

ATTACHMENT

3.a.

CITY OF KEWAUNEE – SPECIAL CITY COUNCIL MEETING – MONDAY – MARCH 21, 2022

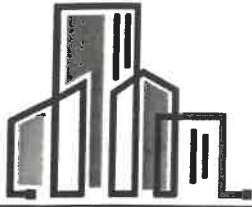
AGENDA ITEM: 3. NEW BUSINESS

3A. PUBLIC ADMINISTRATION ASSOCIATES – DISCUSSION & DIRECTION FROM THE MAYOR & CITY COUNCIL- CITY ADMINISTRATOR RECRUITMENT – TIMETABLE/SCHEDULE, PROCESS, ASSESSMENT, EXPECTATIONS, POSITION ANNOUNCEMENT, SALARY SURVEY, OTHER BENEFITS, MISC., OTHER INFORMATION AS APPROPRIATE

MR. CHRIS SWARTZ OF PAA WILL BE PRESENT ON MONDAY NIGHT TO MEET WITH THE MAYOR AND CITY COUNCIL TO GO OVER ALL PARAMETERS OF THE CITY ADMINISTRATOR RECRUITMENT PROCESS. PLEASE REVIEW THE ATTACHED DOCUMENTS AND BE PREPARED FOR A DISCUSSION WITH CHRIS ON THIS PROJECT. YOUR DIRECTION ON THESE SPECIFICS WOULD BE IN ORDER.

THANK YOU.

STEVE KUBACKI



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Kewaunee City Council Meeting Monday, March 21, 2022 Recruitment/Selection Process for Kewaunee City Administrator

- 1) Review/Discuss General Search Process and Outline for Recruitment/Selection Schedule
 - City Liaison with PAA
 - Review Schedule-City Council Preferred Meeting Dates
 - Target Date for First Day on the Job
 - City Council, City Staff and Community Participation
 - Potential City Administrator Assessment Center Tools (writing exercise, emotional intelligence test, community meet and greet, community tours, others)
 - Candidate Reference Reports
 - Final Background Check

- 2) Mayor/City Council Assessment Tool and Survey
 - Survey Results: Confirm Skills, Abilities and Attributes; Future Challenges/Opportunities for New Administrator
 - Draft Recruitment Announcement
 - Position Marketing E-Brochure
 - Recruitment Video Announcement
 - Additional Need for Photos

- 3) Review of City Administrator Hiring Salary Range and Other Benefits
 - Salary Range
 - Other Fringe Benefits to Highlight
 - Residency (Encouraged, cannot be required)



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Schedule for Kewaunee City Administrator Recruitment/Selection Process

- 3/21/2022**-PAA Meeting with Mayor Jelinek and City Council to Discuss Administrator Qualities/Qualifications and Recruitment/Selection Process
- 3/24/2022**-Finalize Position Announcement/Video Script Sent to Mayor Jelinek for Review/Approval
- 3/25/2022**-Text Announcements Placed On-Line with Job Sites Specified in Proposal
- 3/28/2022**-Video Announcement Footage Completed with Mayor Jelinek and Sent to Thundera Multi-Media for Final Production
- 3/31/2022**-Video Position Announcement Posted on Social Media Platforms
- 3/25/2022-4/25/2022**-PAA Recruitment of Potential Candidates
- 4/25/2022**-Application Materials Due to PAA
- 5/2/2022**-Confidential Applicant Mini-Resumes/Candidate Reports Sent to Mayor and City Council
- 5/9/2022**-Special City Council Meeting to Review Mini-Resumes and Selection of 6-8 Semi-Finalists (Closed Session-Typically 1-1.5 Hours in Length)
- 5/10/2022-5/20/2022**-Semi-Finalists Prepare Video Interviews and PAA Conducts Semi-Finalist Reference Interviews/Reports on Each Candidate
- 5/23/2022**-Special City Council Meeting to Review Candidate Video Interviews/Reference Reports and Select Finalists (Closed Session-Typically 2-2.5 Hours in Length)
- 5/24/2022**-(Day after Mayor and City Council Selects Finalists)-Finalists Notified

Dates of City Council Meetings Highlighted in Yellow

Week of 5/31/2022 Finalists Come to City Hall for Interviews/Assessment Center with Mayor and City Council, Staff and Community if desired.

6/6/2022- City Council Meeting to Formally Approve Employment Agreement with New Administrator

7/11/2022-Approximate Start Date for New Administrator (Assumes 30 Day Notice to Current Employer)

DRAFT



CITY OF KEWAUNEE, WI

ASSESSMENT SURVEY RESULTS

Thank you to the City Council and Department Directors for completing the City of Kewaunee City Administrator Assessment Survey.

The assessment provided needed information to complete the position announcement and the position profile and provides PAA the ability to target specific candidates to apply for the position, as well as evaluating candidates.

Based on the survey, the following summary is provided in order of preference of the top answers.

Experience in City Government Functions:

- **Budget Development and Management**
- **Human Resources (Pay, Performance and General Personnel Management)**
- **Capital Improvement Planning**
- **Economic Development**
- **Grant Writing**

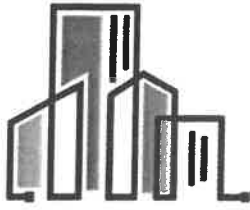
Personal Qualities:

- **Innovative**
- **Collaborative Style in Carrying Out Governing Body Policies**
- **Open and Positive Communication Skills (Marketing and Public Relations)**
- **Works Harmoniously with Elected Officials (including other government entities)**
- **Team Builder and Leader in Addressing Community Issues**



TOP PRIORITIES

- **Establishing and Managing City Budget**
- **Organizing, Hiring, and Managing City Staff Personnel and Departments**
- **Addressing Infrastructure Challenges of City Marina, Boat Docks, and Campground in Harbor**
- **Downtown Harbor Hamacheck and Fisherman's Point Property Projects**
- **Develop Strong Relationship and Communications with Mayor and City Councilpersons**
- **Grasp and Address the City's Financial Situation**
- **Employee Performance Evaluations**
- **Economic Development: Klockner Property and Marquette Business Park**
- **Capital Improvement Plan Update**
- **Restructure Fees**
- **Ability to Work With Council and Public**
- **Positive Attitude on Differences With Council**
- **Strong Management on Financial Matters**
- **Collaborate and Facilitate**
- **Build a Strong Team Builder and Be a Strong Leader**
- **Communicate and Support a Policy Position with Facts**
- **Be Proactive and a Strategic Planner that Assesses Risk**
- **Get Financial Matters Straight**
- **Budget Planning**
- **Economic Development; Kleckner Property, Marquette TIF, Fisherman's Point, Marina.**
- **Budget and Financial Knowledge; Fiscal Conservative**
- **Seeing the Value of the Historical Significance of the Community**
- **Open Communication with the Council**
- **Knowledge for Addressing the Budget and the Process**



OTHER COMMENTS

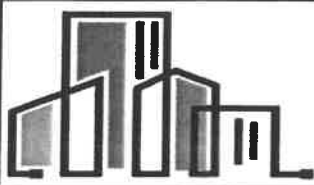
- **Becoming a Valuable Member of Our Community and Seeing the Value of Our Waterfront Assets. Being Real With No Personal Agenda.**
- **Kewaunee Will Have a New Mayor and the Council Will Have Turned Over in the Past Two Elections. Residents are Ready For a Change. Administrator Should be Willing to Listen and Work With The Council to Move the City Forward With Business Development in a Fiscally Responsible Manner.**
- **The Administrator Should be Looking to Stay in Kewaunee Long-Term**
- **The City Needs to Improve Its Financial Position While Avoiding Undue Risk to the Bottom Line. A Balanced Approach of the Pros and Cons of Project Analysis Would be Appreciated. The Economy of Kewaunee Needs to Grow, and Growth Must be Self-Sustaining.**
- **We Need to Bring Back Committees or Redo How the Committee of the Whole is Run**
- **We Need to Get a Better Way of Getting Items on the Agenda**
- **Packet to Board Earlier**
- **Open Communication**
- **Clarification on a Walking Quorum**
- **Equity, Fair Tax, Improve Standard of Living Through Job Creation, Tax Incentives for New Businesses**

City of Kewaunee WI; City Administrator Assessment Survey Results-March 2022

Experience in Certain City Government Functions								Respondents Top 5
Budget Development and Management	1	1	1	1	2	3	1	X
Human Resources (Pay, Performance, and General Personnel Management)	3	4			5		5	X
Capital Improvement Planning	4	3	5	2	4	2	2	X
Contract/Project Management								
Community Engagement								
Public Safety								
Diversity, Equity and Inclusion								
Grant Writing (City, WI, Federal)		5	4	4	3	5		X
Intergovernmental Relations	2							
Proven Leadership in Governmental Organizations								
Community Planning (Including Land Use and Zoning)								
Economic Development		2	2			4	3	X
Public Works and Engineering Management			3	3				
Governmental Accounting						1	4	
Environmental Stewardship/Sustainability								
Commercial Development/Redevelopment				5	1			
Community Marketing								
Strategic Planning								
Elections								
Organizational Change and Development	5							
Information Technology/Social Media								
Tourism Development/Promotion								
Inquiries								
Personal Qualities								
History of Stable Tenures in Previous Positions			1	3				
Integrity								
Listening Skills (Seeking to Understand Rather than Respond)	2				4	2	3	
Open and Positive Communication Skills (Marketing and Public Relations)		2	3	4		3	2	X
Strong Work Ethic (Commitment to Public Service)								
Dynamic Leadership Skills		3					4	
Works Harmoniously with Elected Officials (Including Other Govt Entities)	1		4	5	3	5	5	X
Verifiable Record of Organizational Accomplishments in Past Employment								
Innovative (Thinks Outside the Box)	3	5	5	2	5			X
Team Builder and Leader in Addressing Community Issues	4	1	2		2	4		X
Collaborative Style in Carrying Out Governing Body Policies	5	4		1	1		1	X
Emotional Intelligence						1		

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Contract/Project Management								
Community Engagement								
Public Safety								
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Proven Leadership in Governmental Organizations								
Community Planning (Including Land Use and Zoning)								
Economic Development		2	2			4	3	X
Public Works and Engineering Management			3	3				
Governmental Accounting						1	4	
Environmental Stewardship/Sustainability								
Commercial Development/Redevelopment				5	1			
Community Marketing								
Strategic Planning								
Elections								
Organizational Change and Development	5							
Information Technology/Social Media								
Tourism Development/Promotion								
Inquiries								
Personal Qualities								
History of Stable Tenures in Previous Positions			1	3				
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Verifiable Record of Organizational Accomplishments in Past Employment								
Innovative (Thinks Outside the Box)	3	5	5	2	5			X
Team Builder and Leader in Addressing Community Issues	4	1	2		2	4		X
Collaborative Style in Carrying Out Governing Body Policies	5	4		1	1		1	X
Emotional Intelligence						1		

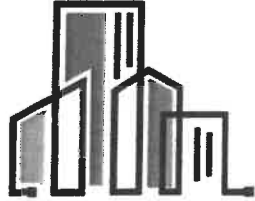


Public Administration Associates, LLC

MUNICIPAL ADMINISTRATOR SALARY BY POPULATION & YEARS OF SERVICE

MUNICIPALITY	POPULATION	YEARS IN POSITION	SALARY
Kewaunee	2,858	5.0	92,000
Theinsville	3,210	1.0	100,360
Wrightstown	3,308	5.0	99,300
Omro	3,559	1.0	102,000
Bloomer	3,569	3.5	88,400
Lancaster	3,800	3.0	96,824
Kiel	3,901	3.0	95,884
Cross Plains	3,987	1.0	90,480
Prairie du Sac	4,184	12.0	123,111
Mauston	4,496	1.5	93,600
Clintonville	4,500	3.0	82,610
Viroqua	4,500	1.5	79,300
Oconto	4,621	8.0	89,368
Union Grove	5,000	3.0	93,250
Columbus	5,173	1.0	97,760
Evansville	5,378	3.0	98,280
Waterford	5,600	3.0	118,040
Prairie du Chien	5,906	3.0	107,120

Salary Survey - WCMA 11.2020 report with
inflation adjustment added



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Position Announcement

City Administrator City Of Kewaunee, WI (Pop. 2,858)

Kewaunee, the county seat of Kewaunee County, is located on beautiful Lake Michigan adjacent to Door County, 30 miles from the city of Green Bay. Kewaunee is a picturesque and idyllic community, rich in maritime history and heritage. The city enjoys a strong sense of community and embraces the “small town Wisconsin” lifestyle, including stable, traditional neighborhoods; new residential subdivisions; strong local industries; and a robust historic Main Street.

In addition to offering the best of small-town quality of life, Kewaunee boasts a vibrant tourism industry. Visitors enjoy a variety of all-season recreational activities, including the best deep-water fishing on Lake Michigan, historic neighborhoods and sites, nearby wineries, beaches, a full-service marina, and quaint shops and restaurants. The Ahnapee State Trail connects to the communities within Kewaunee County to the Door County Peninsula for hiking and biking enthusiasts. The Kewaunee River offers opportunities for kayaking and canoeing. Kewaunee is the home to many strong businesses from local entrepreneurial endeavors to national companies.

Kewaunee is known for its innovative economic development programs related to business expansion, Main Street redevelopment, historic preservation, and tourism. The new Administrator will have numerous policies and projects to manage including marina and business park expansion; infill redevelopment plans; and implementation of Kewaunee’s 2019 “Integrated Plan” which includes comprehensive land use, design, waterfront, recreation, and economic development planning. In addition, the Administrator will oversee the following comprehensive plans: “City of Kewaunee Harbor Master Plan,” “City of Kewaunee Updated Waterfront Plan,” and “City of Kewaunee Retail Market Analysis.” The City Administrator will also be challenged to update comprehensive financial and capital improvement planning to assure a sustainable future for the city and its organization.

Starting salary range is \$95K-\$110,000 DOQ plus excellent benefits.

The Kewaunee City Administrator is the chief administrative officer of the municipal government and is responsible for the day-to-day management of city services. The Administrator reports directly to the Mayor and eight City Council members (two per ward) who are elected on a non-partisan basis. The Administrator leads a staff of 20 full-time and 75 part-time and seasonal employees.

Kewaunee's total planned expenditures for 2022 are \$10.3 million. The City Administrator will oversee a \$3.3 million General Fund budget, \$1.7 million Utility Fund budget, \$0.6 million Debt Service Fund including TIF, \$4.3 million Capital Project Fund including funding for an industrial park, and \$0.3 million Special Revenue Fund.

Requires a bachelor's degree in public administration, business administration, or related field; master's degree preferred and a minimum of three years progressively responsible administrative and leadership experience in a municipal organization. Consideration of candidates with private sector or military experience will be made if they can demonstrate accomplishments that relate to skills required. The successful candidate must demonstrate a verifiable record of past accomplishments in the following areas: economic (re)development, budget development and management, capital planning and financing, human resource management, and grant writing and administration. The successful candidate will be a strong team builder and possess a collaborative leadership style while working harmoniously with elected officials and staff. They will find innovative approaches to community issues and will be effective in marketing and public relations.

For more information, visit the City of Kewaunee website: <https://www.cityofkewaunee.org/>

Send cover letter, résumé, references, and salary history via email, in a single PDF, by April __, 2022 5:00 p.m. CST to mcswartz57@gmail.com with email subject: City of Kewaunee, WI Search. Questions regarding the position should be directed to Chris Swartz, Public Administration Associates, LLC, at 414-788-7028

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

ATTACHMENT

3.b.

AGENDA ITEM: 3b. CDBG Grant – Fishermans Point – Status Report – Recommendation to Approve Cedar Corporation as Grant Administrator – Requested Approval to Proceed

After spending significant time accumulating data and Information for the Department of Administration on this project, *I have come to the conclusion that this project needs assistance from Cedar Corporation to successfully address and complete this project. Quite simply, there is an enormous amount of documentation and validation that needs to be addressed. Originally there was to be 3 staff members working on this project*

1. *City Administrator*
2. *Zoning Administrator*
3. *Grant Writer/Coordinator*

See attached document - \$63,490 of work effort from these three employees, none of which are here at this time.

I would like to verbalize in greater detail on Monday night to bring you up to speed, but in essence I will be requesting that the City Council approve the utilization of Cedar Corporation and their CDBG specialists to administer and shepherd this project through the Department of Administrations maze of requirements.

I simply cannot accomplish this work effort on a parttime basis and frankly we need specialists on this magnitude of the project. These costs which are likely to be less than originally projected will likely be covered by the CDGB grant as well.

I will try and have the proposal from Cedar Corporation to hand out on Monday night.

Thank you.

phase will cost anywhere up to \$40,000 depending on whether hazardous material or petroleum is found on the site.

Environmental remediation costs are estimates from the City Building and Zoning Inspector per estimates provided by multiple contractors, but will ultimately be determined upon what is found during the phase II environmental review. Environmental remediation aside from the environmental reviews is estimated to cost \$139,100: these sites will be returned to their natural state awaiting new development and economic growth. This will include but not be limited to removal of any and all environmental waste issues. Site grading will ensure proper drainage as to not affect adjoining properties. Fisherman's Point, which is under water, will be raised two feet above the current high water mark per government regulations.

Project Management:

This project will require substantial time to program manage, monitor, and report. We anticipate that the City Administrator will spend approximately 372 hours monitoring the work to gauge and document progress, ensure contract terms are met, and generally provide construction oversight over the period of the project, starting at its initiation and concluding at the project's end. The project term is anticipated to begin January 1, 2021 and completed by October 31, 2022. The active demolition, remediation, and site restoration is estimated to take 22 months, resulting in an estimate of 678 project hours for the Building and Zoning Inspector. The City Clerk will be responsible for the management of grant funds and record keeping, and will spend approximately 160 hours completing those tasks. Using the full cost of employment, including social security payments, insurance and pension costs, the City Administrator's hourly cost is \$53.72, the Building and Zoning Inspector's cost is \$51.59, and the City Clerk's cost is \$31.13. The Administrator's project management cost is estimated at \$20,000, the Building and Zoning Inspector's project management cost is estimated at \$35,000, and the City Clerk's project cost is estimated at \$5,000. In addition, we anticipate approximately 16 hours of legal work related to acquisition, with an hourly billing rate of \$200, amounting to \$3,200. Publishing, filing, and recording fees are approximately \$90. Title work will be approximately \$200. The total estimated project management cost is \$63,490.