a strong knowledge base about local government and will forthrightly address you and your issue or problem” “You would view him as knowledgeable, experienced and committed. He would be interested in what you had to say.” “Very knowledgeable in all aspects of local government. Great breadth of knowledge. Understands how government works because he has dealt with all aspects of it himself. He knows what he is talking about.” “He knows his stuff, is competent and well-spoken. He has a connection to, and passion for local government and desire to serve the taxpayers.” “Easy to talk to. Honest and straightforward.” “Good background. Good communicator and ability to work together.” “He is a very knowledgeable guy who knows the ins and outs of government...has a great ability to break down complex issues so that you understand things when he is finished explaining them to you”

**SKILLS TO WORK ON:** “He very much wants to trust people, which I really like about him, but he should be a bit more wary and less trusting until he finds out more about people” “Hard question. Not sure what I would say”. “Not a whole lot of problems with core competencies. If I had to say something, maybe be sure to take a step back and make sure you are always looking at the humanity of each person and not just interpreting statutes or ordinances. Also always stay positive.” “Nothing jumps out at me.” “He’s usually on top of everything.” “Nothing specific. I thought he dealt well with a difficult situation as Interim Administrator in Sauk County.” “I’ve rarely heard any complaints about him other than sometimes not getting back to people right away but that might be just impatience on their part”

**RELATIONSHIPS WITH:**

**ELECTED OFFICIALS:** “ Excellent in Park Falls...I think everyone on the City Council would say that...he keeps everyone in the loop and shows daily that he values their relationships with him” “As Zoning Director he gave very good presentations on land use issues and options available to the Board. I was always impressed with the depth of his review and clarity of recommendations. Always did his due diligence to help us make a wise decision. As Interim Administrative Coordinator he was serving 31 Board members in a very politically divisive situation which made things very difficult. He was also sandwiched between 20 Department Heads and 31 Board members.” “From my perspective as a fellow Department Head in Sauk County, (Human Resource Director), I saw his relationship with the Board as favorable.” “Good, the Board appreciated his quality presentations on budget and land use.” “With the County Board in general I would say very positive. When I attended Board meetings to give presentations on County issues, they seemed to show him a lot of respect and that respect was mutual.” “Very good...he has worked effectively with two different mayors in Park Falls and has demonstrated a solid ability to make the options before the Council very understandable and they rarely question him because he is so good at explaining things to them”

**DEPARTMENT HEADS/CO-WORKERS:** “He keeps them accountable but they work as a team with him and his working relationships with them have been quite good...he had to take action to relieve one department head but that was a long-time coming and he worked very hard in trying to improve her performance before taking needed decisive action” “He was well-respected with good work relationships as far as I know. I never heard of any internal conflicts in his Department.” “I was in a different Department but I did not hear of any issues or controversies.” “All Department Heads met regularly and we got on well. As far as I know there were no issues.” “He understands the importance of developing good relationships with superiors and work colleagues. He is well-respected by others in the organization. Easy to get along with and willing to go out of his way to help with extra work load if necessary.” “Can’t speak well to this but never heard anything negative. He was always respectful and courteous to colleagues he worked with around the State.”

**PUBLIC AND MEDIA:** “He dealt with constituent concerns on a regular basis both with individual requests for land use changes and preparing for larger public hearings. As a County

employee his contacts were broad and wide relating to many towns, villages, cities and organized groups. He was involved with the media during several contentious land use issues that emerged during his time as Director of County Planning and Zoning.” “This was not my Department but I know he worked with citizens both personally and at public hearings. He seemed to deal with the media well especially when there were some controversial changes in the land use ordinances that were proposed.” “He had an open-door policy for citizens and took time to meet with them. His knowledge and transparency were helpful when dealing with the local newspaper.” “At Mobilitie he had a broad range of citizen contacts which needed wisdom and maturity-initial meetings to propose site acquisition for possible cell tower location, negotiating leases, presentations at public meetings and hearings, and answering any media questions.”

**COMMUNITY INVOLVEMENT:** “Is involved on local school board because of his kids...has a gifted and talented child as well as one with special needs and he jumped in to serve when he was asked” “Not aware” “Don’t know” “Not sure” “Not much knowledge I know he was very active with his kids and their school activities...I know he is on the Chequamegon School Board and has served on their Finance, Operations and Personnel Committees” “Very visible in Park Falls attending community activities and events”

**REASON FOR SEEKING NEW POSITION:** “Largely related to his family as I know he has a special needs child who could be better served in a larger school district like Hudson” “Totally professional advancement as they really love him in Park Falls and has the skills that are worth more than he is currently paid and that Park Falls can afford” “Professional advancement...he definitely can make the progression up to a larger city like Hudson”

**PERSONAL CONCERNS:** None of the references mentioned any personal issues that they know of that would impact Michalek’s hiring. The only issue that was raised was his termination when he was with Sauk County but it was noted that that was due to a hostile work environment there created by a former board chair...a number of department heads and the county administrator were let go or left due to that person’s behaviors and actions (this was corroborated by three of the references).

**OTHER COMMENTS:** “I currently serve as a city administrator myself and anyone who gets him as their administrator will be extremely fortunate...you will get two things for sure from him 1) a very dedicated and hard worker and 2) an incredibly loyal person who will do everything in his power to improve the community” “In my experience, he is an incredibly knowledgeable and collaborative leader who has a lot of experience and I highly recommend him. Anyone who gets him as an Administrator would be lucky” “It was an absolute pleasure to have him as a teammate. He would be an invaluable asset to any organization. I highly recommend him and we miss him here in Sauk County” “He puts a high-priority on the quality of his work, and sincere about doing a good job. We miss him on the team” “Great personality, knowledge and skills” “I think he would do well in Hudson. He is good with people and can absolutely handle the job. My experience is that local governments often are successful when hiring former

planners as Administrators...I think this would be the case with ██████ and Hudson” “Absolutely would recommend him to the elected officials in Hudson...I am a reluctant reference for him because I very much want him to stay in Park Falls but he has been a huge asset to Park Falls and I am sure he would do the same for Hudson”

## 2. Background Check Summary

On March 11, 2024, we conducted a cursory background check on ██████. The results of this check did not include minor traffic offenses. It should be noted, the only way to obtain a comprehensive criminal history is with the submission of fingerprints to the FBI database.

**National Courts**-No records

**Federal Courts**-No records

**US Department of Justice**-National Sex Offender Registry-No records

**Wisconsin State Courts**-No records

**Social Media**-██████ has four social media accounts: X, LinkedIn, Facebook and Instagram.

He has a below average number of followers and rarely interacts with social media. He has 217 followers and follows 375 persons or entities. Nothing was discovered that advocates for hate, violence, bias, prejudice, and no affiliations with any groups that are considered extreme in nature. Nothing was found that brings embarrassment or discredit to him, or any institutions he is affiliated with currently.

**Credit**-██████ credit report indicates that his current residence is ██████. There are four total residences listed since his credit was established.

██████ credit report indicates that he has a “B+” credit rating. His current score is 785 (350 being considered low and 850 high). ██████ score is better than 76% of the US population. He has never filed for bankruptcy protection, has no civil judgments and no accounts in collections. He does one payment on a Capital One loan from August 2023 for less than 30 days. He has a revolving loan balance of \$15,107, an installment loan balance of \$57,512 and a mortgage loan balance of \$55,516 for a total outstanding obligation balance of \$128,135. His combined monthly payment is \$1,821.

**Education**-It has been confirmed with the University of Wisconsin-Green Bay that ██████ received a BA there in 1994 and an MS there in 1998. Also, it was confirmed that he completed all the coursework for a PhD at the University of Wisconsin-Milwaukee, last attending there in 2004.

**Prepared by Kevin Brunner, PAA**

**March, 2024**