OFFICIAL PUBLIC NOTICE

MEETING OF THE COMMON COUNCIL - SPECIAL SESSION

TUESDAY, NOVEMBER 24, 2026 AT 6:30 PM

COUNCIL ROOM, MUNICIPAL BUILDING, 450 S. MAIN ST., RICHLAND CENTER, WI 53581 & VIRTUALLY

TEAMS: bit.ly/RCTeamsMeeting

AGENDA

CALL TO ORDER *Pledge of Allegiance; Roll Call for the meeting, determine whether a quorum is present; determine whether the meeting has been properly noticed.*

APPROVAL OF AGENDA

PUBLIC COMMENT *No Council action will be taken on any matter originating under this item.*

COMMON COUNCIL TRAINING: Municipal Law, Ethics, and Procedure

1. Training session led by the City Attorney reviewing statutory roles and authority, ethics and conflicts of interest, Wisconsin Open Meetings Law, Public Records Law, and parliamentary procedure under the Rules of the Council.

CLOSED SESSION: *Interview and discussion of performance of the current Administrator regarding previous and ongoing City matters relevant to a decision on an Administrator form of government*

2. The Council may convene in Closed Session pursuant to Wis. Stat. § 19.85(1)(c) for the purpose of considering employment, promotion, compensation, or performance evaluation data of public employee, and (f) Considering financial, medical, social or personal histories or disciplinary data of specific persons, preliminary consideration of specific personnel problems or the investigation of charges against specific persons except where par. (b). applies which, if discussed in public, would be likely to have a substantial adverse effect upon the reputation of any person referred to in such histories or data, or involved in such problems or investigations.

RECONVENE IN OPEN SESSION pursuant to Wisconsin Stat, Sec 19.85(2) to vote on matters discussed during closed session. Roll call vote if motion is not unanimous.

CONSIDER SELECTION OF FIRM(S) FOR INTERIM CITY ADMINISTRATOR SERVICES AND RECRUITMENT

3. Service Proposals from IPA and PAA

APPOINTMENTS

ADJOURNMENT

Posted this 20th day of November, 2026 by 4:30 PM.
Copy to the official newspaper the Richland Observer.

PLEASE NOTE: To request disability-related accommodations, please contact City Administrator Ashley Oliphant (608-647-3466 or 450 S. Main St.) at least 24 hours in advance. Notice is hereby given that a quorum of other city governmental bodies may be present at this meeting for informational and discussion purposes only, and no formal action will be taken by those bodies at this meeting. The City of Richland Center is an equal opportunity employer, provider, and lender.

CITY OF RICHLAND CENTER • COMMON COUNCIL

New Alder Quick Reference Guide

Companion to the Governing Together orientation | November 2026

Welcome

This guide is a desk reference for new alders. It pairs with the Governing Together orientation slides and points you to the source documents when you need the full text.

If this guide and an adopted document ever disagree, the adopted document controls. Wisconsin Statutes come first, then City ordinances, then the Council Rules (updated May 5, 2026), then Robert's Rules of Order. When in doubt, ask the City Attorney before you act. It is easier to answer a question than to defend a lawsuit.

Your role as an alder

The Council holds broad power, but only as a body. Under Wis. Stat. § 62.11(5), the Council manages City property, finances, streets and public services, and acts for the health, safety and welfare of the public. No single alder holds that power alone.

The Council as a body	You as an individual alder	Mayor, Administrator and staff
Adopts ordinances, resolutions and the budget	Studies issues and reads the packet	Carry out Council policy
Approves spending and contracts	Hears from constituents	Run day-to-day operations
Appoints and removes officers	Asks for information through proper channels	Follow the chain of command
Sets policy and direction	Proposes agenda items and votes	Report back to Council

What an individual alder does not do

- Direct City staff. Requests for work go through the City Administrator or a committee (Rule 2.11; Code of Conduct (H)(2)).
- Speak for the Council. Only the Council President speaks for the Council; the Mayor speaks for the City (Rules 2.14, 3.02(C), 3.03(B)). Label your own comments as your personal views.
- Make decisions outside a properly noticed meeting.
- Avoid hard decisions. Voting is the job (Rule 4.06(D)).

A useful mindset: if staff or the Administrator acts in a way the Council dislikes on an issue where the Council gave no clear direction, the fix is clearer direction from the Council.

Who does what

City government has three kinds of positions: elected officials, appointed City officers, and City employees (including most department heads). Knowing which is which tells you who appoints a person, who supervises them, and what the Council can and cannot change.

Elected and Council leadership

Position	Main job	Source
Mayor (elected officer)	Chief executive officer. Presides at Council, may veto Council acts, votes only to break a tie, speaks for the City. Head of the Police Department, because the City has not adopted the optional powers in Wis. Stat. § 62.13(6).	Wis. Stat. §§ 62.09(8), 62.11(3)(b); Ch. 42.08 to 42.09; Rule 3.02
Alders (elected officers)	Two per aldermanic district which form the Common Council.	Wis. Stat. § 62.09(1)(a); Rule 2.01
Council President	Elected by the Council each April. Presides when the Mayor is absent, speaks for the Council, refers resolutions to committee, can fill in to make a committee quorum.	Rules 2.02(A), 2.05(F), 3.01, 3.03, 4.09(B)

What it means to be a City officer

A City officer holds an office created by state law or City ordinance. Chapter 42 lists the City's officers. An officer is different from an employee in several ways that matter to the Council:

	City officer	Employee (including non-officer department heads)
Where duties come from	State law first, plus any duties the Council adds (§ 42.02).	A job description and Council policy.
Who appoints	The Council, by a 2/3 vote (§ 42.03). A rejected appointee cannot be named to the same office for one year (§ 42.04).	Department heads: the Administrator recommends and the Council or Personnel Committee acts. Other staff: the Administrator with the department head (Job Description 3.c, 3.n).
How removed	By a 3/4 vote of the Council (§ 42.05).	Under City personnel policies and any union contract.
Term	Indefinite, unless a statute or ordinance says otherwise (§ 42.05).	At-will or as set by policy or contract.
Who directs the work	No one can direct how an officer carries out a duty that state law gives that officer.	Supervised through the chain of command to the Administrator.
Personnel policies	Apply as for a department head, unless a policy conflicts with a statutory duty (§ 42.02).	Apply in full.

Why this matters to you

- **Stability and accountability.** Officers can only be appointed or removed by a supermajority of the Council. That protects officers from political swings and makes the Council answerable for who holds each office.
- **Some decisions belong to the officer.** For example, the Clerk is custodian of City records, the Treasurer must deposit City funds, and no City contract is valid until the Comptroller countersigns it (§§ 42.10 to 42.12). The Council can add duties but cannot take away or override duties set by state law.

- **Your requests still go through the Administrator.** Re information or work through the Administrator or a meeting (Rule 2.11).
- **Holding two roles.** An alder generally cannot also hold an office or job that the Council appoints or supervises. Check with the City Attorney before accepting any second public role.
- **The Administrator is not an officer.** The Council made that choice on purpose when it adopted Chapter 42. The Administrator is appointed by a majority vote and removed by a 3/4 vote (§ 41.02).

City officers (Chapter 42)

Officer	Main job	Source
Mayor	Chief Executive Officer (see above).	§ 42.09
City Clerk	Keeps City records and the seal, prepares Council agendas and minutes, posts notices, handles records requests, administers oaths.	§ 42.10; Rules 2.03, 2.08
Treasurer (Financial Officer)	Collects taxes and receives City money; reports monthly to the Council. Shown as Financial Officer on the organizational chart.	§ 42.11
Comptroller	Examines claims, reports monthly on funds, countersigns contracts when money is available. The Administrator Job Description assigns these duties to the Administrator.	§ 42.12; Job Description 4.b.iii
City Attorney	Handles the City's legal work, drafts ordinances, gives written opinions, serves as parliamentarian.	§ 42.16; Rule 4.01
Director of Public Works	Performs the duties of the City Engineer.	§ 42.13
City Assessor	Assesses all property in the City. Must be state certified.	§§ 42.14 to 42.15
Chief of Police	Commands the police force under the Mayor's direction. The Police Commission handles police hiring and discipline.	§ 42.18; Wis. Stat. § 62.13
Health Officer and Board of Health members	Public health duties under state law.	§ 42.01

How the City is organized

Most department heads report to the City Administrator (Rule 2.11). The Chief of Police reports directly to the Mayor and Council, consistent with the Mayor heading the Police Department. The Utilities and the Library each have their own governing body under the Council.

Position	Reports to	City officer?	Notes
City Administrator	Mayor and Common Council	No	Chief administrative officer (§ 41.04).
City Clerk	City Administrator	Yes (§ 42.10)	Statutory duties belong to the Clerk.
Financial Officer (Treasurer)	City Administrator	Yes (§ 42.11)	Holds the Treasurer office. Statutory duties belong to the Treasurer.

Position	Reports to	City officer?	Notes
Parks and Recreation Director	City Administrator & Park Board	No	Supervises parks staff and the senior center coordinator.
Zoning Administrator	City Administrator	No	Works *with* the Planning Committee.
Economic Development Director (50%)	City Administrator	No	Part-time position.
Director of Public Works	City Administrator	Yes (§ 42.13)	Performs City Engineer duties. Supervises the Assistant DPW, building and grounds, and street crews.
Contracted: Building Inspector, City Assessor, City Attorney	Common Council	Assessor and Attorney: Yes (§§ 42.14, 42.16)	Contracted, not City employees.
Chief of Police	Mayor and Common Council	Yes (§ 42.18)	Police Commission handles police hiring and discipline (Wis. Stat. § 62.13).
Utility Manager	Utility Commission	No	Commission operates the utilities under Council control (Wis. Stat. § 66.0805).
Library Director	Library Board	No	Library Board governs the library (Wis. Stat. ch. 43).

See the organizational chart at the end of this guide.

Other bodies with their own authority: Fire Board (by agreement with the Rural Fire District), Police Commission, Park Board (Chapter 50) and Housing Authority.

How Council meetings work

Regular Council meetings are the first Tuesday of each month at 6:30 p.m. (Rule 2.02(B)). A quorum is 2/3 of all seated alders, not counting the Mayor (Rule 2.01). Any action taken without a quorum is invalid.

Key dates for each regular meeting

- **Tuesday of the week before:** your materials (resolutions, ordinances, reports) are due to the Clerk by end of business (Rule 2.03(H)).
- **Thursday, or Friday at the latest:** the agenda and packet arrive at your City email.
- **First Tuesday, 6:30 p.m.:** meeting.

Typical order of business (Rule 4.04(A))

1. Call to order, roll call, Pledge, open meetings compliance
2. Approve agenda and minutes
3. Public comment
4. Mayor and Alderpersons: committee, commission and board reports; requests for future agenda items
5. Recognitions and public hearings
6. Resolutions, then ordinances

7. Reports from the Administrator and department heads
8. Correspondence
9. Closed session (if any)
10. Adjourn

The posted agenda controls the actual order for each meeting. The Mayor or a majority vote may change it.

Your report and requesting agenda items

Near the start of each meeting, the agenda item **"Mayor and Alderpersons: Committee/Commission/Board Reports; Requests for Future Agenda Items"** gives you two chances to speak:

- **Report** briefly on any committee, commission or board you serve on: what it discussed, what it decided, and anything coming to the Council.
- **Request a future agenda item.** State the topic clearly. The Council may add it to the next agenda, refer it to a committee (the Council President picks which one), or decline it (Rule 2.03(B)).

This is a request, not a debate. Discussion of the topic itself waits until it appears on a noticed agenda. A resolution you propose goes to committee before the Council acts on it (Rule 4.09(B)).

Motions and debate

- Wait to be recognized by the presiding officer before you speak (Rule 4.06(A)).
- Make a clear, specific motion. Write it out. A motion needs a second.
- Direct comments to the presiding officer, not to other alders, staff or the public (Rule 4.06(B)).
- There is no such thing as a "friendly amendment." Every amendment is a motion.
- If you need a break, the word is "recess." Adjourning ends the meeting.

Votes that need more than a simple majority

Action	Vote needed	Source
Override a Mayor's veto	2/3 of all members	Rule 3.02(B)
Appoint a City officer	2/3	§ 42.03
Remove a City officer or the Administrator	3/4	§§ 42.05, 41.02
Suspend or amend the Council Rules	2/3	Rule 4.10
Limit or extend a speaker's time	2/3	Rule 4.06(B)
Reverse a ruling of the presiding officer	2/3 of members present	Rule 3.01(F)
Fill an alder vacancy sooner than the normal schedule	3/4	Rule 2.12(B)

Voting notes

- Most votes are by voice. Any alder may demand a roll call vote on any question (Wis. Stat. § 19.88(2)).
- Roll call is required by law for confirmations and for any measure that levies taxes, spends money or creates a liability (Wis. Stat. § 62.11(3)(d)), and to enter closed session (§ 19.85(1)).
- The Mayor votes only to break a tie. A tie with no Mayor's vote means the motion fails (Rule 4.08).
- Only someone on the winning side can move to reconsider, at the same or the next meeting (Rule 4.08).
- If you abstain, you may explain why, and the reason goes in the minutes (Rule 4.06(D)).

- You may attend and vote remotely, but you must leave closed session unless the presiding officer allows you to stay (Rule 4.03(A)).

Public comment. The public may speak during Public Comment only: name and address first, 3 minutes, once per meeting, directed to the whole Council, no questions to members (Rule 4.07(B)). The Council does not have to answer during the meeting. You may not give your speaking time to a member of the public (Rule 4.07(C)).

Committees at a glance

Most work starts in a committee, which then sends a recommendation to the full Council. Standing committees are set out in Appendix A of the Council Rules (updated May 9, 2026). Each committee elects its own chair at its first meeting after the April organizational meeting (Rule 2.06(B)). No one may chair the same committee for more than three terms in a row.

Committee	What it handles	Members	Usual meeting
General Government	Citywide policy, legal matters, Council Rules review, claims against the City, collective bargaining, technology, insurance, building security	Chairs of Budget, Public Works and Personnel (or designees), and Mayor (nonvoting member)	4th Tuesday
Budget	Annual budget, debt, fund transfers, audits, expense vouchers	3 alders	1st Tuesday
Personnel	Personnel policies, grievances, Administrator performance review, job evaluations, health insurance	3 alders	3rd Monday
Planning	Master Plan, zoning, land division, conditional use permits	Per Wis. Stat. § 62.23	4th Wednesday
Park Board	City parks, trails, recreation	Per Wis. Stat. § 27	4th Monday
Public Safety	Police and emergency management budgets, police bills, radio and 911 systems, emergency plan	3 alders	Monday before Council
Public Works	City buildings, parks, cemeteries, grounds, property inventory, use of City grounds	3 alders	3rd Thursday
Utility Commission	Runs the City utilities under Council control	Per Wis. Stat. § 66.0805	2nd Wednesday
Library Board	Runs the public library; submits its budget to Council	Per Wis. Stat. ch. 43	3rd Monday

Other bodies with City members: Fire Board and Natatorium Board (run by contract), Police Commission (§ 62.13), Tree Board (Ch. 301.03), Housing Authority (§ 66.1301), and the Historical Preservation Society (advisory).

Before your first committee seat: complete the League of Wisconsin Municipalities "Local Government Basics" training.

Attending a committee you do not serve on. You may attend any committee meeting, but you may speak only during public comment or with the chair's permission (Rule 4.07(D)). A committee may exclude non-members

from its closed session by a 3/4 vote (Rule 2.15). If you attend, remember that enough alders in one room can create a Council meeting under open meetings law.

Rules to know: meetings, records and ethics

Four habits keep you and the City out of trouble: act together, disclose early, deliberate openly, and preserve the record.

Open meetings (Wis. Stat. §§ 19.81 to 19.98)

- A "meeting" exists when members gather to do City business and there are enough of them to decide the body's course. A quorum is not required.
- Watch for reply-all email chains, group texts, phone relays and "just a briefing" gatherings. These can become illegal meetings.
- Keep social events social. If City business comes up, stop and request it on an agenda.
- Notice is normally due 24 hours ahead (2 hours only if 24 is impossible or impractical – this is rare).
- Closed session needs a motion that cites the specific legal exemption, a recorded roll call vote, and discussion limited to that topic. The City Attorney should attend when possible.
- Penalty: forfeiture up to $300 per violation, and unlawful actions can be voided.

Public records (Wis. Stat. §§ 19.31 to 19.39)

- Assume anything about City business is a record, including texts and messages on your personal phone.
- Use your City email for all City business (Rule 2.04). Texting other alders should be for scheduling only.
- Keep everything. Do not delete anything that might respond to a request.
- Send any records request you receive to the Clerk right away. Staff will handle the response.
- Penalties include court orders, attorney fees, punitive damages and forfeitures up to $1,000.

Ethics and conflicts of interest (Wis. Stat. ch. 19 subch. III; § 946.13)

Start the conflict check when an item first appears, not when the vote is called.

1. **Identify.** Look for financial, family, business, gift, employment, ownership or contract ties.
2. **Disclose.** Tell the City Attorney promptly.
3. **Evaluate.** Apply state law, City rules and fairness standards.
4. **Separate.** If required, stay out of discussion, voting, negotiation and any staff direction on the item.
   - City contracts need extra care. A private financial interest can create a crime before any vote happens, and abstaining may not be enough (§ 946.13). Get legal review before you go forward.
   - Some positions cannot be held at the same time, such as alder and City Administrator. Check before accepting a second public role.
   - Ethics code violations carry forfeitures up to $1,000 per violation (§ 19.59(7)). Bribery, misconduct in office and a private interest in a City contract are felonies (§§ 946.10, 946.12, 946.13).
   - The City Attorney defends officials for acts done within their City duties (§ 42.16(6)). Do not count on City defense for acts outside those duties.

Code of Conduct (Council Rules, Appendix B)

- Be professional and courteous with the Administrator and all employees. You represent their employer.
- Do not ask an employee to do a task without proper authorization.

- Send constituent complaints about City operations to the department head or Administrator. Do not judge the merits yourself before the chain of command reports back. You may ask for reasonable updates.
- Violations can lead to reprimand, censure, loss of a chair or committee seat, or removal proceedings under Wis. Stat. ch. 17.

Six questions and a starter checklist

Ask these before any significant vote

1. **Who has authority?** Council, an officer, a board, or a department?
2. **What form is required?** Ordinance, resolution, hearing, or a supermajority?
3. **Is funding approved?** Is there enough in the budget for this purpose?
4. **What must come first?** Notice, a hearing, findings, or a committee review?
5. **Does anyone have a conflict of interest?** Ask this about yourself first, then about others taking part. Ask:
   - Could you, a family member, or a business or group you are tied to gain or lose money or another benefit from this decision?
   - Have you received a gift, favor or campaign help from someone affected?
   - Do you have a contract, job, ownership stake or other business with a party involved?
   - Do you hold another position whose duties clash with this one (incompatible offices)?
   - For permits, appeals and other quasi-judicial decisions: have you already made up your mind, or could a reasonable person question your fairness?

   If the answer to any of these is yes, or you are not sure, talk with the City Attorney before discussion begins.
6. **What records will this create?** And where will they be kept?

Your first 90 days

☐ Set up and start using your City email address

☐ Read the Council Rules, including Appendices A and B

☐ Complete the League “Local Government Basics” training

☐ Turn in your committee preference form to the Clerk

☐ Meet with the City Administrator for an operations overview

☐ Review the current budget and the most recent audit

☐ Learn the meeting schedule for your committees

☐ Read each packet before the meeting

☐ Evaluate any outside interests that could create a conflict, and talk with the City Attorney

☐ Plan for ongoing training; the law changes often

Key terms and sources

Term	Meaning
Quorum	The number of members needed to do business. For Council, 2/3 of seated alders, not counting the Mayor.

Term	Meaning
City officer	A person holding an office created by statute or ordinance (Ch. 42). Appointed by 2/3 vote, removed by 3/4 vote.
Department head	The person in charge of a City department. Most report to the Administrator.
Ordinance	A local law, added to the Code of Ordinances.
Resolution	A formal Council decision or statement of policy that is not a law.
Motion	A formal proposal for the body to act. Needs a second.
Recess	A short break. The meeting continues afterward.
Adjourn	Ends the meeting. No more business can happen.
Closed session	A part of a meeting closed to the public, allowed only for specific legal reasons.
Walking quorum	A series of private contacts that adds up to enough members to decide an issue. Illegal under open meetings law.
Conflict of interest	A personal, financial or family interest that could affect, or appear to affect, an official's decision.
Abstain	Choosing not to take part or vote on an item.
Ex officio	A member because of their position, such as the Administrator on committees.

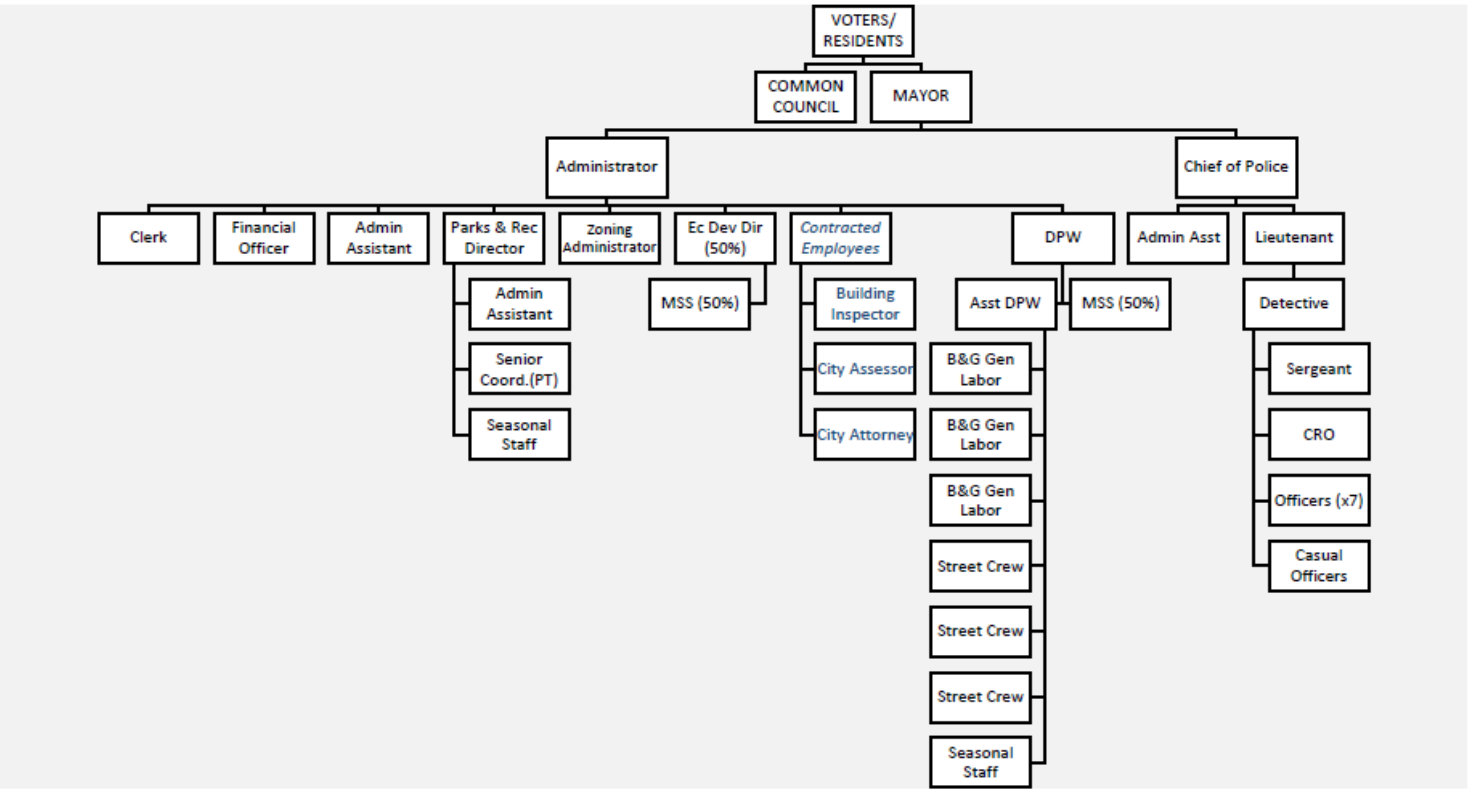
Source documents

- Rules of the Common Council, updated May 5, 2026, with Appendix A (Committees, updated May 9, 2026) and Appendix B (Code of Conduct)
- Code of Ordinances Chapter 41, Office of the City Administrator
- Code of Ordinances Chapter 42, City Officers (enacted March 5, 2024)
- City Administrator Job Description (updated August 2021)
- Wis. Stat. ch. 62 (cities), ch. 19 (open meetings, public records, ethics), ch. 946 (crimes against government)
- Orientation slides: Governing Together

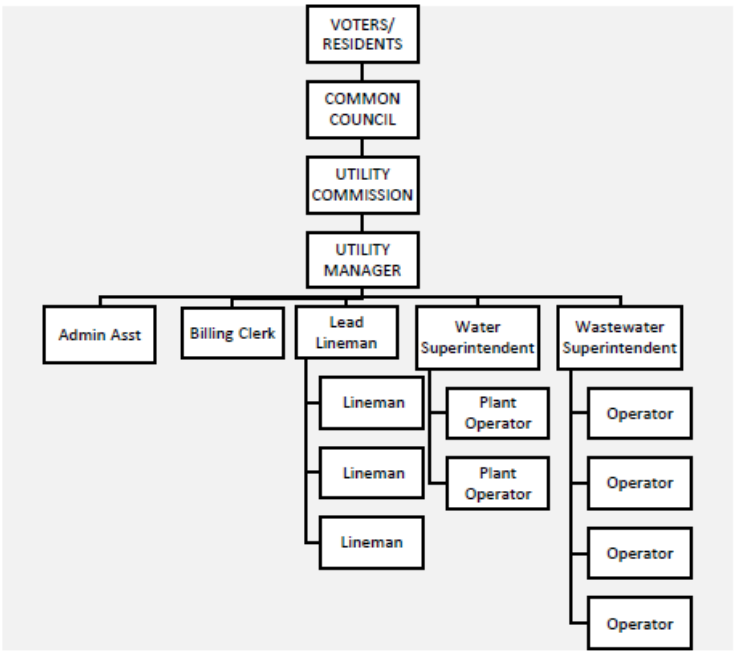
Questions? Contact the City Administrator or the City Attorney.

Organizational chart

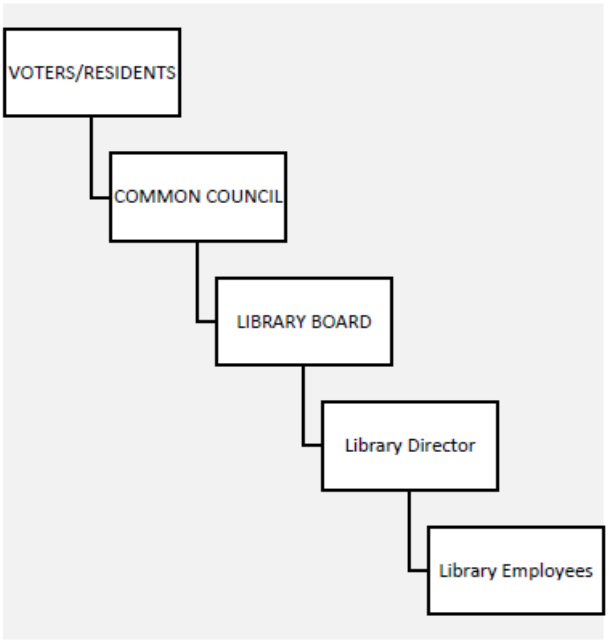
CITY



UTILITY



LIBRARY



CITY OF RICHLAND CENTER

Governing together

An orientation for alders on authority, ethics, open meetings, and public records

COMMON COUNCIL • OCTOBER 2026

CITY OF RICHLAND CENTER

AUTHORITY AND ROLES

Common Council, the Mayor, the City Administrator, City Officers and City Personnel

"Except as elsewhere in the statutes specifically provided, **the council shall have the management and control of the city property, finances, highways, navigable waters, and the public service, and shall have power to act for the government and good order of the city**, for its commercial benefit, and for the health, safety, and welfare of the public, and may carry out its powers by license, regulation, suppression, borrowing of money, tax levy, appropriation, fine, imprisonment, confiscation, and other necessary or convenient means. The powers hereby conferred shall be in addition to all other grants, and shall be limited only by express language."

Wis. Stat. § 62.11(5). Emphasis added.

MAYOR

(a) The mayor shall be the chief executive officer. The mayor shall take care that city ordinances and state laws are observed and enforced and that all city officers and employees discharge their duties.

(b) The mayor shall from time to time give the council such information and recommend such measures as the mayor may deem advantageous to the city. When present the mayor shall preside at the meetings of the council.

(c) The mayor shall have the veto power as to all acts of the council, except such as to which it is expressly or by necessary implication otherwise provided. All such acts shall be submitted to the mayor by the clerk and shall be in force upon approval evidenced by the mayor's signature, or upon failing to approve or disapprove within 5 days, which fact shall be certified thereon by the clerk. If the mayor disapproves the mayor's objections shall be filed with the clerk, who shall present them to the council at its next meeting. A two-thirds vote of all the members of the council shall then make the act effective notwithstanding the objections of the mayor.

(d) Except in cities that have adopted [Wis. Stat. § 62.13(6)]*, ~~the mayor shall be the head of the fire and police departments, and where there is no board of police and fire commissioners shall appoint all police officers, and the mayor may, in any city, appoint security personnel to serve without pay, and in case of riot or other emergency, appoint as many special police officers as may be necessary.~~

Wis. Stat. § 62.11(8)(a)-(d)

* The City has adopted 62.13(6), but the language is included for thoroughness

ADMINISTRATOR

"In order to provide the City of Richland Center with a more efficient, effective and responsible government under a system of a part-time Mayor and a part-time Common Council at a time when city government is becoming increasingly complex, there is hereby created the Office of City Administrator for the City of Richland Center.

The Administrator…shall be the Chief Administrative Officer for the City, responsible only to the Mayor and Common Council for administration of the business affairs of the City…with powers and duties as determined by resolutions of the Common Council…"

Chapter 41 of the Code of Ordinances
as amended on September 7, 2021

"The City Administrator is the chief administrative officer of the City. This position is responsible for administration of the ordinances, services and policies set forth by the Common Council and for the administrator of all day-to-day business affairs of the City."

Administrator Job Description, August 2021

CITY OFFICERS

The officers shall be a mayor, treasurer, clerk, comptroller, attorney, engineer, one or more assessors…one or more constables…a local health officer…or a local board of health…street commissioner, board of police and fire commissioners…chief of police…chief of the fire department…board of public works, 2 alderpersons from each aldermanic district, and such other officers or boards as are created by law or by the Council.

Wis. Stat. § 62.09(1)(a), restated in large part in Ch. 41 of the Code of Ordinances

"Unless otherwise specified herein Officers shall be appointed and confirmed by a 2/3rds vote of the Council…and shall be subject to removal by a 3/4ths vote of the council."

Ch. 42 of the Code of Ordinances

NOTE: The City Administrator is not a City Officer, a deliberate choice made by Council when adopting Ch. 42.

Authority belongs to the Council as a body—not to any one alder

> “
>
> **Broad authority. Collective exercise.**
>
> The Council manages policy, property, finances, public services, and public welfare—except where law assigns responsibility elsewhere.

THE COUNCIL DECIDES:

Ordinances • Resolutions • Appropriations • Authorized Collective Action

AN INDIVIDUAL ALDER PREPARES AND PARTICIPATES:

Studies Issues • Hears Constituents • Requests Information • Proposes Agenda Items • **Makes Hard Decisions**

MAYOR / ADMINISTRATOR / STAFF IMPLEMENT:

Perform executive and administrative duties assigned by law and local enactment in order to enact Council policies.

- Mayor – Is the Chief Executive Officer and oversees City operations as a whole; Reports on Administrator performance to Council
- Administrator – Responsible for day-to-day City operations; Performs other duties as assigned by Council; Provides continuity
- Staff – Performs their respective duties, following a defined chain of command and in accordance with Council policies

Sources: Wis. Stat. §§ 62.11, 62.09

Committees do most of the detailed work

Committee	What it handles	Usual meeting
General Government	Citywide policy, legal, Council Rules, claims, collective bargaining, technology, insurance, security	4th Tuesday
Budget	Annual budget, debt, fund transfers, audits, expense vouchers	1st Tuesday
Personnel	Personnel policies, grievances, Administrator performance, job evaluations, health insurance	3rd Monday
Planning	Master Plan, zoning, land division, conditional use permits	4th Wednesday
Public Safety	Police and emergency management, police bills, radio and 911 systems	Set by committee
Public Works	Buildings, parks, cemeteries, grounds, property inventory	Set by committee

Also: Utility Commission, Library Board, Fire Board, Police Commission, Tree Board, Housing Authority, Natatorium Board and the Historical Preservation Society.

Source: Council Rules, Appendix A (updated May 9, 2026). Meeting days are current practice and may change.

Authority must be clearly defined and recognized by each part of the organization

THE COUNCIL DOES NOT:

- Oversee day-to-day operations.
- Enact policy outside of a proper meeting, and without proper form.
- Issue directives to staff without either informing the Administrator or routing such directive through them.

AN INDIVIDUAL ALDER DOES NOT:

- Hold any authority unless part of collective action
- Issue directives to staff under any circumstance
- **Shy From Hard Decisions**

THE MAYOR DOES NOT:

- Act outside the scope of their statutory duties

That being said, there has not been any definition of the Mayor's authority beyond their statutory duties since the (re-)implementation of a City Administrator. While acts of Council may not infringe on those statutory authorities, any definition of those duties in the context of an administrator form of government could prevent conflict between the two offices and arguments over what each should be doing in a given situation.

Alders are encouraged to consider the answer to this question:
If the administrator tells city staff to do one thing and the mayor the opposite thing, which should the staff do?

THE ADMINSTRATOR DOES NOT:

- Perform any action unless authorized to by Council or reasonably required to enact a policy established by Council.
- Have any statutory duties or powers.
- Have any authority beyond that specifically granted by Council.

Note: The less direction given to the Administrator by Council, the more they will act according to their own experience, training and values. If Council takes issue with an act or decision of an Administrator on an issue they have not given clear direction on, that is a failing of Council, not the Administrator.

Alders are encouraged to review the existing Administrator Job Description for discussion at a future session.

QUESTIONS?

CITY OF RICHLAND CENTER

THE GOVERNING DISCIPLINE

Collective action and public trust

Four disciplines turn public authority into public trust

01

Act together

Council authority is exercised through the body's authorized actions, not by individual alders.

All City officials and personnel must act together to best serve the interests of the City.

02

Disclose early

Assess and determine if there are financial, family, organizational, gift, and/or contractual interests before participation.

03

Deliberate openly

Use properly noticed meetings; avoid serial communications that settle the body's course; limit closed sessions and only for discussions of legally exempt matters.

04

Preserve the record

Treat City-business communications as public records, wherever they live; utilize City-provided means of communication whenever possible.

Wis. Stat. §§ 62.11, 19.59, 19.81–.85, 19.31–.36, 946.13.

Six questions should precede every significant Council action

1	**Who has authority?**	Council, officer, board, commission, or department?
2	**What form is required?**	Ordinance, resolution, recommendation, hearing, supermajority, or approval?
3	**Is funding authorized?**	Sufficient appropriation—and within the approved purpose?
4	**What process comes first?**	Notice, hearing, findings, or another prerequisite?
5	**Does anyone have a conflict?**	Ethics, financial interest, contract, or incompatible-position concern?
6	**What records will result?**	How will communications and supporting material be retained and routed?

Make compliance the Council's operating system

BUILD THE HABIT

Centralize the procedures that should not depend on memory or improvisation.



* Completing the League of Wisconsin Municipalities' "Local Government Basics" or other approved training is required before taking any committee seat. Rule 2.10(C).

QUESTIONS?

CITY OF RICHLAND CENTER

ETHICS, CONDUCT, AND CONFLICTS

Protecting yourself, the City, and trust in our institutions

Example Penalties for Ethics and Conflict Violations:

Public Records (Ch. 19 Sub II.):
- Mandamus compelling production of records
- Costs and attorney fees
- Punitive damages
- Forfeitures of up to $1,000

Code of Ethics for Local Officials (Ch. 19 Sub. III):
- Civil forfeiture of up to $5,000 per violation
- Repayment of any economic gain resulting from the violation
- Criminal fines of up to $5,000 and up to one year's imprisonment
- Egregious violations can be prosecuted as a Class I Felony ($10,000 fine/3 years, 6 months' imprisonment)

Open Meetings (Ch. 19 Sub. V):
- Mandamus or injunction
- Reversion of any unlawful action taken
- Forfeiture of up to $300

Bribery (946.10(2)):
- Fun fact: the same penalty applies to offering or accepting a bribe!
- Class H Felony: Fine up to $10,000/6 years' imprisonment

Misconduct in Public Office (946.12):
- Failing or refusing to perform a duty, acting beyond one's authority, acting inconsistent with ones' duties, etc.
- Class I Felony: $10,000 fine/3 years, 6 months' imprisonment

Perjury (946.31(1)(h)):
- Only applies if someone is under oath, but Council is able to compel such oaths and is one of the bodies before which false statements constitute perjury.
- Class H Felony.

NOTE: Unless compelled to do so by Council, the City Attorney* is not obligated to defend city personnel alleged to have violated their duties or otherwise acted illegally.

* Here, by "City Attorney," I mean the office. As an individual, know I would likely resign rather than represent someone I had cause to believe committed such an act.

The Code of Conduct for Elected Officials and Sanctions

OFFICIAL STATEMENTS (RULES 2.14, 3.02(C), 3.03(B); APP. B, SEC 1)

- The Mayor (and Administrator) speak for the City.
- The Council President speaks for the Council.
- Anyone else must say the comment reflects their personal views. (“All opinions expressed are my own.”)

CODE OF CONDUCT, SYNOPSIS (APP. B, SEC. 2)

- Uphold the Oath of Office and act at all times in the best interest of the City government.
- Be responsive to the needs of the community and fulfill your duty of representation by preparing for and attending meetings
- Conduct yourselves with decorum both in and out of meetings.

POSSIBLE SANCTIONS (APP. B, SEC 3)



Conflict review starts when a matter appears—not when the vote is called

1

IDENTIFY

Financial • family • associated organization • gift • employment • ownership • contract

2

DISCLOSE

Give the relevant facts promptly to the City Attorney or designated ethics official

3

EVALUATE

Apply state law, local ethics rules, procurement standards, and due-process concerns

4

SEPARATE

If required: no deliberation, vote, negotiation, staff direction, or official discretion

Public confidence turns on objective circumstances—not only an official's belief in their own impartiality.

Sources: Wis. Stat. Ch. 19; Wis. Stat. Ch. 946; Miller v. Zoning Bd. of Appeals, 2022 WI App 51

Contracts and dual roles demand heightened review

CITY CONTRACTS

Abstention may not be enough

A direct or indirect private pecuniary* interest can create risk before the vote—during private negotiation, bidding, entry into the contract, or official discretionary action.

In addition to other penalties, courts may be able to void any contract entered into illegally.

PAUSE THE TRANSACTION

Obtain transaction-specific legal review before proceeding. You may consult with the City Attorney or retain your own.

DUAL OFFICES OR EMPLOYMENT

Compatibility is about duties

Two positions can be incompatible when one supervises the other, their duties may conflict to the public detriment, or public policy makes holding both improper. Easiest example would be Alder and Administrator.

CHECK BEFORE ACCEPTING

An incompatible appointment can jeopardize the first office.

* “Consisting of, measured in, or relating to money.” – *Merriam-Webster*

Sources: Wis. Stat. § 946.13; Otradovec v. Green Bay, 118 Wis. 2d 393; In re Appeal of Board of Canvassers v. Erickson, 147 Wis. 2d 467.

QUESTIONS?

"I have no doubt that the nation has suffered more from undue secrecy than from undue disclosure. The Government takes good care of itself." – Daniel Schorr



OPEN MEETINGS

"Knowledge will forever govern ignorance; and a people who mean to be their own governors must arm themselves with the power which knowledge gives." – James Madison

"The essence of good government is trust." – Kathleen Sebelius

"I believe good governments have nothing to hide. We want to ensure we maintain confidence in our public institutions." – Jay Weatherill



"Now you know…

…and knowing is half the battle!" – *G.I. Joe: A Real American Hero*

Photos © of their respective owners

"In recognition of the fact that a representative government of the American type is dependent upon an informed electorate, it is declared to be the policy of this state that the public is entitled to the fullest and most complete information regarding the affairs of government as is compatible with the conduct of governmental business...

To implement and ensure the public policy herein expressed, all meetings of all state and local governmental bodies shall be publicly held in places reasonably accessible to members of the public and shall be open to all citizens at all times unless otherwise expressly provided by law...."

Wis. Stat. § 19.81(1) and (2)

Meetings

"[T]he convening of members of a governmental body for the purpose of exercising the responsibilities, authority, power or duties delegated to or vested in the body. If one-half or more of the members of a governmental body are present, the meeting is rebuttably presumed to be for the purpose of exercising the responsibilities, authority, power or duties delegated to or vested in the body." – Wis. Stat. § 19.82(2)

Governmental Bodies

"[M]eans a state or local agency, board, commission, committee, council, department or public body corporate and politic created by constitution, statute, ordinance, rule or order; a governmental or quasi-governmental corporation…"
– Wis. Stat. § 19.82(1)

The *Showers* Test

The Wisconsin Supreme Court established a two-factor test for determining if a gathering is a "meeting":

1. There is a purpose to engage in governmental business; and
2. The number of members is sufficient to determine the governmental body's course of action. **NOTE:** This means a quorum is not required to constitute a "meeting."

Open meetings law follows deliberation beyond the chamber

GOVERNMENTAL BUSINESS

discussion • decision • information gathering

+

ENOUGH MEMBERS TO DETERMINE COURSE

A formal quorum is not always required

=

A MEETING MAY EXIST

even without formal convening

WATCH THE SETTING

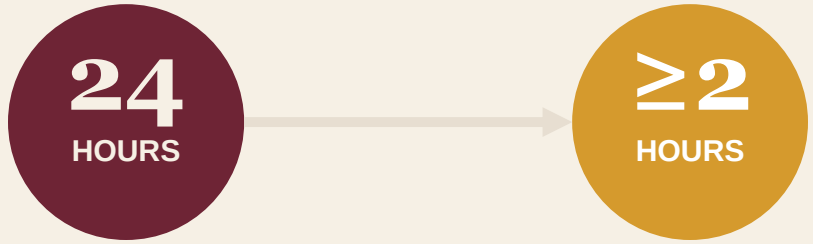
EMAIL + REPLY ALL	TEXT GROUPS	PHONE RELAYS	INFORMAL BRIEFINGS	ANOTHER BODY'S MEETING

Keep social or chance gatherings social; if City business develops, stop and place it on a properly noticed agenda.

Sources: Wis. Stat. § 19.81; Showers, 135 Wis. 2d 77; Badke, 173 Wis. 2d 553; Lawton, 2005 WI App 16.

Notice and closed session are procedures—not shortcuts

PUBLIC NOTICE



Ordinary standard

Only when 24 hours notice is impossible or impractical

- Notice must be given to the public, any media who have requested notice, and the City's official newspaper.
- Notice must be placed in at least 3 places likely to give notice to people affected, in at least one such place and the City's website, and/or by paid publication.
- Notices shall have the "time, date, place and subject matter of the meeting, included that intended for consideration at any contemplated closed session, in such form as is reasonably likely to apprise members of the public and the news media thereof." Wis. Stat. § 19.84(2).

TO ENTER CLOSED SESSION

1. Notice the contemplated subject
2. Motion cites the specific exemption; persons to be included
3. Majority approves; each vote is recorded
4. **Presiding officer announces nature + exemption**

Then discuss only the noticed subject under the actual terms of the exemption.

It is recommended the City Attorney or other counsel with knowledge of open meetings law sit in on closed session to prevent inadvertent violations.

Sources: Wis. Stat. §§ 19.84, 19.85; State ex rel. Oitzinger v. City of Marinette, 2025 WI App 19.

QUESTIONS?

CITY OF RICHLAND CENTER

PUBLIC RECORDS

"In recognition of the fact that a representative government is dependent upon an informed electorate, it is declared to be the public policy of this state that all persons are entitled to the greatest possible information regarding the affairs of government and the official acts of those officers and employees who represent them. Further, providing persons with such information is declared to be an essential function of a representative government and an integral part of the routine duties of officers and employees whose responsibility it is to provide such information. To that end [this subchapter] shall be construed in every instance with a presumption of complete public access, consistent with the conduct of governmental business. The denial of public access generally is contrary to the public interest, and only in an exceptional case may access be denied."

Wis. Stat. § 19.31

"Except as otherwise provided by law, any requester has a right to inspect any record."

Wis. Stat. § 19.35

What is a "record?"

[A]ny material on which written, drawn, printed, spoken, visual, or electromagnetic information or electronically generated or stored data is recorded or preserved, regardless of physical form or characteristics, that has been created or is being kept by an authority. "Record" includes, but is not limited to, handwritten, typed, or printed pages, maps, charts, photographs, films, recordings, tapes, optical discs, and any other medium on which electronically generated or stored data is recorded or preserved.

What is NOT a "record?"

[D]rafts, notes, preliminary computations, and like materials prepared for the originator's personal use or prepared by the originator in the name of a person for whom the originator is working; materials that are purely the personal property of the custodian and have no relation to his or her office; materials to which access is limited by copyright, patent, or bequest; and published materials in the possession of an authority other than a public library that are available for sale, or that are available for inspection at a public library.

THE RULE

Personal account. Personal phone. Public record?

Potentially yes—if the content concerns City business and is within the member's custody or control.

Use City systems whenever possible.

Public Records Requests

WHEN A REQUEST ARRIVES:

1

PRESERVE

Do not delete potentially responsive material

2

ROUTE

Send the request promptly to the legal custodian / Clerk

CITY STAFF WILL:

3

RESPOND

As soon as practicable, even if it's just an acknowledgement; document any record-specific basis for restriction

4

DETERMINE RESPONSIVE RECORDS

Staff, especially the custodian of the records, will determine if the requested record exists, or if any other records may satisfy the request

5

DETERMINE CAUSE TO REDACT/WITHHOLD RECORDS

While there is a presumption of complete access, other confidentiality laws (HIPAA, for example) still apply; some records can be provided after redaction; others are withheld entirely

6

APPLY BALANCING TEST AS NEEDED

If there is no clear legal authority to withhold a record but concerns remain about releasing it, the public interest must be weighed against the specific interest being protected (reputation, confidentiality, etc.)

7

NOTIFY NAMED PARTIES

Some records disclosures require notification to parties named therein

8

DETERMINE AND COLLECT FEES

More of an ongoing process than a specific step, the City may determine and charge fees to fulfill records requests and may collect those fees prior to searching for the requested records; such fees must reflect the "actual, necessary and direct cost of reproduction and transcription of the record" unless there is another specific fee established by law.

QUESTIONS?

CITY OF RICHLAND CENTER

POP QUIZ!!

Three everyday moments test the same governance habits:

01

A constituent text

An alder receives City-related photos and messages on a personal phone.

BEST NEXT MOVE?

02

A group email

One alder emails a policy position to the full Council; replies begin.

BEST NEXT MOVE?

03

A vendor proposal

A business connected to a member’s family seeks a City contract.

BEST NEXT MOVE?

WRITE YOUR ANSWERS DOWN NOW!

…or don’t; I’m not the one facing forfeiture or prison time for not knowing this stuff. Trying to liven things up.

This page intentionally left blank.

Three everyday moments test the same governance habits

01

A constituent text

An alder receives City-business photos and messages on a personal phone.

BEST NEXT MOVE

Preserve and route the material under City records procedures.

02

A group email

One alder emails a policy position to the full Council; replies begin.

BEST NEXT MOVE

Stop substantive reply-all discussion; use a noticed meeting.

03

A vendor proposal

A business connected to a member’s family seeks a City contract.

BEST NEXT MOVE

Disclose immediately and obtain transaction-specific review before any participation.

“Ask the City Attorney” would also be an acceptable answer to any of these.

CITY OF RICHLAND CENTER

PARLIAMENTARY PROCEDURE

“In a land where perhaps most persons…

are members of one or more societies,

some knowledge of parliamentary [procedure]

may be justly regarded as a necessary part

of the education of every man and woman…”

-Henry Martin Robert*

*** Yes, *that* Robert.**

Robert's Rules of Order

- **Henry Robert was an Army general, engineer and author and the namesake of *Robert's Rules*, currently in its 12th Edition.**
- ***Robert's Rules* is the definitive guide to parliamentary procedure; it was written after a church meeting he was unexpectedly asked to chair erupted into "open conflict."**

Rules of the Council (May 5, 2026)

- **In any case where an issue isn't governed by a higher authority (state law, generally), "[t]he council shall…determine the rules of its procedure." Wis. Stat. § 62.11(3)(e)**
- **The Rules were updated pursuant to the work of the Ad Hoc Rules Committee.**
- **This latest update to the Rules added the incorporation of Robert's Rules after it was determined no such incorporation existed.**
- **The City Attorney serves as parliamentarian.**

The Basics:

1 OFFICERS

- The presiding officer runs the meeting and the secretary takes the minutes.
- For the Council, the Mayor is the presiding officer and the Clerk serves as secretary.

2 DETERMINE QUORUM

- A quorum of Council is 2/3 of all seated members and must be tracked through the duration of the meeting.
- Without a quorum, the body can basically just set the next meeting.
- Any action taken absent a quorum is invalid.

3 ORDER OF BUSINESS

- Established either by a standard order (Rule 4.04) or an agenda.
- Broadly consists of items such as minutes, reports, new business, old business, etc.

4 ADJOURNMENT

- Some people's favorite part!
- No business may be conducted after adjournment without essentially a new meeting.
- If you need a break, the term is "recess."

Motions, Debate, and Voting (generally)

1. Motion

Motion: A formal proposal by a member of the body, in a meeting, that the body take a certain action.

- A motion “should” precede any debate on a matter
- Motions must be clear and specific (write it out!)
- A motion must be **seconded** before it may be considered



2. Debate

Debate: Discussion on the merits of the matter, i.e. whether the proposed action should be taken.

- Has its own subset of rules (Rule 4.06(B))
- Precedes a vote on a matter
- Allows for certain other motions, such as amendment or recess



3. Voting

Voting: “The process of making collective decisions by means of submitting and then adding up individual choices.” - Wikipedia

- Typically requires a majority (“majority vote”) but sometimes requires a supermajority or a plurality (“plurality vote”)
- Members of the body indicate their vote with an “Aye” or “Nay” when the question is called
- Doesn’t lend itself easily to fun pictures

Motions (in-depth)

1. Procedure

1. A member of the body seeks and obtains recognition from the presiding officer;
2. When called upon, they indicate they are making a motion and state, clearly and precisely, the action they are proposing;
3. The presiding officer then seeks a second to the motion – another member also seeking consideration of the proposal. No second, no consideration;
4. Once the motion is seconded, the presiding officer will restate the question and call for debate, if applicable
5. Motions must be made within the rules of the body, or they will be ruled as out of order
6. Motions are to be recorded in their exact form by the secretary. Actions of Council should be reduced to writing whenever possible, even if they are not resolutions or ordinances.

2. Definitions

- **Main motions** are those motions that bring a matter forward for consideration.
- **Secondary motions** alter or interrupt the consideration of a main motion, e.g. a motion to amend, which come in 3 types:
    1. **Privileged motions** address matters of immediate and overriding importance and cannot be debated
    2. **Subsidiary motions** assist in the treatment or disposition of matters under consideration, and are a subset of secondary motions
    3. **Incidental motions** are procedural or “housekeeping” questions arising from other motions

NOTE: There is no such thing as a “friendly amendment,” no matter how much easier that would make our lives.

Examples:

Main motion:
- Move to approve the agenda
- Move for appointment of an officer

Privileged motion:
- Move for recess
- Questions of privilege, allowing a request relating to the rights of the body or one of its members and which does not require a vote (e.g. to change the thermostat in the room)

Subsidiary motion:
- Motion to amend
- Motion to refer to committee

Incidental motion:
- Point of Order
- Motion to suspend the rules

Order of Precedence of Motions (highest to lowest)

Fix the Time to Which to Adjourn
Adjourn
Recess
Raise a Question of Privilege
Call for the Orders of the Day
Lay on the Table
Previous Question
Limit or Extend Limits of Debate
Postpone to a Certain Time
Commit
Amend
Postpone Indefinitely
Main Motion

Debate (in-depth)

Procedure

1. Members seek recognition by the presiding officer, who often grants the floor first to the moving member
2. Members, once recognized, speak their germane and decorous statements to the presiding officer
3. By default, there is no limit to the time for which a member may speak, nor on how many times a member may speak
4. No member may grant or transfer their right to debate to another individual

Who May Speak

1. Any member of Council
2. City staff for the purposes of giving a report or other information helpful or necessary to the debate at hand
3. Members of the public upon specific request of the presiding officer

Members of the public are otherwise prohibited from participation in meetings or debate, except during a period of public comment, subject to notice requirements.

There is no obligation for a public comment period, nor a right for the public to speak at a given meeting.

Public Comment

The Rules of the Council do allow for a period of public comment at meetings, subject to the following (Rule 4.07(B)1-7):

1. Any person who wishes to address the City Council during the “Public Comment” portion of the agenda must provide their name and address prior to beginning comment. A form may be provided by the Council for this purpose.
2. A commenter may not speak longer than three (3) minutes and may only speak once per meeting. Time may not be transferred from one speaker to another.
4. Comments should be directed to the Council as a whole and not addressed to individual Council Members.
5. Commenters shall refrain from asking questions of the Council or any individual Council Member.
6. Commenters should be courteous in their language, avoid personalized remarks and refrain from comments that are rude, obscene, profane, personally attacking, and which demonstrate a lack of respect for others.
7. The presiding officer reserves the right to terminate an individual’s public comments if these rules are violated. As well, the presiding officer has the authority to rule speakers out of order and may call a short recess in disorderly situations.

Voting (in-depth)

Procedure

You are all residents of these United States over the age of 18 and serving as elected officials. I feel confident I do not need to explain the process of voting to you.

Voting Benchmarks

Occasionally, a motion will need to reach a threshold beyond a simple majority of votes to pass. For example:

- Suspend or Amend the Rules (2/3)
- Remove a City Officer (3/4)
- Appoint a City Officer (2/3)
- Override a veto (2/3)

Roll Call Votes

- There are no actions under the current version of the Council Rules that require a roll call vote
- There are certain statutes that require the votes of “each member [to be] ascertained and recorded,” for example a vote to go into closed session. Wis. Stat. § 19.85(1). They are “confirmation [of appointments] and on the adoption of any measure assessing or levying taxes, appropriating or disbursing money, or creating any liability or charge against the city or any fund thereof…” Wis. Stat. § 62.11(d).
- Any member of Council may demand that any vote of Council be taken by roll call, regardless of whether it is required under statute. Wis. Stat. § 19.88(2).

Additional Notes

- The Mayor only votes in the case of a tie
- Members may attend and vote remotely, but may not remain in closed sessions
- The only votes allowed by secret ballot are those for officers
- Members may change their votes up to the point where the result of the vote is announced
- A member on the “winning” side of a vote may call for the matter to be reconsidered at the same or the next meeting

QUESTIONS?

SUMMARY

The people of Richland Center have given you their trust in representing them. You will never make everyone happy, so at the end of the day you only have your own values and conscience to help you to decide how to perform that duty. Your constituents knew that when they voted for you, even if they forget it when it comes to a specific issue.

As a collective, you wield the highest authority in the City. That means that any complaint or problem you want to see resolved is within your power to address. Likely not by you directly, but if you don't understand by now the process to see it done, there are innumerable resources to answer that question for you.

Similarly, City personnel answer to you. Again, not directly (at least not with an Administrator), but you are charged with implementing the policies they then enact. This can be challenging in a small community, especially when it comes to matters of discipline, but as I said regarding the Administrator, if you don't like how City staff is performing their job, the best way to think about it is how you failed to provide them with the appropriate direction.

If you have questions about anything I have presented here today, or need guidance on any matter at any time, please do not hesitate to contact me. As I always say, it's easier to answer a question than defend a lawsuit.

Thank you for your time.

Public Administration Associates, LLC

November 16, 2026

Karin Tepley
Mayor

Personnel Committee Members

City Council Members

Dear Mayor:

The following is Public Administration Associates, LLC's (PAA) proposal to provide Interim City Administrator services to the City of Richland Center. PAA has a long and successful record of providing interim executive leadership services to counties, cities, villages, and towns throughout Wisconsin during periods of transition.

Proposed Interim Administrator

PAA recommends consultant Jon Hochkammer to serve as Interim City Administrator. Jon is highly qualified and brings a wealth of government knowledge to the position. He served as the Interim Administrator in Dodge, Richland, and Iowa Counties, as well as the Village of Mount Horeb and the City of Verona. During his career, Jon worked closely with state legislators and agencies as well as the League of Municipalities. His willingness to be flexible to meet the City's needs is evident in the proposal and in the information shared in our recent Zoom conference. Jon's bio can be found in Attachment 1.

Level of Service

PAA will commit the services of Jon Hochkammer to serve as Interim City Administrator beginning on or about December 28, 2026, until such time as a new City Administrator has been selected by the City and he or she has started in the position. Jon will provide services to the City of Richland Center a minimum of three days per week. We are proposing a combination of on-site and remote work scheduled to specifically meet the needs of the City's staff and meeting schedule. Depending upon the option selected by the City (Options are set forth on Attachment 2), Jon could work an additional one or two days per week, if desired by the City. We feel that three days per week is the minimum amount of time necessary in order to professionally serve the City in this responsible position. Jon would also be available by phone and email on un-scheduled days if needed by staff and Counciityl.

We understand the need to keep our services affordable; however, it is in the interest of both PAA and the C to ensure that sufficient time is provided for this interim assignment. To that end, we would request that every thirty days, Jon and your Mayor meet to determine whether the service level option selected by the City is adequate, both from the perspective of the City and PAA. In essence, we are asking that if you select the three-day option at the start of the contract, but Jon is finding himself devoting substantially more time to the job, the City and PAA agree on a new service level that is fair to Jon and appropriately serves the City. We expect that this will be a relatively short interim assignment, perhaps ninety to 120 days in duration.

David Bretl
414-350-3328
dbretl@public-administration.com
1155 W. South Street
Whitewater, WI 53190

Cost

The monthly fee for services would depend upon the Option selected by the City (3, 4, or 5 days). Jon would serve at all times as an independent contractor and would not be an employee of your City. PAA will pay the Interim Administrator and invoice the City monthly. The flat fee selected and approved by the City will be all-inclusive for the interim administrator's services. There will be no per diems, mileage, food, or any additional expenses unless approved in advance by the City.

Contract

PAA Vice-President Sue McDade will be the point of contact for billing and service agreement questions and will provide support to Jon. A proposed service agreement is included with this letter as Attachment 3.

Next Steps

PAA would welcome the opportunity to meet with you to discuss this proposal in greater detail and to identify immediate priorities for the interim assignment. Please feel free to contact me directly at (608) 516-9012 or smcdade@public-administration.com with any questions or to schedule a meeting.

Sincerely,

Susan E.S. McDade

Susan E. S. McDade
Partner/Vice President
Public Administration Associates, LLC

Jon Hochkammer Bio

Jon Hochkammer has over forty years of public sector experience in Wisconsin. He recently retired 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.

Jon has completed numerous recruitments with PAA and has served as the interim administrator for three Wisconsin Counties; Richland, Dodge and Iowa, as well as the Village of Mount Horeb and the City of Verona.

Attachment 2

Richland Center Interim City Administrator Proposal	**3 Days/Week approx. 24 Hours**	**4 Days/Week approx. 32 Hours**	**5 Days/Week 40 Hours**
All Inclusive Monthly Billing from PAA to Richland Center	$14,900.00	$18,800.00	$22,700.00

AGREEMENT TO PROVIDE INTERIM CITY ADMINISTRATOR SERVICES

This Services Agreement is entered into as of this ____ day of _____, 2026, by and between PUBLIC ADMINISTRATION ASSOCIATES, LLC ("PAA"), and the CITY OF RICHLAND CENTER, WISCONSIN ("City").

Whereas, City needs an Interim City Administrator; and

Whereas, PAA has the ability to provide a qualified Interim City Administrator;

Therefore, the parties agree as follows:

1. Services

At City's request, PAA will provide an Interim City Administrator to the City. Jon Hochkammer will serve as the Interim City Administrator and will serve as an independent contractor and will not be an employee of the City, nor will the City offer employment to the Interim City Administrator.

2. Term

PAA and City anticipate that this Interim City Administrator will remain in place for approximately 90 days, depending on the length of the City's recruitment process. City will provide PAA with fifteen (15) days' written notice of termination of services.

3. Payment

The City selects Option ___ set forth in PAA's proposal, which proposal is incorporated herein, and will pay accordingly. City will not pay the Interim City Administrator directly or provide any employee benefits to the Interim City Administrator. PAA will invoice the City on a monthly basis, which the City will pay within thirty (30) days of receipt.

A. The Interim City Administrator will schedule his work in consultation with the Mayor, the City Council President and the needs of the City.

PAA may terminate this Agreement at any time if City has not made payment within thirty (30) days of invoicing.

If fifteen (15) days' notice is provided and the engagement ends before the end of a monthly billing period, the final invoice will be prorated based on the number of days the Interim City Administrator was on site in the City.

If the City wishes to terminate this Agreement but has not provided the fifteen (15) days' notice set forth in paragraph 2, PAA will end its services on the date directed by the City; however, the City will be responsible for paying for a complete monthly invoice. For example, if the monthly billing period is April 1–30 but the City wishes to terminate

services on April 8, the City would be responsible for full payment for the period of April 1–30.

4. Professional Conduct

PAA will provide the services to City in a professional and business-like manner, and PAA's Interim City Administrator will act in accordance with all Federal, State, and local laws, regulations, rules, and ordinances.

5. Cooperation & Conduct

City and its representatives will act and communicate at all times in a professional manner, will provide full cooperation to PAA and its Interim City Administrator, and will comply with all Federal, State, and local laws, regulations, rules, and ordinances, including anti-discrimination laws, regulations, rules, and ordinances.

City agrees to meet with PAA at the end of the first thirty (30) days of work to determine whether the service level selected by the City is appropriate as set forth in additional detail in the Proposal.

6. Hold Harmless & Indemnity

City will hold harmless, indemnify, and defend PAA and the Interim City Administrator from all demands, claims, causes of action, and judgments brought by parties other than the City pursuant to Section 895.46, Wis. Stats., except for acts committed by the Interim City Administrator which are determined by a Court to be outside the "scope of employment" as that phrase has been defined in Wisconsin case law. For purposes of this section only, City will consider the Interim City Administrator an officer of the City.

PAA agrees to hold harmless, indemnify, and defend City from any and all demands, claims, causes of action, and judgments brought by third parties against PAA and its Interim City Administrator on account of any conduct, resulting in damages to a third party, which are determined by a Court to have been caused by conduct which was outside of the Interim City Administrator's "scope of employment" as that phrase has been defined in Wisconsin case law.

7. Liability Insurance

PAA carries professional liability insurance with limits of $1,000,000 per occurrence / $1,000,000 aggregate.

8. Authorized Signatory

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

9. No Assignment

Neither party may assign this contract without the written consent of the other party.

10. Entire Agreement

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

Dated this _____ day of _____, 2026.

PUBLIC ADMINISTRATION ASSOCIATES, LLC

By _____

Susan E. S. McDade, Vice President/Partner

CITY OF RICHLAND CENTER, WISCONSIN

By _____

Richland CENTER
HOMETOWN CHARM. NATURAL BEAUTY.



Innovative
Public Advisors

Proposal for Executive Recruitment and Interim Services

November 13, 2026



Proposal for the City of Richland Center
Executive Recruitment and Interim Services

Innovative Public Advisors (IPA) is pleased to submit this proposal for City Administrator executive recruitment and optional interim services. Having recently partnered with the City of Richland Center on an organizational study of the Symons Recreation Complex, we welcome the opportunity to continue our collaboration and build upon our understanding of the City's operations and leadership priorities.

IPA is a Wisconsin-based public sector executive recruitment and strategic advisory firm dedicated to helping municipalities strengthen leadership capacity and organizational performance. Founded by experienced municipal administrators, our team delivers a modern, efficient, and personalized approach to executive recruitment, balancing urgency with a commitment to identifying the best-fit candidate.

This engagement will be led by IPA Partners Jay Shambeau and Jess Wildes (resumes on pages 7 and 8). Together, they bring complementary expertise in executive recruitment, municipal leadership, strategic communications, organizational development, and governing body-administrator relations. IPA successfully conducted more than 60 executive searches in Wisconsin in the past year, including City Administrator, Village Administrator, Public Works Director, Finance Director, Treasurer, Clerk, and other senior municipal leadership positions.

We recommend moving swiftly with recruitment to minimize the transition period and need for interim services. If interim leadership is needed, IPA can provide Adam Gitter, MPA (resume on page 9), an experienced municipal executive with expertise in administration, economic development, and organizational leadership.

We value our established relationship with the City of Richland Center and look forward to supporting the City Council in selecting its next City Administrator and ensuring a smooth leadership transition.

Thank you for your continued trust and consideration!

Jay Shambeau, ICMA-CM, MPA
Partner, Innovative Public Advisors
jay@public-advisors.com | 262-355-6102

Jess Wildes, MPA, MS
Partner, Innovative Public Advisors
jess@public-advisors.com | 262-339-5658

Innovative
Public Advisors

Recruitment Strategy

Innovative Public Advisors (IPA) approaches executive recruitment as a collaborative, Council-driven process grounded in professionalism, transparency, and respect for local governance. Our approach emphasizes active engagement with elected officials, clear communication, and proactive outreach to ensure the City of Richland Center attracts a strong and diverse pool of qualified candidates for its next City Administrator.

The recruitment will be led by IPA Partners Jess Wildes, MPA, and Jay Shambeau, ICMA-CM, MPA, who will serve as the recruitment team for this engagement. Together, they bring extensive experience in public administration, council-administrator governance, strategic communications, and executive recruitment. They have an extensive network of administrator contacts and relationships. IPA successfully conducted more than 60 executive searches in the past year, including numerous Village and City Administrator recruitments across Wisconsin.

IPA will work closely with the City Council and key staff to develop a clear and well-defined candidate profile that reflects Richland Center's organizational structure, leadership needs, community values, and the responsibilities of the City Administrator. The recruitment strategy will incorporate applicable legal requirements and best practices while utilizing targeted outreach to reach active and passive candidates statewide and nationally.

Recruitment Process

Recruitment Marketing

- Conduct City Administrator position assessment survey with the City Council and staff to inform the candidate profile and recruitment strategy.
- Develop position announcement, profile brochure, custom recruitment landing page, and other recruitment marketing materials.
- Advertise the position through the Wisconsin City/County Management Association (WCMA), League of Wisconsin Municipalities, LinkedIn, and other professional networks.
- Promote the position through IPA's network and extensive LinkedIn connections (15,000+) with targeted outreach through established relationships with dynamic municipal managers and administrators.

Application and Interview Process

- Receive and manage all applications and materials, screen and evaluate candidates, and present candidates to the City Council or hiring team with a written report.
- Coordinate and facilitate interviews, community tours, and meetings with City Council members and key staff.
- IPA staff will be present to manage logistics and facilitate each stage of the interview process.

Candidate Selection and Negotiations

- Assist the Council with finalist evaluations, reference and background checks, and selection.
- Provide guidance on employment terms and contract negotiations.
- Prepare press release and public announcement timeline.



Innovative Public Advisors

Our Approach to Interim City Administrator Services

If interim leadership is needed, Innovative Public Advisors is prepared to provide experienced municipal management to ensure stability, continuity, and a smooth transition to the City of Richland Center's next City Administrator.

IPA's Adam Gitter, MPA, is available to serve as Interim City Administrator, bringing executive-level municipal management experience and a collaborative leadership style. His role would focus on maintaining daily operations, supporting staff and elected officials, advancing key projects, and preparing the organization for a seamless transition to permanent leadership. Adam would also help address emerging challenges and identify opportunities to strengthen operations throughout the interim period.

Interim City Administrator Adam Gitter will dedicate up to 24 hours per week to the role, providing a consistent, transitional leadership presence. Hours will be structured to align with City Council and committee meetings, department head coordination, and community priorities, with flexibility to adjust based on workload and critical needs.

IPA commits to intentional communication, collaboration, accessibility, and responsiveness. Gitter will:

- Attend City Council meetings and provide regular updates on operations, upcoming agenda items, and key issues.
- Hold standing check-ins with the Mayor and City Council members to ensure alignment on priorities and policy direction.
- Meet regularly with department heads to maintain open communication, monitor progress, and provide guidance on operational matters.
- Remain accessible by phone, email, and virtual platforms to City officials and staff, ensuring questions and decisions are addressed swiftly.

This intentional, high-touch approach provides the City with steady leadership committed to positioning the next City Administrator for success.



Pictured above (left to right): IPA Partner Jay Shambeau (serving as Beaver Dam's Interim City Administrator), Wisconsin Department of Administration Secretary Kathy Blumenfeld, City of Beaver Dam Mayor Bobbi Marck, City Administrator Larry Bierke, and WEDC Deputy Secretary Sam Rikkers. The IPA team facilitated a downtown walking tour with state officials to celebrate and advance economic development in Beaver Dam.

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Project Timeline

- Week 1: Kick-off Meeting and City Administrator Position Assessment
- Week 2: Develop Recruitment Materials and Post Position
- Weeks 3–6: Recruit and Screen Candidates
- Week 6: Initial Applicant Review, Schedule Interviews, and Initial Background Screenings
- Weeks 7–8: Interviews, Candidate Selection, and Full Background Check by Law Enforcement
- If requested, commence Interim Services the week of January 4, 2027, and continue until the permanent Administrator begins service.

  Dates subject to change based on the City's preferences.

Cost Proposal

Executive Recruitment Services for City Administrator: $13,750 *(flat fee)*
(A $2,000 Returning Client Discount from $15,750—we appreciate your business!)

Interim City Administrator Services: $110/hour, up to 24 hours/week *(maximum $2,640/week)*

The total project cost includes all professional services outlined in this proposal. IPA will be on site as needed to facilitate an engaging recruitment and interview process. IPA will work with the City to complete a Professional Services Agreement and will bill the recruitment in two installments: 50% of the project cost upfront and the remaining 50% after an employment agreement is signed by the candidate. Interim services are billed monthly for actual hours worked (on site and remotely). The interim services fee includes all travel, lodging, and other expenses.



Innovative Public Advisors

Advancing local government a different way—the IPA way.

Innovative Public Advisors (IPA) is a premier public sector executive recruitment and strategy firm dedicated to empowering municipalities with tailored solutions that enhance leadership, optimize operations, and drive positive community impact.

Founded by experienced municipal professionals Jay Shambeau, ICMA-CM, MPA, and Jess Wildes, MPA, IPA offers a wide range of services. With a focus on delivering innovative, sustainable solutions, IPA is committed to helping local governments navigate complex challenges and strengthen their capacity to serve their communities effectively.

Services



Executive Recruitment and Interim Services



Economic Development and Grant Writing



Strategic and Specialty Plan Development



Professional Mentorship and Team Workshops



Communications and Referendum Campaigns



Governance Training and Stakeholder Engagement

IPA Team

Innovative Public Advisors is led by partners Jess Wildes and Jay Shambeau, two seasoned professionals with extensive experience in public sector management and strategic consulting.

Together, they bring a wealth of expertise in government administration, operations, communications, and leadership development—offering innovative solutions to help local governments thrive.



JAY SHAMBEAU ICMA-CM, MPA

jay@public-advisors.com | 262-355-6102

EDUCATION

MASTER OF PUBLIC ADMINISTRATION
UW–Oshkosh

BACHELOR OF SCIENCE
Regional Analysis and Geography, UW–Green Bay

LEADERSHIP WISCONSIN
UW–Madison, 2014

ACCOLADES

Credentialed Manager
International City/County Management Association, 2024

Recipient of ICMA's prestigious 30 Years of Service Award

SERVICE

President, Rotary International
West Bend Sunrise Rotary Club

Boys and Girls Club of Washington County
Board Member

United Way of Washington County, Campaign Co-Chair

West Bend Area Chamber of Commerce, Board Member

West Bend Tourism Commission, Chairman

Kettle Moraine Lutheran High School, Board Member and President

INNOVATIVE PUBLIC ADVISORS, PARTNER

Jay is a public sector executive with 32 years of leadership experience in village, city, and county government. He has served in multiple interim City Manager and Administrator roles, providing steady executive leadership to municipalities during periods of transition and organizational change. His expertise includes municipal management, strategic planning, governance, strategic communications, executive recruitment, and public policy.

Jay also facilitates governing body workshops, strategic planning initiatives, and organizational discussions that help elected officials and staff establish priorities, strengthen working relationships, and navigate complex issues. Known for his collaborative and practical approach, Jay combines extensive local government experience with strong relationship-building and communication skills to help municipalities strengthen governance, advance priorities, and identify exceptional leaders. He has led more than 55 executive searches in the past year.

INTERIM LEADERSHIP SERVICE

- *Interim City Manager*
  City of Janesville, Wisconsin, 2026
- *Interim City Administrator*
  City of South Milwaukee, Wisconsin, 2026
- *Interim Village Administrator*
  Village of Salem Lakes, Wisconsin, 2025
- *Interim City Administrator*
  City of Beaver Dam, Wisconsin, 2025

CITY ADMINISTRATOR

City of West Bend, Wisconsin, 2016–2025

- Responsible for the administration of daily city operations and implementing policies established by the City Council.
- Oversaw a $30 million budget, led economic development activities, managed the department head team, fostered community engagement, and promoted the city's growth and development.

PLANNING AND PARKS ADMINISTRATOR

Washington County, Wisconsin, 2014–2016

COUNTY ADMINISTRATOR

Calumet County, Wisconsin, 2008–2014

VILLAGE ADMINISTRATOR

Village of Kewaskum, Wisconsin, 2006–2008

PLANNING DIRECTOR

Clark County, Wisconsin, 1993–2006



JESS WILDES MPA, MS

jess@public-advisors.com | 262-339-5658

EDUCATION

MASTER OF PUBLIC ADMINISTRATION
University of Wisconsin Oshkosh

MASTER OF SCIENCE
Integrated Marketing Communications
Eastern Michigan University

BACHELOR OF ARTS
College of Saint Benedict and Saint John's University

SERVICE

International City/County Management Association (ICMA) Assistant Chief Administrative Officer (ACAO) Committee Member

Wisconsin Economic Development Association (WEDA) Board Member

University of Wisconsin Oshkosh MPA Alumni Board Member

Mid-Moraine Municipal Court Board Member

Downtown West Bend Business Improvement District (BID) Board Executive Director

Visit Washington County Board Member and Vice President

Honored as one of ELGL's "Top 100 Influencers in Local Government"

INNOVATIVE PUBLIC ADVISORS, PARTNER

Jess is an experienced local government executive and strategist specializing in municipal administration, strategic planning, community and stakeholder engagement, organizational and operational studies, intentional communication, grant acquisition, and executive recruitment—conducting more than 55 searches in the last year. As Partner and co-founder of Innovative Public Advisors, she has led strategic planning and engagement initiatives across Wisconsin and facilitated stakeholder engagement for a range of complex municipal projects, including organizational studies and a public safety referendum.

Jess has helped numerous municipalities secure millions of dollars in Innovation Grant funding to advance shared services, organizational improvements, and community priorities. Her work combines practical municipal leadership with strategic analysis, communication, and engagement to help local governments navigate complex issues and advance priorities.

INTERIM LEADERSHIP SERVICE

- *Interim Communications and Engagement Manager*
  City of Oshkosh, Wisconsin, 2026
- *Interim City Administrator*
  City of Omro, Wisconsin, 2026
- *Interim Village Administrator*
  Village of Campbellsport, Wisconsin, 2025–2026
- *Interim Communications Director*
  Trempealeau County, Wisconsin, 2025

ASSISTANT CITY ADMINISTRATOR

City of West Bend, Wisconsin, 2020–2025
Also served as Communications and Economic Development Director

DIRECTOR OF COMMUNICATIONS AND MARKETING

Museum of Wisconsin Art, West Bend, Wisconsin, 2017–2020

SENIOR ACCOUNT EXECUTIVE

Trefoil Group, Milwaukee, Wisconsin, 2016–2017

DIRECTOR OF RECRUITMENT MARKETING

Mount Mary University, Milwaukee, Wisconsin, 2013–2016
Northland College, Ashland, Wisconsin, 2009–2013



ADAM **GITTER**, MPA

adam@public-advisors.com | 920-737-0230

EDUCATION AND DISTINCTIONS

MASTER OF PUBLIC ADMINISTRATION
University of Wisconsin Oshkosh

BACHELOR OF SCIENCE CRIMINAL JUSTICE
University of Wisconsin Oshkosh

ASSOCIATE OF ARTS & SCIENCES
University of Wisconsin Washington County

2025 EMERGING LEADER AWARD
Wisconsin City/County Managers Association

2022 KETTLE MORAINE YMCA
Community Partners Award

2019 LEADERSHIP WEST BEND
Class Representative/Speaker

U.S. MILITARY
Decorated U.S. Army Veteran with Multiple Service and Campaign Medals

MUNICIPAL CONSULTANT, INNOVATIVE PUBLIC ADVISORS

Adam Gitter, MPA, will serve as Interim City Administraotr, bringing extensive experience in local government leadership, administration, economic development, planning, and organizational management. Prior to joining IPA, Adam served for five years as Village Administrator for the Village of Kewaskum, where he oversaw village operations and staff, budgeting and capital planning, human resources, community and economic development, zoning, housing, infrastructure planning, grants, and policy development.

INTERIM CITY ADMINISTRATOR
Innovative Public Advisors, City of Rhinelander, WI, August–November, 2026

VILLAGE ADMINISTRATOR
Village of Kewaskum, WI, 2021–2026

DEPUTY ADMINISTRATOR & ECONOMIC DEVELOPMENT DIRECTOR
City of Hickman, NE, 2021

TOWN ADMINISTRATOR
Town of Buchanan, WI, 2020

ECONOMIC DEVELOPMENT MANAGER
City of West Bend, WI, 2017–2020

ASSISTANT PROGRAM DIRECTOR
Wisconsin Community Services, Milwaukee, WI, 2011–2017

CHILDCARE CERTIFICATION SPECIALIST
Community Impact Programs, Kenosha, WI, 2010–2011

SOLDIER - MILITARY POLICE
Veteran U.S. Army, Deployment to Afghanistan, 2008–09
330th MP Detachment, Sheboygan County, WI, 2005–2013

COMMUNITY AND BOARD SERVICE

- President of the Mid-Moraine Municipal Court
- Kewaskum Area Chamber of Commerce
- West Bend Business Improvement District Executive Director
- Wisconsin 9/11 Memorial & Education Center
- Economic Development Washington County Board Member
- Founder of Kewaskum Friends of Parks

Innovative
Public Advisors

Recent/Current Recruitments

IPA successfully conducted more than **60 executive searches in the last year.**

City of Beaver Dam

Interim City Administrator & City Administrator Executive Recruitment

The City of Beaver Dam engaged IPA to provide Interim City Administrator services (30 hours/week) and to lead the executive recruitment for its next permanent City Administrator. IPA supported the City through a key leadership transition by delivering experienced interim management, ensuring continuity of operations, and collaborating closely with elected officials and department heads. In addition to managing a professional and inclusive recruitment process, IPA Partner Jay Shambeau facilitated a strategic workshop with the Common Council to help guide the transition and lay a foundation for long-term leadership success.

Mayor Bobbi Marck, mayor@ci.beaverdam.wi.gov | 920-382-1356



Sampling of 2025–2026 Executive Recruitments:

City of Antigo, City Administrator (Population 8,100)
City of Beaver Dam, City Administrator* (Population 16,700)
City of Brillion, City Administrator* (Population 3,300)
City of Fond du Lac, Community Development Director (Population 44,678)
City of Janesville, City Manager* (Population 67,100)
City of Lake Mills, Public Works Director (Population 6,400)
City of Lake Mills, Director of Utilities (Population 6,400)
City of Oshkosh, City Clerk and **City Attorney** (Population 67,242)
City of Oshkosh, Communications Manager (Population 67,242)
City of Oshkosh, Public Works Director (Population 67,242)
City of South Milwaukee, City Administrator* (Population 20,795)
City of Sun Prairie, Assistant City Administrator (Population 39,000)
City of Whitehall, City Administrator (Population 1,645)
Village of Campbellsport, Village Administrator* (Population 1,907)
Village of Dane, Village Administrator (Population 1,100)
Village of Dane, Clerk/Treasurer (Population 1,100)
Village of Fox Point, Village Manager* (Population 6,934)
Village of Germantown, Village Administrator* (Population 19,007)
Village of Mukwonago, Finance Director (Population 8,262)
Village of New Glarus, Village Administrator (Population 2,266)
Village of Salem Lakes, Village Administrator* (Population 14,600)
Village of Sister Bay, Village Administrator (Population 1,148)
Village of Sussex, Public Works Director/Village Engineer (Population 11,795)
Village of Waunakee, Deputy Administrator/CD Director (Population 14,879)



References are provided on page 11.

We are happy to connect you with any of our clients!

**Included Interim Administrator Services*

References for Executive Searches

IPA has worked with municipalities of 1,000 to 70,000 residents to recruit qualified, dynamic public sector leaders.

City of Janesville

Interim City Manager Services, Stakeholder Engagement, and City Manager Executive Recruitment (June-September 2026)

The City of Janesville engaged IPA to provide interim executive leadership and recruit its next City Manager. IPA Partner Jay Shambeau served as Interim City Manager, ensuring continuity of projects and operations. IPA led a comprehensive recruitment process, including a community survey with 835 responses, four public input sessions, leadership assessments, and targeted candidate outreach. The process culminated in the successful selection and appointment of a new City Manager, with IPA supporting the City through recruitment, finalist evaluation, employment negotiations, and onboarding.



Reference: Council President Larry Squire
squirel@janesvillewi.gov | 608-373-6012

City of Oshkosh

Executive Recruitment Services for Director of Administrative Services and Organizational Effectiveness (May-July 2026)

The City of Oshkosh has engaged IPA to assist with numerous key leadership recruitments—Director of Administrative Services and Organizational Effectiveness, City Clerk, Communications and Engagement Manager, Public Works Director, Assistant Finance Director, and City Attorney. In these engagements, IPA has worked in close coordination with the City Manager to lead outreach, applicant screening, interview coordination, and candidate communications, selection, and negotiations. This approach allows internal staff to remain focused on day-to-day operations while ensuring a thorough, professional, and well-managed recruitment process that delivers strong candidate outcomes.



Reference: City Manager Rebecca Grill
rgrill@oshkoshwi.gov | 920-236-5002

Village of Fox Point

Executive Recruitment Services for Village Manager
Interim Village Manager Services (December-February 2026)

The Village of Fox Point partnered with IPA to navigate a transition in its top administrative leadership. IPA conducted the search for the Village's next Manager, providing a focused and responsive recruitment process tailored to the Village's priorities and organizational needs. At the same time, IPA Advisor Mitch Reynolds stepped in as Interim Village Manager, maintaining continuity, supporting staff and elected officials, and ensuring municipal operations continued smoothly throughout the transition.



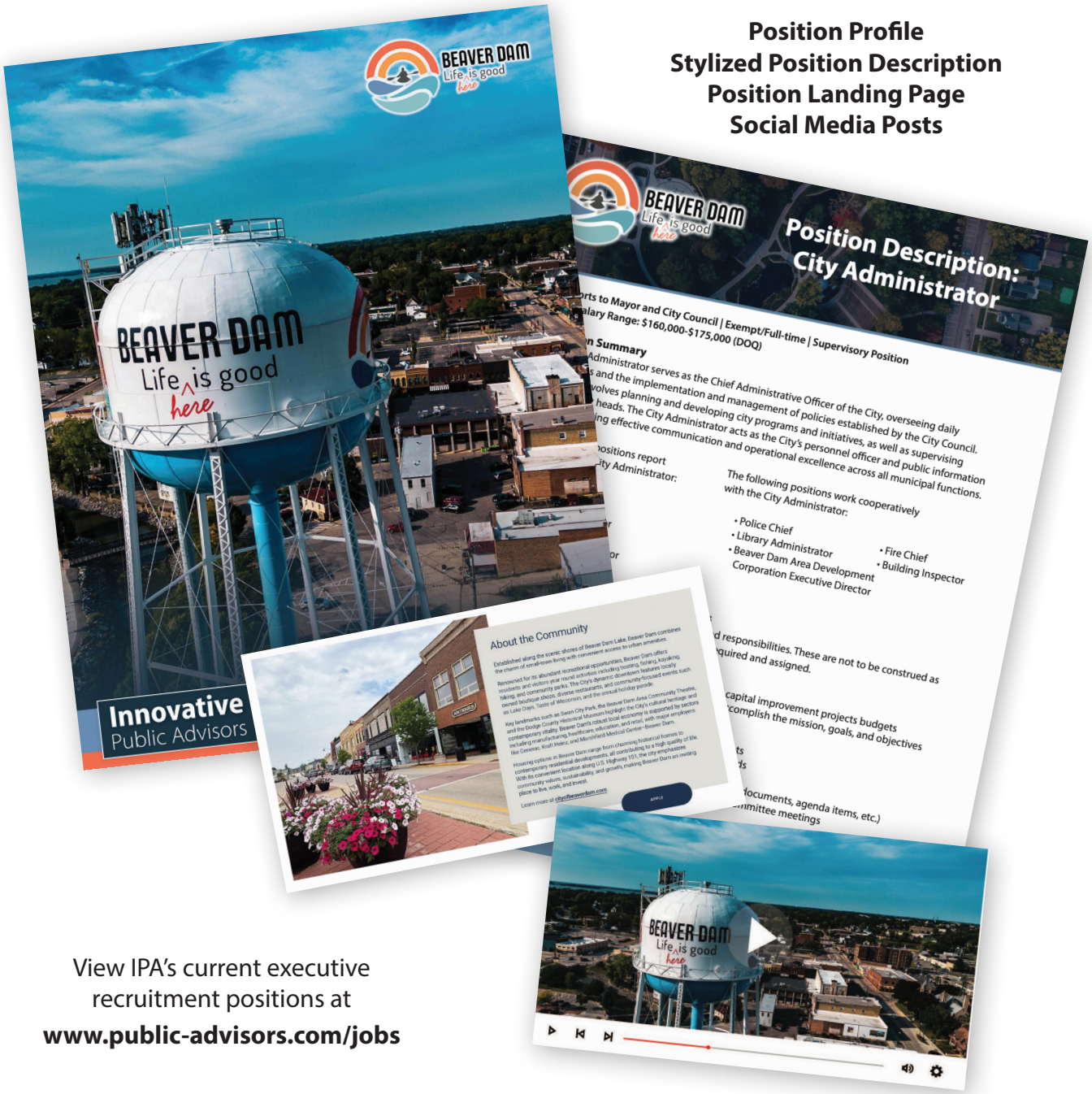
Reference: Village Board President Christine Symchych
csymchych@villageoffoxpoint.com | 414-403-7729

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Additional Materials

Innovative Public Advisors (IPA) customizes recruitment marketing materials for each search, highlighting the unique character and strengths of the municipality. Led by Partner Jess Wildes, who brings a strong communications and design background, IPA develops a suite of branded marketing materials entirely in-house, without subcontractors—including a recruitment brochure, responsive landing page, and compelling social media content—that are visually appealing and strategically crafted. This tailored approach ensures candidates gain an authentic understanding of the position and community.

Position Profile
Stylized Position Description
Position Landing Page
Social Media Posts



View IPA's current executive recruitment positions at
www.public-advisors.com/jobs

Innovative
Public Advisors

Proposal To Provide
Executive Search Services
Richland Center City Administrator



Public Administration Associates, LLC

November 13, 2026

Public Administration Associates, LLC

1155 W. South Street
Whitewater, WI 53190
608-516-9012

www.public-administration.com
smcdade@public-administration.com

November 13, 2026

Mayor Karin Tepley
City of Richland Center
450 South Main Street
Richland Center, WI 53581

Dear Mayor Tepley,

On behalf of Public Administration Associates, I am pleased to submit this proposal to assist the City of Richland Center in the recruitment and selection of your next City Administrator.

Since its founding in 1998, PAA has worked with more than 250 Wisconsin municipalities, ranging in population from 400 to 110,000, conducting more than 500 executive searches for chief administrative officers and department heads. Our recent experience includes a considerable amount of work in southwest Wisconsin, including Richland County, Baraboo, Brodhead, Dodgeville, Hillsboro, Iowa County, Mount Horeb, Mineral Point, Portage, Prairie du Sac, and Viroqua. We would welcome the opportunity to bring that experience back to Richland Center.

The PAA consulting team brings extensive hands-on local government leadership and executive search experience to this work. We look forward to working collaboratively with the City Council, staff, and other appropriate participants to conduct a professional, thorough, and timely search for Richland Center's next Administrator.

The following materials provide additional information about our firm, our approach, and the value-added services we would bring to the City.

I encourage you to visit our website at www.public-administration.com. Please feel free to contact me with any questions or if you would like to discuss any aspect of this proposal.

Thank you for your consideration.

Sincerely,
Susan E.S. McDade, Partner
Vice-President
Public Administration Associates, LLC

Public Administration Associates, LLC

Table of Contents

I.	About Public Administration Associates	3
II.	PAA Leadership	5
III.	PAA Executive Search Clients	7
IV.	PAA's Expectations and Results - Our Approach to Executive Recruitment .	9
V.	Proposed Methods and Plan for City of Richland Center	9
VI.	PAA 12 Step Method for Executive Search	10
VII.	Project Costs for City of Richland Center	14
VIII.	Recruitment/Selection Schedule	15
IX.	Our Commitment to Richland Center	15
X.	PAA References	16



I About Public Administration Associates

30 Years
MUNICIPAL CONSULTING

250+
COMMUNITIES SERVED

400+
YEARS COMBINED PUBLIC MANAGEMENT

Taking Local Government to New Heights…

Public Administration Associates (PAA) is recognized as one of the most trusted, skilled, and effective local government consultants in Wisconsin and the Midwest. Our consultants are highly experienced practitioners who deliver results through an unparalleled commitment to public service, the highest standards of client service, and the efficient use of client time and resources. PAA has built a sterling reputation, earned over many years of municipal consulting and a combined 400+ years of public management experience.

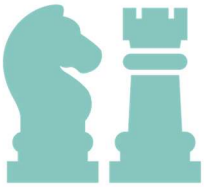
Partners William Frueh, Denise Frueh, and Dr. Stephen Hintz organized PAA in April 1997. Kevin Brunner joined PAA in 2013 and became its President in 2017. In 2020, Brunner was joined by David Bretl and Christopher Swartz as partners. In early 2025, Swartz became a Senior Associate, and Susan McDade and Shawn Murphy joined as partners alongside Brunner and Bretl. Brunner remains the firm's President, while Bretl serves as CEO/General Counsel. McDade is Vice President, and Murphy is Secretary/Treasurer. Today, PAA has approximately 15 associates who work with the partners on a project-by-project basis.



Watch our overview video to learn more about Public Administration Associates:

https://youtu.be/RyhG5fS_eHs?si=7eJrlL2SnH4t9fmJ

Comprehensive Government Consulting Services



Executive Recruitment

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



Interim Management Services

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



Organization & Management Studies

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



Classification & Compensation Studies

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



Economic Development Services

Assisting communities 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.

II PAA Leadership



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 received the 2007 Wisconsin City/County Manager of the Year and 2012 Service Innovation awards 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 earned the credentialed manager (ICMA-CM) designation from the International County/City 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 over 30 years. He retired in early 2020 from his position as County Administrator and Corporation Counsel for Walworth County, a combined position that he had held since 2003. He 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 that develops public, nonprofit, and private-sector leaders. In 2005, he helped organize a countywide public-private economic development initiative, the 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 35 years of experience as a local government park and recreation administrator. She most recently served as the Community Services Director in Waunakee, Wisconsin, a fast-growing north Madison suburb. Responsibilities included 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 300 acres of park land. McDade obtained a master's degree in Public Administration / Leisure Services Management 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 also previously served as an adjunct instructor in the Recreation Management Program at Madison Area Technical College.

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

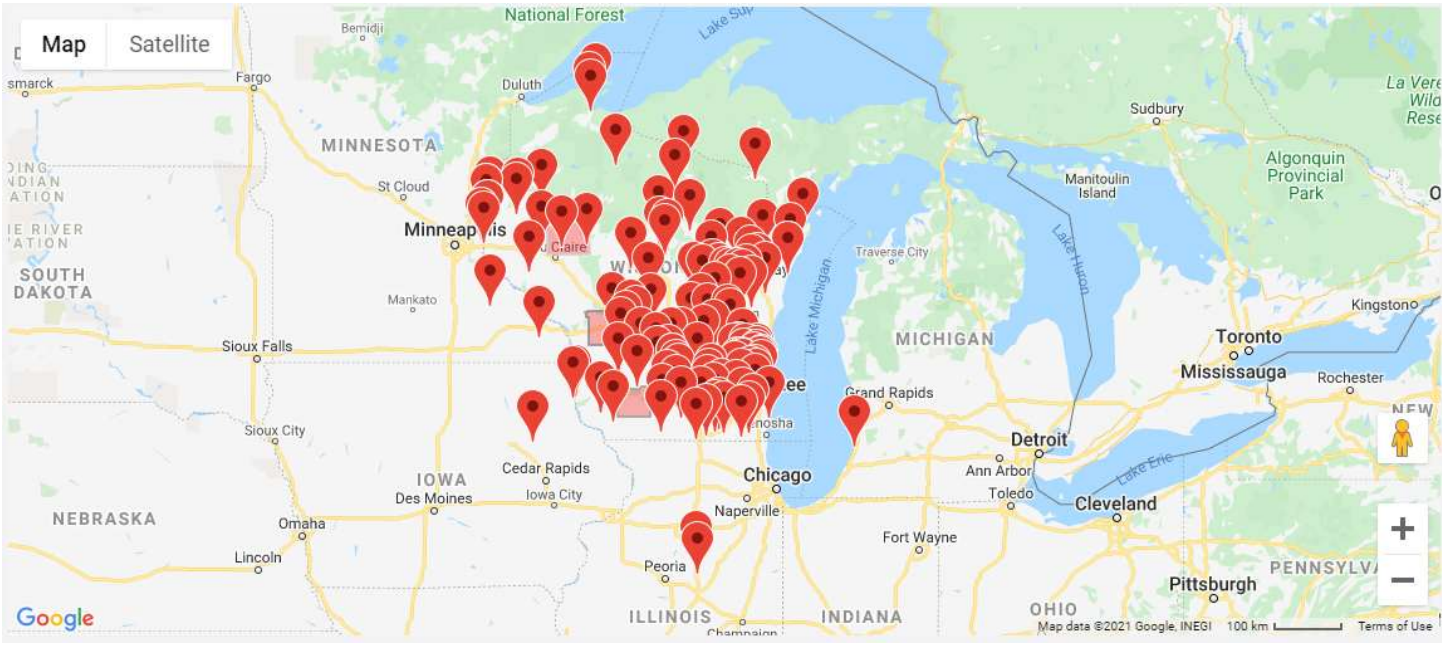


Shawn Murphy
Secretary/Treasurer

Shawn Murphy has held positions in state and local government for over 30 years, including 26 years as a Municipal Administrator. After obtaining his Bachelor's Degree in Business Administration from UW-Eau Claire in 1986 and his Master's Degree in Public Administration from UW-Milwaukee in 1990, Murphy began his career as a Budget & Program Coordinator for the WI 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 Managers' Association. In 2023, Murphy received a lifetime achievement award from the WCMA

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

III PAA Executive Search Clients



Over 500 Municipal Administrator Searches Since 1998

View the interactive map on our website
to see the work we have performed for these communities.

*The number beside the municipality name indicates how many times **PAA** has assisted the municipality.*

Cities

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

South Haven, MI
St. Croix Falls
St. Francis
Sturgeon Bay (6)
Thorp
Tomah (2)
Two Rivers
Verona (3)
Viroqua
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 (3)
DeForest (2)
Denmark (2)
East Troy
Edgar
Egg Harbor (2)
Elkhart Lake
Elm Grove
Ephraim
Fox Point (2)
Germantown (2)
Grafton (3)
Greendale (2)
Greenville
Hales Corners (2)
Hammond
Hartland (3)
Howard (3)
Johnson Creek (3)
Kewaskum
Little Chute (6).
Lodi (3)
Marathon City
Marshall (3)
Maple Bluff
McFarland (2)
Menomonee Falls
Merton
Mount Horeb
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 (2)
Rothschild (2)
Sherwood
Shorewood Hills (4)
Slinger (2)
Somers
Somerset
Spring Green
Suamico (3)
Stanley
Sturtevant
Sussex
Thiensville (2)
Turtle Lake
Twin Lakes (2)
Union Grove (2)
Vernon
Waterford
Waunakee
W. Milwaukee (3)
Weston
Williams Bay (2)
Wind Point (4)
Winneconne (4)
Whitefish Bay (3)
Wrightstown (3)



Towns

Algoma (4)
Beloit
Buchanan (5)
Cedarburg (2)
Clayton
East Troy
Empire
Fox Crossing (Menasha) (4)
Gibraltar (2)
Grand Chute (4)
Greenville (2)
La Pointe (3)
Lawrence (2)
Ledgeview
Little Suamico
Linn (2)
Lisbon
Oconto
Osceola
Rome
Rib Mountain
Richfield (2)
Rome
Somers
Sevastopol
Troy (2)
Washington
Weston

Counties

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

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

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

We believe the Mayor, City Council, staff members, and potentially key citizen stakeholders should be actively involved in the selection process. Our role will be to provide progressively detailed information about candidates to support City leadership in identifying semi-finalists, finalists, and the final selection. While we conduct a thorough review of all applicants, we do not make the final candidate selection.

We believe that the process consists both of recruiting—the City officials involved will be actively selling the role to potential candidates—and selecting—the City Council / Selection Committee carefully reviewing applicants for the best possible choice. Too often municipalities only consider the selection part.

We believe that the Richland Center staff must have a stake in the process. We recommend that department heads and other key staff members have an opportunity to meet and talk with each of the finalists. However, we fully recognize that the final decision rests with the Mayor and City Council.

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

V Proposed Methods and Plan for the City of Richland Center

PAA **Partner/Vice President, Sue McDade** and will serve as the lead consultant on this search, assisted by **Partner/President, Kevin Brunner** and/or **Partner/Treasurer, Shawn Murphy.** This team has worked on many recent municipal searches in Wisconsin – collectively more than 175 successful search projects. This team has incredible experience working together – completing successful Administrator and Department Head searches for the communities statewide.

VI PAA 12-Step Method for Executive Search

Richland CENTER
HOMETOWN CHARM. NATURAL BEAUTY.

PAA EXECUTIVE SEARCH PROCESS

Professional. Thorough. Transparent.
Finding the Right Leader for Richland Center.

STEP 1	**INITIATE SEARCH & CONFIRM POSITION DETAILS** • Meet with Mayor, Council and staff to define needs, opportunities, and ideal qualifications. • Review and update position details/organizational structure if necessary. • Provide market research to assist with setting pay and benefit details. • Establish project schedule.
2	**PRODUCE MATERIALS FOR MARKETING** • PAA will produce Richland Center Position Announcement, Position Profile and Video Announcement for use in general marketing as well as direct marketing to targeted candidates.
3	**MARKETING & RECRUITMENT** • Launch a comprehensive recruitment campaign. • Utilize PAA's network, targeted outreach, and multiple communication channels.
4	**RECEIVE APPLICATIONS & ACKNOWLEDGE RECEIPT** • All applications are downloaded into a secure Google Drive file. Shared with the City to maintain a complete record for municipal recordkeeping and open records purposes.
5	**REVIEW APPLICATIONS & PROVIDE "MINI-RESUME" REPORT** • PAA reviews all applications and prepares a detailed Candidates Report. • Candidates are rated as: Qualified, Unqualified, or Wild Card (may have unique skills or experience worth considering).
6	**REVIEW & SELECT SEMI-FINALISTS** • City Council reviews all candidates and selects typically 6–8 semi-finalists for position.
7	**REFERENCE CHECKS • SEMI-FINALIST PROFILES** • Conduct comprehensive reference checks. • Semi-finalists provide references from supervisors, peers, subordinates, and elected officials. • Prepare detailed 4-to-5-page Candidate Profile Statements. • PAA completes recorded Zoom Interviews with candidates.
8	**REVIEW SEMI-FINALISTS & SELECT FINALISTS** • City Council reviews resume, reference reports, and video presentations to select finalists for on-site interviews in Richland Center.
9	**ARRANGE INTERVIEWS & ON-SITE ASSESSMENT CENTER** • Work with Mayor and staff to schedule interviews and plan the on-site assessment center in Richland Center.
10	**ASSIST IN INTERVIEW PROCESS & ASSESSMENT CENTER** • Two-day assessment center typically recommended. ▪ Day 1: Tour community, staff & leadership meetings, possible community reception, in-basket/writing exercise, leaderless group, EQ assessment, psychological review, and more. ▪ Day 2: City Council interviews (~1 hour each).
11	**ASSIST IN NEGOTIATION OF EMPLOYMENT AGREEMENT** • PAA negotiates employment agreement based on Council direction. • Agreement reviewed and approved by City Council • Final agreement must be reviewed and approved by Richland Center City Attorney.
12	**NOTIFY ALL APPLICANTS** • Prepare and distribute correspondence thanking all applicants and notifying them of the result.

Public Administration Associates, LLC

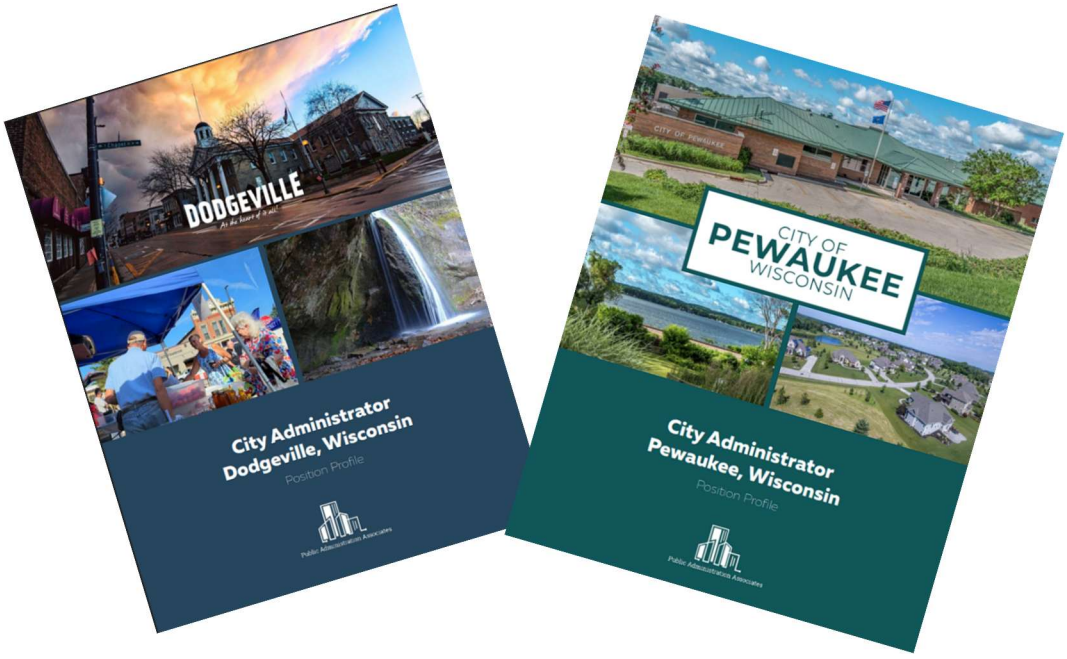
1. Meet with the City Council and Staff as appropriate to discuss the characteristics desired in the next Richland Center City Administrator recruitment; review the City Administrator job descriptions and propose potential revisions; review and recommend changes to the current position salary range; determine recruitment procedures and the interview and selection process and determine the optimal time schedule for the City of Richland Center.

These meetings are important for establishing the qualifications and qualities the City wants in its next City Administrator and for determining the recruitment procedures and schedule.

2. Produce Marketing Materials to promote the position through a wide variety of avenues.

This includes a **Position Announcement** - text only, a **Position Profile** – an electronic recruitment document that combines text, photographs and internal links to showcase the position and the community, and a two-minute **Video Announcement** with the Mayor to promote the position via social media (primarily YouTube and LinkedIn) to prospective applicants. PAA will assist in writing the script for social media video announcements and the City will assist in providing readily available still photography and/or video content of the City.

Recent examples of such profiles that we have developed for the City of Pewaukee and City of Dodgeville can be found via links and are included as exhibits to this proposal.



3. Place advertisements in appropriate publications and on-line sources for the City Administrator position, including the International City/County Management Association (ICMA), Illinois City/County Management Association (ILCMA), League of Wisconsin Municipalities, Wisconsin City/County Management Association (WCMA), League of Minnesota Cities, Strategic Government Resources, 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. **PAA will also encourage personally known qualified individuals to apply.**

ICMA, ILCMA, WCMA, Strategic Government Resources, the League of Wisconsin Municipalities, and the Michigan League of Cities are, in our opinion, the premier channels for reaching qualified applicants for the Richland Center City Administrator position.

4. Receive applications and acknowledge receipt. We download all application materials received into a Google Drive file and share it with the City so that a complete record of all submitted information is maintained for municipal recordkeeping and open records purposes.

5. Review applications and provide a "Mini-Resume" Candidates Report to the City Council. This report will include a rating of the candidates as "qualified," "unqualified" and "wild card" – this last group of candidates may not strictly meet the qualifications but may have particular skills or work experience that may warrant continued consideration as candidates for both the City Administrator positions.

6. Review applications with the City Council for the selection of semi-finalists. Typically, there will be between six and eight candidates who will continue as semi-finalists.

7. Comprehensive review of all semi-finalists selected by the City Council. PAA will complete **recorded Zoom interviews** and **detailed reference reports** for all semi-finalists designated by the City Council. The reference reports include extensive reference checks resulting in detailed candidate profile statements for each candidate. See attachment for an example of the detailed 4–5-page reference report provided to the City Council.

This is the most important and time-consuming part of the search process. Semi-finalists must provide references from elected officials and staff superiors, peers, and subordinates with whom they have worked. Questions are asked about accomplishments, strengths, skills, interpersonal relationships, and needed areas of improvement. This information is critical to evaluating candidates and preparing candidate profile statements.

Semi-finalist recorded Zoom interviews are typically 15 minutes in length and include 6-8 questions selected by the City Council.

8. Review semi-finalists with the City Council for selection of candidates to be interviewed on site in Richland Center.

The City Council reviews the resumes, the reference reports, and the recorded interviews. It then selects candidates as finalists for in-person interviews. At this stage, all the candidates should be technically qualified to be Richland Center's next City Administrator. The primary value of the interview is to determine the "fit" with the City Council and City Staff.

9. Work with the Mayor and City Staff to arrange interviews and the on-site candidate assessment center in Richland Center.

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, ensuring that the assessment center runs smoothly and facilitating the selection of a preferred candidate.

While there are various approaches to the interview process, PAA typically recommends a two-day "assessment center" process. On the first day, all the finalists on individual schedules tour Richland Center and meet with the city leadership team (typically department heads) and appropriate department staff. Although department staff members do not participate in the final selection of the City Administrator, each of them is asked to provide comments on the candidates as additional evidence for the City Council to consider. Other activities that could be considered are a community reception or meet and greet for the candidates (PAA recently held one of these as part of the Two Rivers City Manager selection process, and over 70 community members participated!), an in-basket/writing exercise, a leaderless group discussion, and/or an emotional intelligence assessment.

On the second and final day, the City Council conducts a formal interview with each candidate for approximately one hour.

This process can be reduced to one day, depending on the final assessment center activities the City Council wants to use. PAA will work with the Mayor and City Council to determine the process most suitable for Richland Center.

11. Assist in the negotiation of an employment agreement.

Typically, with guidance from the Mayor and the City Council, PAA negotiates an employment agreement with the selected candidate. This agreement is then presented for review and final approval by the City Council.

We are, of course, prepared to work with the City Council in any capacity in negotiating the employment agreement with the selected candidate.

It is also imperative that in advance of negotiations that the Richland Center City Attorney review and approve the form of the employment agreement to be negotiated with the chosen candidate. While PAA has drafted many administrator employment agreements, the final document to be negotiated must have the full review/approval of the City Attorney.

12. Prepare and distribute correspondence thanking all applicants for their interest and notifying them of the result.

VII Project Costs for Richland Center

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

Total Cost - $16,000 (All Executive Search Steps 1-12)

This includes all direct marketing costs estimated at $2,750 -$3,250 and consultant expenses estimated at $800 to $1,000.

*A **reduction in project cost** is possible if the City chooses not to include video invitation in the Position Profile = ($500).

PAA will bill the City for one-third of the quoted lump sum amount at the execution of the executive services contract; one-third at the mid-point in the search process (selection of semi-finalists), and the remainder of the contract plus any other costs incurred on behalf of the City after the new Administrator's employment agreement has been finalized.

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 City of Richland Center upon request.

Additional Screening Methods

Not included in our lump sum amount are any aptitude/psychological tests, emotional intelligence, and/or behavioral assessments; post-offer background checks and/or interview visits to the candidate's community of residence if desired. **If requested, PAA will facilitate these services and pass the direct costs to Richland Center without markup.**

VIII Recruitment/Selection Schedule

PAA is ready to begin working with the City immediately. Initial conversations with the Council along with the groundwork for Steps 1 and 2 can begin immediately. We will also work with City officials to establish a recruitment strategy and timeline that keeps the process moving forward while allowing sufficient time to attract a strong pool of candidates. Based on our experience, maintaining an open application period through the holiday season and into early January provides the best opportunity to reach qualified candidates, many of whom are less likely to consider a career move during the holidays.

PAA will work closely with City officials to maintain a schedule that supports the desired timeframe for having a new administrator in place. We will discuss the full search schedule and determine the most effective and efficient recruitment and selection methods for the City. A typical executive search of this type follows the timeline shown below.

WEEK	1-2		3-6	6-8	9-10
Project Discovery/City Administrator Qualification & Qualities Discernment					
Ad Placement, Video Production, Position Announcement					
Application Reception					
Application Review, Assessment, Presentation					
Select and Contact Semi-finalists					
Review Semi-finalists					
City Administrator Candidate Assessment Center					
Negotiations with Selected Candidate					
New City Administrator on board in Richland Center					30-60 days

IX Our Commitment to Richland Center

Public Administration Associates, LLC provides the following guarantees:

- **If the initial search is not successful for this position, PAA will conduct an additional search until the next Administrator has been selected by the City Council.** If PAA incurs additional marketing costs for any further searches, only the direct marketing costs will be charged to the City, not any additional PAA consulting fees or charges.

- **If the candidate selected 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 honored this guarantee four times across more than 500 municipal executive searches conducted over the past 29 years (a success rate of over 99%). As such, we are very confident in the recruitment/selection processes that we employ.

X PAA References

Quotes from several recent municipal clients:

"PAA consultants are highly professional practitioners who interacted extremely well with both our elected officials and our management team. They have well-refined processes that work. I recommend them highly!" **~ President Jim Rafter, Village of Allouez**

"PAA has just completed its work with us on recruiting and selecting our next village administrator as well as for our Public Works and Community Development Director positions. We could not be happier with the results. We had over 50 candidates for the Village Administrator position and over 30 for the other two positions, and the finalists were all very well qualified. We could not be more pleased with PAA's work, which has engaged our whole team. I recommend them strongly to any community that is seeking new administrative leadership." **~ Village President Daniel Delorit, Village of Grafton**

"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 was demonstrated throughout the project. We could not be more pleased. There is no hesitation in recommending them to any community."

~ Former Mayor Anissa Welch, City of Milton

"PAA brought us a surprising number of great candidates for our recent Administrator search. Their network in the municipal community is extensive. PAA's search process was impressive, including extensive reference checks, thorough screening, and strong communication throughout the process. I especially appreciated PAA having our senior staff meet with the final candidates and provide our Board with their input."

~ Karl Ostby, Somers Village Board Member, Chair of Administrator Selection Committee

"Previously in my business career, I had the opportunity to work with multiple nationally renowned executive recruiting firms. In addition, I was approached by several search firms for consideration for replacement roles at national companies. Recently, as an elected official on our local city council and a member of the selection committee charged with replacing our retiring city manager, I stressed the importance of finding the right executive search firm to complete this process. Our committee interviewed several firms and overwhelmingly chose Public Administration Associates LLC (PAA). PAA took charge of the search process, professionally engaging all elected officials, current city staff, and local residential stakeholders. They did an excellent job in the recruitment process. Their management of the critical timeline for filling the job, along with the thorough background checks on each candidate, simplified our part of the process, enabling us to hire the right candidate for our city manager position. I would highly recommend PAA because of their professionalism, communication skills, organizational efficiencies, and overall understanding of the complexity of this process."

~ Mark Bittner, Two Rivers Alderman & Chair of City Manager Selection Committee

"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, who have served us well for many years." **~ Joel Rasmussen, Town Chairman, Town of Algoma**

Mason Becker, Former City Council President, City of Fort Atkinson, Phone 920-723-4924 (C)
Zach Bender, Mayor, City of Hillsboro, Phone 608-553-3020 (O)
Dan Besson, Village President, Village of Hales Corners, Phone 414-313-2964 (C)
Steve Bierce, Mayor, City of Pewaukee, Phone 844-7120 (C)
Mark Bittner, Alderman (Chair of City Manager Selection Committee), City of Two Rivers, Phone 920-242-6724 (C)
Joel Bruessel, Mayor, City of Berlin, 920-361-5403 (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)
Keith Chambers, President, Village of Pulaski, Phone 920-822-5182 (O)
Ryan Czyzewski, Village President, Village of Mt. Horeb, Phone 608-437-6884 (O)
Barbara Daus, City Council President, City of Platteville, Phone 608-348-3365
Daniel Delorit, Village President, Village of Grafton, Phone 414-236-1361 (C)
Donna Douglas, Mayor, City of Monroe, Phone 608-214-8566(C)
Dr. Bill Duncan, Former Village President, Village of Williams Bay, Phone 262-245-2700 (C)
Beth English, Chair, Town of Grand Chute, 920-735-9917
Jack Feiner, DPW Director, Village of Sturtevant, Phone 262-886-7202
Matthew Fiene, Mayor, City of Portage, Phone 608-697-7065 (O)
Greg Frutinger, Former 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)
Barry Hottmann, Mayor, City of Dodgeville, WI, 608-319-6770 (C)
Chuck Hull, County Board Chair, Chippewa County, 715-720-9726 (C)
John Imes, Former 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)
Mary Motiff, Mayor, City of Washburn, Phone 715-373-6160 (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, Former 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)

Dr. Thomas Simpson, Former Mayor, City of Brodhead, Phone 608-897-5994 (C)
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, Phone 920-898-5766 (O)
George Stoner, Village President, Village of Somers, Phone 262-859-2822 Ext. 104
Tara Tervort, Mayor, City of Park Falls, Phone 715-492-0561 (C)
Dr. Lanny Tibaldo, Chair, Town of Lawrence, Phone: 920-336-9131 (O)
Rich Van Blaricorn, Mayor, City of Amery, Phone: 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, Former Mayor, City of Milton, Phone 608-751-7198 (C)
Jane Cahill-Wolfgram, President, Village of DeForest, Phone 608-438-5358 (C)
Jim Weiss, Chair, Town of Linn, Phone 262-245-2700 (C)



Public Administration Associates

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www.public-administration.com

Village of Hales Corners Administrator Position

REFERENCE REPORT-CONFIDENTIAL

Candidate: [redacted]

[redacted] is currently the Assistant Village/Town Administrator for [redacted] (Pop. 9,126), a position he was appointed to in January 2025. Before his current position, he served as Assistant to the Village/Town Administrator for two years (2023-2025) and as the Village and Town's Communications Specialist for four years (2019-2023). He worked at the [redacted] as its Chief Photographer for 11 years (2007-2018) and also served for 1 year as its Features Editor. He earned a bachelor's degree from Columbia College in Chicago in 2001, with a specialization in photojournalism and photography. He is currently working on his master's degree in public administration at the University of Wisconsin-Milwaukee, which he began in 2024.

[redacted] has also served as an adjunct professor of photography at [redacted] since 2011. He also holds a real estate license and has worked as a real estate agent at [redacted] since 2017.

In [redacted] has had extensive experience in Village and Town communications, including information technology, strategic initiatives, and special project management, as well as working with department heads on budgets and plans. All the references interviewed indicated that he has grown significantly in his knowledge of local government operations and has a very strong passion for public service.

When asked what [redacted]s strengths or best attributes are, they all invariably mentioned two things: 1) his highly developed communication skills and 2) his ability to research and develop alternative solutions to problems. He is called detail-oriented, affable, a continuous learner, and one who "knows he doesn't know it all and will diligently involve others in decision-making because he understands that will result in better outcomes." His former [redacted] supervisor said that "[redacted] will always go the extra mile and that, with some direction, he can readily take on projects and see them to their completion. "

[redacted] received high marks from his references for his willingness to return to school to earn his master's degree in public administration. One was "very impressed by his diligence in bettering himself professionally," and another stated that he "really likes what he is doing in Somers and sees a future in local government administration."

Several references commended [redacted] for his work ethic. He was described as a "worker bee who works behind the scenes to make things happen in [redacted]". [redacted] is a rapidly growing community with anywhere between a dozen and ten major development projects underway at any given time. He has been involved in these projects and understands the nuances of tax increment financing and developer agreements.

When asked what [redacted] would need to work on if he were to move on to become the Hales Corners Village Administrator, several noted his relative lack of municipal budgeting and finance experience. [redacted] himself admitted in an interview with PAA that he "doesn't like budgeting and accounting as much as other parts of the administrator position." This lack of experience and affinity for this key administrative skill area led several references to say they do not believe he is quite ready for the administrator position in Hales Corners.

Others also express some hesitation in recommending him for the position because "he just needs more varied experience" and "while he has many strong attributes that effective administrators need, he is not quite ready in all aspects of the job yet."

[redacted] seems to have endeared himself to all the references associated with him during his time at the [redacted], as well as in his more recent work for the Village and the Town of [redacted] He is certainly a respected member of the [redacted] municipal staff and has developed a good rapport with other governmental officials throughout [redacted] County. He is recognized for his strong passion for public service and is a valued member of the community.

<u>REFERENCES USED</u>: [redacted] County Highway Commissioner; [redacted] Administrator, City of [redacted]; [redacted] Area Business Alliance (KABA) Vice President (Former [redacted] Village/Town Administrator); [redacted] City of [redacted] 2nd District Alderman (Former Co-Worker at the [redacted]); [redacted], Project Engineer, Baxter Woodman Engineering, Crystal Lake, IL and [redacted] Human Resources Director, [redacted] County (Former Co-Worker at the [redacted])

<u>POSITIVE SKILLS:</u> "Very detail-oriented and a good researcher…positive and highly motivated person." "Good communicator and is an excellent problem solver." " Has a good understanding of the development process." " He has a very affable personality and is a hard worker dedicated to the task at hand." " Has great communication skills. He is super motivated to learn and is a very hard worker." " He gets along with almost everyone and considers everyone's perspectives. When he was at the [redacted], he was very even-keeled, personable, and

CONFIDENTIAL

quick to smile with everyone." " Very detail-oriented and is well prepared for meetings. I think that he has been effective in getting the agenda materials together for board meetings." " He is a big communicator and is conflict-free. I always found him to be well informed and good at research."

FIRST IMPRESSIONS: "Good communicator who will go out of his way to assist you or answer your questions." Very diligent and will get you answers… seems to have his pulse on everything in the Village." " Ready and willing to listen to you. He does a good job of discerning what needs to be done…slow is his decision-making." " You would probably first notice his earring and his general appearance; however, he has no hidden agendas and is honest and empathetic." "[redacted] is eager to help and will listen to you intently. I found him going the extra mile." "He is an affable guy who is pleasant and will be willing to compromise…he won't put you on the defensive." " You will know that he takes his job seriously and will listen and help you any way he can."

SKILLS TO WORK ON: " I have found that he can jump the gun a little bit. I would urge him to always get as much information as possible. He wants to be so helpful that he needs to have more discernment before he jumps in." "As a city administrator myself, I think he needs to have more community involvement, and he will need to step up more in that area." "Just more experience…English is his second language, and sometimes writing can be an issue for him…at [redacted], we needed to have someone review his work before it was sent out." " I think he knows what he does not know. I believe that is why he is working on his master's in public administration." "Financial management is not a top skill area for him, but he's working on that, especially through his master's work." "Municipal finance and budgeting."

RELATIONSHIPS WITH:

ELECTED OFFICIALS: "[redacted] has always been very easy to work with and has maintained good working relationships with virtually everyone." " I think he has worked effectively with other units of local government, and he is respected." " He has some strong personalities on the village board, but he knows his role and lets them make the decisions." " I think it is really good and as you know, relationships are key In this position. How he will be able to work with the village president will be an Important consideration for the board." "Good…I think that they like to work with him." "I just saw him in action last night with the Village Board, and he does not come off very strong…he does not have 'it" just yet."

DEPARTMENT HEADS/CO-WORKERS: " Pretty positive. He gets along with almost everyone and is not argumentative at all." "Kind of lets him do their own thing. However, I do not know much about the day-to-day operations in [redacted]." " It is really good… his coworkers really like him a lot. He is easy to talk to and takes a joke very well." "He is an affable guy, and there are no

CONFIDENTIAL

contentious work relationships that he had… at the [redacted] he was a union leader, and he worked with management very effectively, I thought. "Great relationship with everyone but the president…he gives them respect and gets it in return." " He is a supportive guy. He is very accepting and is a very hard worker."

PUBLIC AND MEDIA: "He is very effective in working with the media and the general public…he was a media member at one time and knows what it takes to work well with them." " They talk to him well and enjoy him because he is so helpful and attentive." "Really well… [redacted] has done well with outreach on the zip code issue, and this is a good example of how he is so passionate about what's best for the village." "Does well with this aspect of the job certainly…he has been Jason's (former Village Administrator [redacted]) right-hand person in working with the media." "Very positive."

COMMUNITY INVOLVEMENT: "He is well known in [redacted] County, primarily due to his prior work with the [redacted]." "He is active in the sailing community, also in the arts community, and in some downtown [redacted] groups(when he was employed at the [redacted] [redacted])." 'Real estate agent who is active in the realtor's association." "Visible guy in the County…I know he has been active in [redacted]." "Arts community…he and his wife [redacted] are very active and are out in the community quite a bit."

REASON FOR SEEKING NEW POSITION: "It's the top position in the Village, and he went back to school for this type of opportunity." " This is a logical step for him professionally, and he likes what he is doing." "I've known him for 25 years, and he wants to be challenged, and this position would certainly provide that for him." " He is dedicated and has a commitment to the local government management profession. He has been working towards this position, although I do not know if he is quite ready for it yet, given his experience and development. "I know that he is motivated and has expressed an interest in the position for a while, and that led to his pursuing his master's in public administration."

PERSONAL: " Nothing that I know of…can't imagine any negative things out on social media." "No rumblings of anything that I've heard around our village hall." "I do not know of anything…not a social media person, but I know he's a good family person and is very open and transparent." "Nothing on Facebook or other social media…just posts a lot of photos and about his vacations." "I don't know of anything, but I highly doubt anything is out there that Hales Corners officials would be embarrassed about."

OTHER COMMENTS (WOULD YOU HIRE): "I definitely think he is ready for a larger role, such as the position of administrator for Hales Corners." "Knows what the administrator job entails but just lacks some of the experience in finance, budgeting, and debt management, but he has gotten more experience and is developing good skills in that functional area…if he had a good

CONFIDENTIAL

assistant in that area, I think that he could do well in the position." "I would recommend him… [redacted] a good person. He is very mission-oriented, and I think he would have a positive impact on the Hales Corners community." "I do see him eventually in the administrator role, but not at this time… I think he would struggle a lot…the Village Board there would have to be patient with him as he will have a pretty steep learning curve…everyone will have that but [redacted] will, particularly in budgeting and finance issues." "[redacted] is quite an 'urbane' person but likes what he does for [redacted]…yes, I would hire him as an administrator. I liken him to John Morrissey in [redacted]." I think he has some strong points, but he is not quite ready for this position. Some aspects of the job, particularly in finance and budgeting, he is not as experienced as I think it takes to be good as an administrator." "[redacted] is a good person and is a good team player, but I don't know if he can handle this position quite yet…he needs more municipal experience."

Prepared by Kevin Brunner, PAA

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