



**Proposal to Provide Executive Search Services
(Village Manager) to the Village of Elm Grove**



Public Administration Associates



Public Administration Associates

May 10, 2023

Public Administration Associates

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Mr. David DeAngelis
Village of Elm Grove
13600 Juneau Boulevard
Elm Grove, WI 53122

Dear Village Manager DeAngelis,

I am herewith submitting a proposal to assist the Village of Elm Grove in the recruitment / selection of the community's next Village Manager. Public Administration Associates (PAA) has worked with over 180 different Wisconsin municipalities on the recruitment/selection of their chief administrative officers and we would be quite honored and privileged to work with you and the Elm Grove Village Board on this very important work on the search for your replacement. In the past couple of years, we have assisted many communities in southeastern Wisconsin including Brown Deer, Cudahy, Elkhorn, Franklin, Glendale, Jackson, Port Washington Williams Bay and Wind Point on their searches for their municipal administrators. While we are very familiar with the municipal market dynamics of this part of Wisconsin, this will be a national search and we will recruit across the country for this position.

Since 1998, Public Administration Associates (PAA) has conducted almost 400 municipal executive searches. What follows is information about our company and the assistance that we would bring to the Village of Elm Grove. Please feel free to visit our website at www.public-administration.com.

We really value our association with the communities that we serve and, as such, we would especially welcome the great opportunity to assist the Village of Elm Grove on the recruitment and selection of its next village administrator. We have a network of associates across Wisconsin and the Midwest as well as contacts across the U.S. so we believe that we can add significant value to this search process for you.

Please call if I can answer any questions or concerns you may have regarding this proposal. I would be also more than willing to present this proposal to your Village Board if requested. Thanks for your consideration!

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, LLC (PAA) is recognized among the most trusted, skilled and effective local government consultants in Wisconsin and the Midwest. Our consultants are highly skilled practitioners who get the job done through unparalleled commitment to public service, the highest standards of service to its clients and the efficient use of client time and resources. PAA has built a sterling reputation earned from 25 plus years of municipal consulting and a combined 300+ years of public management experience.

A New Generation of PAA Leadership

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

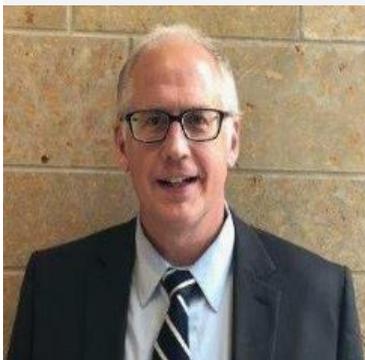




Kevin Brunner

President/Partner

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



David Bretl

Vice President/Partner

David Bretl has as served local governments in Wisconsin for the past twenty-nine years. He retired in early 2020 from his position as County Administrator and Corporation Counsel for Walworth County, a combined position that he held since 2003. He has joined PAA as a partner in January 2020 but has been working as a consultant with the firm since 2018. During his eighteen years at Walworth County, Dave was involved in the two board downsizings, the replacement of most of the County's facilities and the consolidation of six departments. Dave has moderated the county's Intergovernmental Cooperation Council (a collaborative effort among municipal,

county and town governments) since 2008 and serves as an advisor to Leadership Walworth, a program designed to develop public, non-profit, and private sector leaders. In 2005 he helped organize a county-wide private-public economic development initiative, WCEDA (Walworth County Economic Development Alliance, Inc.). In 2015 that organization honored him by establishing the Dave Bretl Community Betterment Award.



Chris Swartz

Secretary-Treasurer/Partner

Chris Swartz has served as a municipal manager in Wisconsin for over 30 years, most recently as Village Manager for the Village of Shorewood (2004-2017), Administrator for the Village of Sussex (1990-2004) and Clerk-Treasurer Administrative Coordinator Village of East Troy (1986-1990). He started his career as a researcher for the Citizens Governmental Research Bureau/Public Policy Forum (1983-1985). He retired from Shorewood in 2017 as a credentialed manager as designated by the International City Management Association ICMA). Swartz has a Master of Science degree in Urban Affairs from the University of Wisconsin-Milwaukee (1983) and an undergraduate degree from University of Wisconsin-Stevens Point. Swartz has been recognized for his innovative approach to economic development, strategic and financial planning, organizational development and intergovernmental cooperation. He is known as a mentor to emerging public administration leaders through his tenure as an adjunct professor within the Masters of Public Administration (MPA) graduate program at the University of Wisconsin-Milwaukee. Swartz has been formally recognized for his lifetime achievements, including Wisconsin City/County Management Association "Meritorious Service Award" (2015), James R. Ryan Lifetime Achievement Award from the Public Policy Forum (2017) and Wisconsin Economic Development Association Fredrick C. Pearce Lifetime Achievement award (2017).

Comprehensive Government Consulting Services



Executive Recruitment

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



Interim Management Services

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



Organization & Management Studies

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



Classification & Compensation Studies

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



Economic Development Services

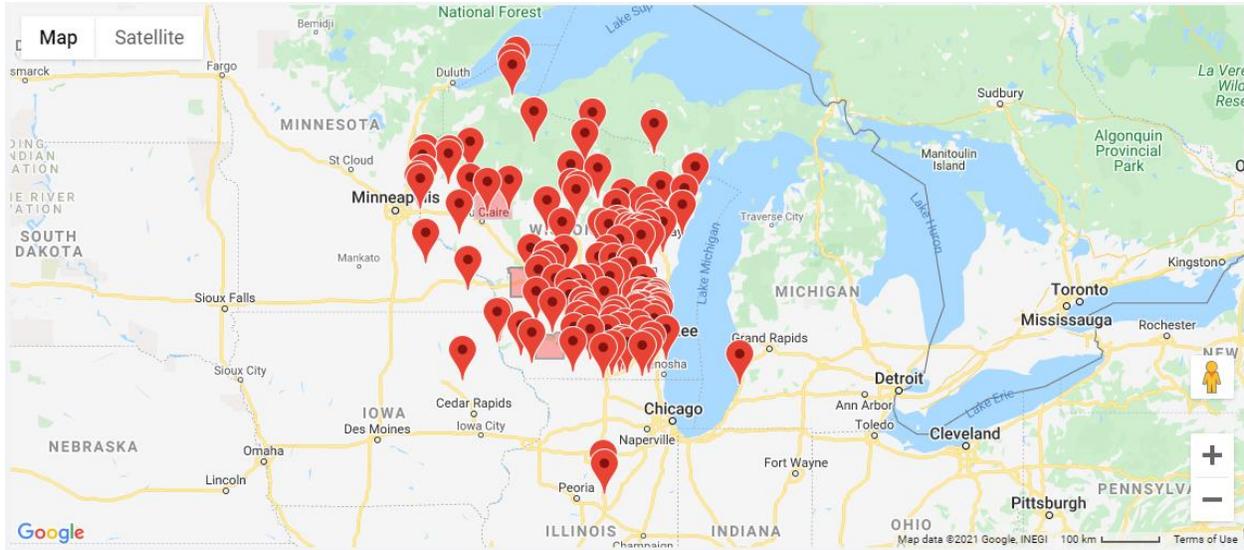
Assisting communities establish and implement economic development projects and programs, including downtown revitalization initiatives, redevelopment and tax incremental financing, business improvement district plans, brownfields initiatives, and business and industrial park planning and development.



Strategic Planning & Implementation

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

PAA Executive Recruitment Clients



Almost 400 Municipal Administrator Searches Since 1998

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

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

Waupaca
Waupun (2)
Wautoma
Wauwatosa (2)
Weyauwega (3)
Whitewater (3)

Villages

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

Grafton (2)
Greendale (2)
Greenville
Hales Corners
Hammond
Hartland (3)
Howard (3)
Johnson Creek (3)
Kewaskum
Little Chute (5)
Lodi (3)
Marshall (3)
Maple Bluff
McFarland (2)
Merton
New Glarus (4)
North Fond du Lac (3)
Oregon (2)
Osceola (4)
Paddock Lake (2)
Palmyra
Pardeeville
Port Edwards
Poynette
Prairie du Sac
Pulaski
Rothschild (2)
Sherwood
Shorewood Hills (2)
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)
Williams Bay (3)
Wind Point (2)
Winneconne (4)
Whitefish Bay (2)
Wrightstown (3)

Towns

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

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

Counties

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

2. PAA Consultants (Associates)



Dr. Stephen Hintz - Associate

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

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



William Frueh - Associate

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

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



Denise Frueh - Business Manager/Associate

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



Dave Tebo – Associate

Dave Tebo served as a Municipal Administrator in Wisconsin for 25 years, most recently in the Village of Poynette (1994-2000) and Town of Greenville (2000-2017). Tebo has a master's degree in Public Affairs & Administration from UW-Madison and a bachelor's in Urban & Regional Studies from UW-Oshkosh. Dave is a Credentialed Manager (CM) by the International City Management Association (ICMA) and Certified Public Manager (CPM) by the State of Wisconsin. He is experienced in all local government management duties including: budgeting, financial analysis, human resources, community development, planning and economic development. Project areas that 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 Holmen and Cross Plains and has served as interim administrator for the Villages of Mount Horeb, Holmen, Maine, Brokaw, Town of Texas and interim Public Works/Utilities Director for Columbus and 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.



Sue McDade – Associate

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

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



Anthony Brown – Associate

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

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



Tim Franz – Associate

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

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



James Austad - Associate

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

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



Darrell Hofland – Associate

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

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



Dr. Mamadou Coulibaly - Associate

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

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



Steve Kubacki – Associate

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

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



Bruce Stelzner – Associate

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

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

3. PAA's Approach to Executive Recruitment

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.

We believe that the Village President and full Village Board should be actively involved in the selection process at all stages of the process and that our primary role is to provide progressively more information about candidates to assist the Village President and Village Board 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 officials involved will be actively selling themselves to potential candidates—and selecting—the Village President and Village Board carefully reviewing applicants for the best possible choice. Too often municipalities only consider the selection part.

We believe that the Village 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 should be accommodated in the design of the process, not as the process unfolds.

4. Our Proposed Process for Elm Grove

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

Kevin Brunner, PAA President, will be the lead consultant on the Elm Grove recruitment project and PAA Partner Chris Swartz will assist Brunner. Brunner and Swartz have teamed recently on a number of administrator searches in southeastern Wisconsin, including Brown Deer, Cudahy, Elkhorn, Glendale and Wind Point.

It is important to point out also that both Brunner and Swartz served during their local government careers in manager-council forms of government similar to Elm Grove (Brunner in Whitewater and Swartz in Shorewood) so they would bring unique insight into this particular search process for Elm Grove as only 12 communities in Wisconsin have this form of local governance.

Activities to be Performed for Elm Grove by PAA Consultants

1. Meet with the Village President, Village Board and Village Staff as appropriate to discuss the characteristics desired in the next Elm Grove Manager and the process of recruitment; review the current Village Manager ordinance and job description and prepare needed revisions; prepare the position description; develop the requested comprehensive recruiting plan; determine recruitment procedures and the interview and selection process, and determine the time schedule;

These meetings are important to establish the qualifications and qualities that the Village wants in the next Village Manager 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), Association of Black Public Administrators, International Hispanic Network of Local Government Administrators, League of Minnesota Cities, Strategic Government Resources (SGR), universities with nationally recognized public administration programs (city management) including the University of Kansas, Northern Illinois University, University of Minnesota, Mankato State University, Syracuse University and Brigham Young University; also contact and encourage personally known qualified individuals to apply;

ICMA (including the National Association of Black Public Administrators and International Hispanic Network of Local Government Administrators), ILCMA, WCMA, the Minnesota League of Cities, Strategic Government Resources and the League of Wisconsin Municipalities are the premier channels for reaching qualified applicants for the Elm Grove Village Manager position in our opinion.

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



Shorewood Hills Village Administrator
<https://youtu.be/75DhgGfSCeY>



Delavan City Administrator
<https://youtu.be/-9-Ba3I3WtM>

PAA will also produce a digital Village Manager Position Profile that will be used in the direct marketing of the position to targeted candidates identified by PAA and the Village. Recent examples of these candidate profiles that we have produced for Middleton and Platteville are included as a part of this proposal.

4. Receive applications and acknowledge receipt. We will download all application materials onto a Google Drive file and will share that with the Village Clerk 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 Village President and Village Board that will include a rating of the candidates as “fully qualified”, “unqualified” and “partially qualified” or “wild card” (these candidates may not strictly meet the qualifications but may have particular skills or work experience that may warrant continued consideration as candidates for the Village Manager position);

6. Review applications with the Village President and Village Board for the selection of semi-finalists (typically there will be between eight and ten candidates who would continue as semi-finalists).

7. Contact semi-finalists designated by the Village President and Village Board; conduct background and reference checks; prepare semi-finalist candidate profile statements (see attachment for an example of the detailed 4–5-page reference report (an example of a recent redacted candidate report is included as party of this proposal) that we produce on each candidate at this stage; provide material to the Village President and Village Board;

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

8. Review semi-finalists with the Village President and Village Board for selection of candidates to be interviewed on site in Elm Grove.

The Village President and Village Board review the resumes, the reports developed from the reference/background information and the electronic presentations. It then selects candidates as finalists to be interviewed. At this stage, all the candidates should be technically qualified to be the next Elm Grove Village Manager. The primary value of the interview is to determine the "fit" with the Village President, Village Board and the Elm Grove community.

9. Work with the Village President and Village Board to arrange for the interviews and the on-site candidate assessment center in Elm Grove.

10. Assist in the interview /assessment center 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 the Village and meet with the Village leadership team and appropriate administrative staff. Although the department staff members do not participate in the selection of the Village Manager, each of them is asked to comment on the candidates as further evidence for the Village President and Village Board to consider. These meetings are important for both the candidates and the staff and Village officials. Other activities for the Village President and Village Board to consider are a community reception for candidates, an in-basket exercise, a leaderless group discussion, an emotional intelligence assessment and a psychological review.

On the second day, the Village President and Village Board 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 Village Board.

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

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

Normally, PAA receives instructions from the Village President and Village Board and negotiates an employment agreement for review and approval by the Village Board at its

next meeting. However, we are prepared to work with the Village President and/or Village Board in any capacity desired in negotiating an employment agreement with the selected candidate. We also work closely with the Village Attorney so that he or she approves the employment agreement as to its form.

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

5. Project Costs

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

Total Cost (Including all Direct Marketing Costs Estimated at Between \$2,200 and \$2,500 for the Elm Grove Posting and Direct Consultant Expenses Estimated at Between \$700 and \$800)-
\$16,400.

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 Village, PAA will facilitate this work and just pass-through these costs to the Village (PAA does not apply any mark-up to them).

PAA will bill the Village for one-half of the quoted lump sum amount 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 after the Village Manager's contract has been approved.

6. Elm Grove Recruitment/Selection Schedule

Typically, a municipal management search of this type will take approximately 16-20 weeks from start to when the new village administrator begins his or her new duties, however, PAA will work closely with the Village to maintain a schedule that will get a new manager on board by the target date of August 1, 2023.

The following is an outline of PAA’s typical recruitment/selection process; however, we would want to modify this schedule after our initial consultation with Village officials to, again, best meet the Village’s expectations and/or a modified search process.

WEEKS	1-6	7-9	10-14	16-20
Project Discovery and Administrator Qualification/Qualities Discernment Process with Village Board/Staff				
Ad Placement, Video Production, Position Announcement				
Application Reception				
Application Review, Assessment, Presentation to Village President and Village Board				
Contact Semi-finalists				
Review Semi-finalists				

Candidate Assessment Center/Interviews with Staff and Village Board and Staff				
Negotiations with Selected Candidate				
New Manager on Board in Elm Grove				

7. Our Commitment to Elm Grove

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 Elm Grove Village Manager position is filled.
- If the candidate selected either resigns or is terminated for cause within the first twelve months of employment, PAA will conduct a new search and waive its consultation fee. We have had to only honor this guarantee twice for the almost 400 municipal executive searches that we have conducted over the past 25 years (that’s a success rate of over 99%). As such, we are very confident in our recruitment/selection processes that we employ.

8. PAA References (Recent CAO Searches)

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

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

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

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

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

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

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

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

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

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

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

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, Wisconsin, 608-963-6581 (C)

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

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

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

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

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

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

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

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

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

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

Dr. Lanny Tibaldo, Chair, Town of Lawrence, Wisconsin, Phone: 920-619-

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

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

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

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

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

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

*Denotes local governments similar in size and complexity to the Village of Elm Grove