



CITY OF ANTIGO

COMMITTEE OF THE WHOLE MEETING

COUNCIL CHAMBERS

Wednesday, August 09, 2023

CITY HALL, 700 EDISON STREET

6:45 PM

Committee of the Whole Meeting will Immediately Follow the Common Council Meeting but NOT earlier than 6:45 PM

Call to Order

Discussion and Action May Occur on Any of the Following Agenda Items:

1. Darrell Hofland, Public Administration Associates, Presentation on the Search Process for a Director of Administrative Services with Discussion and Action on the Information to Include in the Recruitment Information

Any Other Matters Authorized by Law to be Considered

Adjournment

Upon reasonable notice, efforts will be made to accommodate disabled individuals through appropriate aids and services. For additional information, contact Cheryl Barta, 700 Edison Street, Antigo, Wisconsin 54409. (715) 623-3633 extension 100. Members of and possibly a quorum of members of other governmental bodies may be in attendance to gather information. Any governmental body other than that specifically referred to above will take no action.

DATE MAILED: August 04,2023

TERRY BRAND



Public Administration Associates, LLC

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Darrell Hofland
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Antigo Committee of the Whole Meeting - Wednesday, August 9, 2023 Recruitment/Selection Process for Director of Administrative Services/City Administrator

- 1) Review/Discuss General Search Process and Outline for Recruitment/Selection Schedule
 - City Liaison with PAA - _____
 - Review Schedule-Common Council Preferred Meeting Dates
 - Target Date for First Day on the Job
 - Common Council, City Staff and Community Participation
 - Potential Director of Administrative Services/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/Common Council Assessment Tool and Survey
 - Survey Results: Confirm Skills, Abilities and Attributes; Future Challenges/Opportunities for New Director of Administrative Services/City Administrator
 - Draft Recruitment Announcement
 - Position Marketing E-Brochure
 - Recruitment Video Announcement
 - Additional Need for Photos

- 3) Review of Director of Administrative Services/City Administrator Hiring Salary Range and Other Benefits
 - Salary Range
 - Other Fringe Benefits to Highlight
 - Residency (encouraged, cannot be required)

Attachment: Antigo First Agenda.docx (6298 : DOAS Search)



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Draft Schedule for City of Antigo Director of Administrative Services/ City Administrator Recruitment Process

8/2/2023 - Finance, Personnel and Legislative Committee discusses job description and salary

8/9/2023 - PAA attend Common Council meeting; discussion and consideration of position announcement based on assessment surveys, position profile, salary range, process and schedule

8/14/2023 - Announcements placed on-line with specified on-line job sites specified in proposal and social media

8/21/2023 - Video announcement footage completed with Mayor and sent to Thunder Multi-Media for final production

8/25/2023 - Video position announcement posted on social media platforms

9/15/2023 - Application materials due to PAA

9/20/2023 - Confidential applicant's mini-resumes sent to Common Council

9/27/2023 - **Committee of the Whole meeting** to review Mini-Resumes and selection of 4-6 Semi-Finalists (Closed Session - typically 1-1.5 hours in length)

9/28/2023 - 10/18/2023 - Semi-Finalists prepare video interviews and PAA conducts Semi-Finalist reference interviews/reports on each candidate

10/25/2023 - **Committee of the Whole meeting** to review candidate video interviews and reference reports and select Finalists (Closed Session - typically 2-2.5 hours in length)

10/26/2023 - Finalists notified

Week of 11/6/2023 - Finalists come to Antigo for Interviews/Assessment Center with Common Council, **Community** and Staff

Attachment: Antigo CA Schedule 2.docx (1) (6298 : DOAS Search)

11/22/2023 - **Special Common Council meeting** to formally approve Employment Agreement with new Director of Administrative Services/City Administrator

1/2/2024 - Approximate start date for new Director of Administrative Services/City Administrator (assumes minimum 30 day notice to current employer)



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City of Antigo Potential Writing Exercise Scenarios

1. The Common Council is concerned about efficiently providing needed services to the community while minimizing the impact on local property taxes and has asked you to prepare a list of recommendations on how the City might address this in the upcoming budget process. Please prepare these recommendations in the form of a memorandum to the Common Council. Be specific.
2. You are the new Antigo Director of Administrative Services/City Administrator, and the Common Council has asked you for your thoughts on creating a culture of continuous improvement and employee empowerment for the City government organization. Please outline in a memo to the Common Council how you would structure and develop an employee development plan as well as what would be the key benchmarks to determine its success.
3. Based upon the City tour you took and what information you have been able to gather about the City to date, in broad terms looking down the road five or ten years, what in your estimation would be a good future for the City of Antigo? In a memo to the Common Council, outline what steps you would recommend the City take to best realize that future.
4. You are the new Antigo Director of Administrative Services/City Administrator and before your arrival the Common Council has asked that you outline for them how you will spend your first 90 days on the job. Provide them with this outline of your 90-day plan.
5. Communication is often cited by municipal governing bodies as why relationships with their chief appointed administrator are not as strong as it can or should be. Explain in a memo to the Common Council what communications techniques and practices you would employ to ensure that Council members are “in the loop” as well as citizens of the Antigo community. As part of this memo, also explain your approach to citizen engagement and municipal government transparency.



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City of Antigo Director of Administrative Services/ City Administrator Assessment

Survey Taker is (Check Box):

 3 Mayor/Common Council or 9 Management Staff

Please indicate your assessment of the **five most important** areas of experience and personal qualities that the next Director of Administrative Services/City Administrator of Antigo should possess.

Experience in Certain City Government Functions: (indicate the five most important ranking with one (1) as most important and five (5) as least important of the five identified)

- Budget Development and Management
- Capital Improvement Planning and Execution
- 2 Commercial Development/Redevelopment
- Community Planning (including Land Use and Zoning)
- Community Marketing
- Contract/Project Management
- Diversity, Equity, and Inclusion
- 3 Economic Development
- Environmental Stewardship/Sustainability
- Governmental Accounting
- 4 Grant Writing (County, State and Federal)
- 1 Human Resources (Pay, Performance and General Personnel Management)
- Information Technology/Social Media
- Intergovernmental Relations
- Organizational Change and Development
- Project Management
- Public Works and Engineering Management
- Tourism Development/Promotion
- 5 Governing Body Relationship/Interaction
- Other: Strategic Planning

Personal Qualities: (indicate the five most important by ranking with one (1) as most important and five (5) as least important of the five identified)

- _4_ Collaborative Style in Carrying out Governing Body Policies
- _ Dynamic Leadership Skills
- _ Emotional Intelligence
- _5_ History of Stable Tenures in Previous Positions
- _3_ Innovative (Thinks Outside the Box)
- _1_ Listening Skills (Seeking to Understand rather than Respond)
- _ Open and Positive Communication Skills (Public Marketing and Relations)
- _ Team Builder and Leader in Addressing Community Issues/Problems
- _2_ Verifiable Record of Organizational Accomplishments in Past Employment
- _ Vision
- _ Works Harmoniously with Elected Officials (including other governmental entities)



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- Vision
- Works Harmoniously with Elected Officials (including other governmental entities)
- Other _____

Please list the top five priorities for the Antigo Director of Administrative Services/City Administrator:

- Grant writing and planning for city street improvements
- Strategic planning for housing needs
- Budget priority development
- Administrative staff recruitment, selection and development
- Community relations and collaboration

Other Comments:



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- ___ Team Builder and Leader in Addressing Community Issues/Problems
- ___ Verifiable Record of Organizational Accomplishments in Past Employment
- ___ Vision
- _5_ Works Harmoniously with Elected Officials (including other governmental entities)

Please list the top five priorities for the Antigo Director of Administrative Services/City Administrator:

- Meet with all City staff
- Become familiar with City budgets, capital improvement plans, and budget processes
- Keep City moving forward
- Keep City financially stable
- Support department heads
- Be a leader that people want to follow
- (2) Learn roles of department heads/Getting to know and work with department managers and staff
- Learn how various community groups and organizations collaborate and next work to accomplish community goals
- (3) Learn what projects are underway and are planned/Familiarity with grants and projects in process/Review upcoming planned projects and grants associated with them
- Learn what various department heads have strategically planned long term
- Learn community history, current events, and future goals
- Vision for the community
- Combining vision and staff's strengths to make a good team
- Professionalism in working with other leaders in the community
- Listening and helping to resolve issues efficiently
- Economic development
- Communication skills
- (3) Innovative/Open to new ideas/Contribute new ideas
- Grant writing
- Leadership skills

- Foster a collaborative environment within the city
- (2) Develop our city as a destination for business and industry/Bring more industry and jobs to Antigo
- Advocate for and seek out additional funding for the city
- Foster growth in the city and county
- Make employees feel appreciated
- (3) Let the department heads be the experts in their fields/Trust in the workforce already in place/Support and use the current staff's direction and strengths
- Ability to work with all departments
- Have a good personality
- Fire Department negotiations (if not settled)
- Get out and meet the public and our partners and other governments' officials

Other Comments:

- Understand all department and personnel provide value to support in larger team and community effort
- Evaluate policies and eliminate discrepancies between exempt and nonexempt employees
- Have an understanding that there are different perspectives within an organization and ideas should be heard, shared and value
- I would enjoy working with someone who values all department heads and personnel equally
- Someone who is perceptive, has a positive attitude, and is confident, not arrogant



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Position Announcement

City Administrator

City of Antigo (Population 8,061)

The City of Antigo, located in northeast Wisconsin, is the county seat of Langlade County (population 19,559). The region that is now Langlade County originally belonged to the Menominee Indian Tribe which harvested the locally grown, wild rice. The first permanent European settler arrived in 1853 and established a trading post. In the early part of the 1900s, Antigo was best known for its sawmills. At the turn of the millennium and even today, the city's economy had a balance of lumber and agriculture. Other industries supporting the Antigo economy are potatoes, dairy products, fur, fertilizer, steel and aluminum products, and wood products. Major employers include Sartori Foods, Wagner Oil Company, Volm Companies, CoVantage Credit Union, Hydratight, Amron, Merit Gear/Rexnord, F/S Growmark, Johnson Coil, Karl's Transport, Antigo Neon, and TSI Power. In addition, health care has become a major component of the local economy. Aspirus Langlade Hospital serves the city and the Region.

Antigo has easy transportation access with US 45, WIS 47, WIS 52, and WIS 64 located within the city limits.

The city's park system provides ample opportunity for citizens and visitors to enjoy a wide variety of recreational amenities. Antigo is home to over 20 parks and over 250 acres of recreational space. In the winter, the city offers ice skating on 3 outdoor rinks, cross-country skiing, snow shoeing, and sledding. In the summer, soccer, tennis, t-ball, baseball, a free wading pool, and an inline rink are available. Disc golf, fishing, and walking or biking the trails are enjoyed throughout the year. Outside the city limits, Langlade County has hundreds of miles of snowmobile, ATV, hiking, and biking trails, as well as numerous glacial lakes, rivers, and streams. Nestled amidst breathtaking northern hardwood forests, the area provides numerous opportunities for camping, hiking, biking, swimming, boating, rafting, fishing, and hunting.

Public schools in Antigo are administered by the Antigo Unified School District and include: East Elementary School, North Elementary School, West Elementary School, Antigo Middle School, Antigo High School, and AIMS Academy. In addition, there are two parochial schools: Peace Lutheran School (K-8) and All Saints Catholic School (K-8).

The **City Administrator** serves as the chief administrative officer and supervises the following department heads: Clerk-Treasurer/Finance Director, Building Inspector/Zoning Administrator, Fire Chief, Information and Technology Director, Parks, Recreation and Cemetery Director, Police Chief, Street Commissioner, and Project Manager/Surveyor. The City Administrator coordinates with the Library Director.

The **City Administrator** is appointed by the Mayor and is confirmed by the nine-member Common Council. All elected city officials serve two-year overlapping terms on a non-partisan basis.

Antigo’s total annual 2023 budget is \$21.6 million, including General Fund of \$7.1 million, Capital Improvement Funds of \$1 million, Debt Service Fund of \$2.1 million, Special Revenue Funds of \$5.8 million, Trust Funds of \$230,500, Broadband Utility of \$16,688, Sanitary Sewer Utility of \$1.6 million, Stormwater Utility of \$279,086, Water Utility of \$1.6 million, and Internal Service Funds of \$2.0 million. The city has five TIDs with a total budget of \$671,790. As of December 31, 2022, the unassigned fund balance in the General Fund, is 48 percent of expenditures (\$3.3 million). In 2018, the city approved its [Comprehensive Plan](#).

The city has 79 full-time positions, 16 part-time positions, and approximately 13 seasonal positions.

The position requires a Bachelor’s degree in Public or Business Administration or related field; a Master’s degree is preferred. A minimum of three years of progressively responsible administrative and leadership experience in a municipal organization is also required. Candidates with private sector or military experience will be considered if accomplishments are related to required skills.

The successful candidate must demonstrate a verifiable record of past accomplishments in the following areas: human resources (pay, performance, and general personnel management), commercial and economic development, grant writing, and effective governing body interaction and relationship. The ideal candidate will have a collaborative style in carrying out governing body policies and a history of stable tenures in previous positions. Good listening skills and being innovative will be critical qualities needed to be effective as the next City Administrator.

Starting salary range is \$ _____ - \$ _____ DOQ plus excellent benefits.

For more information, visit the [City of Antigo](#) website.

Attachment: Antigo City Administrator Position Announcement_ (6298 : DOAS Search)

Send cover letter, resume, references, and salary history in a single PDF by Wednesday, October 11, 2023, 5:00 p.m. CST to darrell.hofland@gmail.com with email subject: City of Antigo, WI, **City Administrator** Search. Questions regarding the position should be directed to Darrell Hofland, Public Administration Associates, LLC, at (920) 627-4538.

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