

## RESOLUTION NO. \_\_\_\_\_ - 2020

### RETAINING THE SERVICES OF PUBLIC ADMINISTRATION ASSOCIATES, LLC TO ASSIST SAUK COUNTY IN THE RECRUITMENT OF THE NEXT COUNTY ADMINISTRATOR/ADMINISTRATIVE COORDINATOR

**Background:** Sauk County seeks to hire a County Administrator/Administrative Coordinator. The Executive & Legislative Committee has been designated by the Board of Supervisors to serve as the Hiring Committee in that search. It is desirable that the Executive & Legislative Committee retain the services of a consultant to assist in it recruiting and hiring a highly qualified candidate for the office. The firm of Public Administration Associates, LLC ("PAA") is skilled in field of recruiting public sector leaders. In conjunction with its proposal to provide interim administrative coordinator services on February 13, 2020 PAA proposed to assist Sauk County in recruitment of its next chief administrative officer. PAA will honor the pricing quoted in in its February 13, 2020 correspondence to the County in accordance with the attached Proposal.

**Fiscal Impact:** | ☐ None | ☒ Budgeted Expenditure | ☐ Not Budgeted

**NOW THEREFORE BE IT RESOLVED**, by the Sauk County Board of Supervisors, who met in regular session that the proposal of PAA to provide executive search services as set forth on Attachment A be and the same is hereby approved.

For consideration by the Sauk County Board of Supervisors on June 16, 2020.

#### EXECUTIVE AND LEGISLATIVE COMMITTEE:

\_\_\_\_\_  
Tim McCumber, Chair

\_\_\_\_\_  
Brandon Lohr, Vice-Chair

\_\_\_\_\_  
Wally Czuprynko

\_\_\_\_\_  
Marty Krueger

\_\_\_\_\_  
Valerie McAuliffe

**Fiscal Note:**

**MIS Note:**

Sauk County

County Administrator/Administrative Coordinator Recruitment Proposal

Prepared by

David Bretl, Vice President

Public Administration Associates, LLC

May 1, 2020



## ***Public Administration Associates, LLC***

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***1155 W. South Street***

***Whitewater, WI 53190***

***(414) 350-3328***

***bretld.paa@gmail.com***

May 1, 2020

Sauk County Board of Supervisors

Re: Recruitment Services

Dear Supervisors:

I am pleased to submit our proposal to assist Sauk County in the recruitment of a chief administrative officer. Since 1998, Public Administration Associates (PAA) has conducted over 250 executive searches for over 120 local governments, including many counties and municipalities.

What follows is information about our company and the assistance that we can provide. For additional information, please feel free to visit our website at [www.public-administration.com](http://www.public-administration.com).

PAA is dedicated to encouraging professional municipal administration and to assist local governments in that endeavor. Our firm was founded in 1998. I recently joined as a partner

following a nineteen-year career in Walworth County, Wisconsin where I served as the County Administrator and Corporation Counsel. I, along with two other partners, Kevin Brunner and Chris Swartz currently own the firm. We all have extensive experience serving municipal and county government. While all three partners will be available to assist in this recruitment effort, I will assist Kevin Brunner who will serve as the lead consultant for this project.

In recent years, PAA has completed the recruitment of new managers and administrators in numerous Wisconsin communities including Port Washington, Lake Geneva, Columbus, Germantown, Hartland and Platteville. In 2016, our firm completed the recruitment of a new County Administrator for Green Lake County, Wisconsin. This past fall I facilitated the process for recruiting and hiring my successor in Walworth County, Wisconsin. We have a solid understanding of the current needs of local government leadership as well as a familiarity with some outstanding potential candidates that we have already vetted for other recruitments. This recent experience coupled with our firm's network of local government manager contacts across the Midwest will assist in expediting your recruitment process.

I am also enclosing a list of the local governments we have assisted in their executive searches as part of our proposal. Together, our firm has conducted well over 250 administrator searches. We have been asked on many occasions to return to municipalities that we have previously worked for and are proud of our many long-term relationships with many of them spanning almost 40 years. As a result of that extensive experience, we have over 900 detailed reference files of potential candidates. I would encourage you to contact any of the local government leaders that we have included in our proposal.

Many studies have shown that those governmental entities that utilize executive search firms select an individual who most closely fits their needs and thus, they are more satisfied with their choice. We say "their choice" because our philosophy is that the County Board and its Hiring Committee make the selection. We provide comprehensive and objective information to assist them in the selection process. We also handle all administrative aspects of the search, thus saving your staff the additional burden and clerical work in this regard. We facilitate the process in an effective and efficient manner.

At no additional cost to the County, our firm uses a video position announcement that we push out on several social media platforms in addition to posting your position on professional local government job boards. As part of our proposal we offer (at your option) a video interview process along and provide a detailed reference review report on each semi-final candidate to assist the Hiring Committee in making the selection of finalists for the position.

Please call if I can answer any questions or concerns you may have regarding this proposal.

Thank you for your consideration.

Very Truly Yours,

*Dave Bretl*

David A. Bretl, Vice President

Public Administration Associates, LLC

**Sauk County Proposal**

**About Public Administration Associates, LLC**

Public Administration Associates, LLC (PAA), is a consulting firm specializing in local government recruitment and management studies. PAA was organized in April 1998 by partners William Frueh, Denise Frueh, and Stephen Hintz. The firm is currently owned by three partners, Kevin Brunner, Chris Swartz and David Bretl. Approximately eight other local government professionals are affiliated with PAA and work on a project by project basis as independent contractors. We do not anticipate utilizing independent contractors on the Sauk County recruitment.

Further information about Public Administration Associates can be found at [www.public-administration.com](http://www.public-administration.com).

### **Project Consultants for Sauk County**

**Kevin Brunner** will be the lead consultant for the entire Sauk County recruitment process and **Dave Bretl** will assist him. They will attend meetings together that may be scheduled in Baraboo as part of the outlined recruitment/selection process.



**David Bretl**, PAA's Vice President has served local governments in Wisconsin for the past twenty-eight years. He retired in 2020 as the County Administrator and Corporation Counsel for Walworth County, a combined position that he held since 2003. During his nearly nineteen 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 was integral in the creation the county's Intergovernmental Cooperation Council in 2007 (a collaborative effort among municipal, county and town governments) He 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. Dave was the Wauwatosa City Attorney from 1996-2001 and served as the Assistant City Attorney for Sheboygan and as an Assistant Corporation Counsel for Washington County. He currently teaches graduate and undergraduate classes in business and public administration. Dave received his Master's in Public Administration and J.D. from the University of Wisconsin-Madison.



**Kevin Brunner**, PAA's President has over thirty-two years of experience in serving Wisconsin local governments. He served as manager /administrator in Saukville, Monona, De Pere and Whitewater and also worked as an assistant Administrator for the city of Appleton and Kenosha County. He recently retired from public service after serving as Director of Central Services/Public Works for Walworth County. He was the recipient of the 2007 Wisconsin City/County Manager of the Year and 2012 Service Innovation awards, both from the Wisconsin City and County Management Association (WCMA). Brunner is a past president of the WCMA and served on the League of Wisconsin Municipalities and Alliance of Cities Boards of Directors. He is a MPA graduate of Michigan State University and the University of Virginia Senior Executive Institute.

### **PAA Objectives and Approach to a Local Government Executive Search**

Our primary objectives are (1) to attract the highest number of professionally qualified, experienced, and diverse applicants and (2) to facilitate a selection process that is thorough, professional, and timely, resulting in the selection of the candidate who best meets the requirements of the County.

We believe that the Hiring Committee, County Board and Sauk County stakeholders 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 Committee and ultimately the County Board in selecting semi-finalists, finalists, and the final choice. While we certainly review applicants very carefully, it is not our role to actually select candidates.

We believe that the process consists both of recruiting—the County actively selling themselves to potential candidates—and selecting—the Board carefully reviewing applicants for the best possible choice. Too often municipalities only consider the selection part.

We believe that your Constitutional officers, department heads and community stakeholders should have input into the process. We recommend that these important stakeholders meet the candidates and provide their feedback to you. We fully recognize, however, that the final decision rests with the County Board.

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

## **Outline of Process**

This proposal describes the scope of activities to be performed by Public Administration Associates, LLC, acting as consultants for Sauk County in the recruitment and selection of a new County Administrator.

### **Activities to be performed by Consultants**

1. Meet with the Hiring Committee to determine a specific hiring plan and establish key dates in the process. PAA will facilitate this discussion. A significant amount of time can be saved in the process by establishing all of these key dates at the start of the process.
2. Provide an opportunity for Supervisors, the Hiring Committee, Constitutional Officers and Department Heads to provide their input into the characteristics that are desired in your next chief administrative officer.
3. Review current ordinance governing the position as well as the job description and compensation. Present any recommended changes to the Hiring Committee. Discuss key elements to be contained in an employment contract. Establishing these terms well in advance can avoid the situation of a highly qualified candidate advancing in the process only to turn the job down because the candidate would not agree to a key term of employment deemed critical by the County.
4. Prepare a position profile and recruitment brochure.
5. Place advertisements in appropriate publications and on-line sources. We believe that this position can be effectively advertised for \$2,500. That sum is included in the not to exceed price. If, due to Sauk County's preferences, advertising in excess of that amount is requested, Sauk County would be responsible for costs in excess of \$2,500.
6. Produce a one to two-minute video with the County to promote the positions via social media (primarily LinkedIn) to prospective applicants. PAA will assist in writing the script for the video and the County will assist in providing readily available still photography or video content of the County. A video including the County Board Chair or designee will also be created to promote the position.
7. Receive applications and acknowledge receipt;

8. Review applications and provide a detailed Candidate Report to the Hiring Committee that will include a rating of the candidates as “Highly qualified,” “Meets minimum qualifications,” “Missing one qualification,” and “Unqualified.” The format of this report will be agreed upon in advance and follow the 80/20 rule to make the most efficient use of the Committee’s time. The Report will contain the names of all applicants. Detailed information will be provided with respect to the most qualified candidates. Brief summaries of the resumes of unqualified will be provided as well as a clear statement as to why the candidate was unqualified.
9. Review applications with the Hiring Committee for selection of semi-finalists (typically there will be between four to eight candidates who would continue as semi-finalists for each position);
10. Contact semi-finalists designated by the Hiring Committee; conduct reference checks; and prepare semi-finalist candidate profile statements. This is the most important and time-consuming part of the search process. Semi-finalists must supply references that are elected officials and staff superiors, peers, and subordinates with whom the applicant has worked. If references are not appropriate, semi-finalists must supply additional references. Candidate accomplishments, strengths, skills, interpersonal relationships, and areas of improvement are carefully reviewed. This information is critical in evaluating the candidates and preparing the candidate profile statements. PAA recommends that semi-finalists be evaluated by the Hiring Committee using candidate-prepared electronic video interview presentations. If desired by the County, telephonic or in-person interviews can be arranged.
11. Review semi-finalists with the Hiring Committee for selection of final candidates.
12. Arrange final interview and assessment process.
13. Assist in the final assessment process, including arranging the schedule, coordinating plans with candidates, providing sample interview questions, conducting written exercises, observing the interviews, facilitating the selection of the first choice, and ensuring that the interviews run smoothly. This final assessment can be accomplished in one or two days depending upon the preference of the Hiring Committee. Although the staff members typically do not directly participate in the selection of the new County Administrator, it is recommended that their input be solicited and shared the County Board. This can be accomplished in a number of different ways. Activities for the Hiring Committee to consider include community stakeholder input, presentations by candidates, a tour of the County by candidates, testing and a final interview. There are other approaches to the interview process. PAA will work with the County to determine the process that is most suitable for the County and the individual positions that are being recruited/selected for.

14. Provide assistance in the negotiation of an employment agreement if desired. We will produce a draft employment contract for review by your counsel. You may wish to have your attorney negotiate the final terms of the agreement with your selected candidate.

15. Notify unsuccessful candidates.

#### Cost

PAA will charge \$13,000 for these services. This includes an advertising budget of \$2,500. Additional advertising will be the responsibility of Sauk County. Our not-to-exceed figure also excludes the cost of a criminal background check (most municipal clients choose to perform this themselves through local law enforcement), aptitude/psychological tests, drug tests, physical exams and candidate travel and lodging if the County chooses to reimburse these costs.

PAA will require that twenty percent of the fee be paid at the time of the execution of the agreement for services. An additional thirty percent will be billed at the time the Candidate Report is furnished to the County. All remaining fees will be billed when the County Board appoints the new County Administrator.

#### Additional terms.

PAA will commit whatever time is necessary to fully and successfully complete all tasks described in this proposal. If the initial search is not successful, PAA will conduct an additional search until the County Administrator position is filled. If the selected Administrator 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.

#### Schedule

Typically, a local government management search of this type can take up to 16 weeks from start to when the new administrator begins his or her new duties. A detailed schedule will be developed in consultation with the Hiring Committee after the selection of a consulting firm has been made.

#### References from Recent PAA Municipal Administrator Searches

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

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

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

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

Tom Hartz, Mayor, City of Lake Geneva, Phone 262-374-9127 (C) or 262-249-4085 (O)

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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