

## Executive Recruitment for

### RHINELANDER, WISCONSIN

GovHR USA is pleased to announce the recruitment and selection process for a City Administrator on behalf of the City of Rhinelander, Wisconsin. This brochure provides background information on the City and its organization, as well as the requirements and expected qualifications for the position. Candidates should apply by April 27, 2018 with cover letter, resume, and contact information for five professional references. To apply on-line visit [www.govhrusa.com/current-positions/recruitment](http://www.govhrusa.com/current-positions/recruitment) or to apply via mail send the required information to the attention of Lee Szymborski, Senior Vice President, GovHR USA, 630 Dundee Road, #130, Northbrook, IL 60062. Tel: 847-380-3240. The City of Rhinelander is an Equal Opportunity Employer.

#### Lee Szymborski, Sr. Vice President

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### CITY ADMINISTRATOR



### EXECUTIVE SUMMARY

**City Administrator, Rhineland, Wisconsin (pop. 7,800, daytime pop. 20,000+)** Located in the heart of Wisconsin's Northwoods, Rhineland is the county seat of Oneida County and the retail hub of the region. The city has a strong business community, an enviable quality of life and easy access to an abundance of natural resources.

Rhineland is a bountiful blend of old traditions and contemporary living. With the introduction of a rail line in the 1880s, Rhineland became, and still is today, a center of commerce for northern Wisconsin and Upper Michigan. Coupled with an incomparable four-season lifestyle – there are 232 lakes within 15 minutes of downtown Rhineland – residents and visitors enjoy lush green summers, spectacular fall colors, and exceptional winter activities.

The Common Council is seeking an experienced, steady, and strategic thinking professional. Strong leadership and communication skills are a must. A record of visibility in the community, proven financial/analytical and human resources skills are necessary. Experience in community and economic development is a plus. A full-service city, Rhineland has a workforce of approximately 140 including 90 full-time employees, an \$18 million budget (all funds), and is rated A+ (S&P).

Candidates must have:

- A minimum of a BA in public or business administration; a Master's degree in public administration, business administration or other advanced executive-level training is ideal.
- Five or more years of increasingly responsible municipal executive-level experience is required; Assistant administrator experience in a larger community will also be considered.
- Proven managerial, interpersonal, and leadership skills to direct a customer-oriented organization.
- Relationship-building and collaboration skills and an ability to work with a variety of stakeholders.

Starting salary range for the position is \$87,000 – \$95,000 +/- DOQ, plus an excellent benefit package.

### COMMUNITY HISTORY AND BACKGROUND

The Rhineland Area is famous for its connection with the logging industry and the lumber boom of the 19th century. Located within 700 million feet of pine and 300 million feet of hemlock and other timber, Rhineland became a significant logging center in the state.

Rhineland was originally called Pelican Rapids by early European settlers, named for the stretch of rapids just above the convergence of the Wisconsin and Pelican Rivers. Around 1870, Anderson W. Brown of Stevens Point and Anson P. Vaughn traveled up the Wisconsin River in order to cruise timber for Brown's father. Upon arriving at the meeting point of the Wisconsin and Pelican Rivers, and seeing the high banks along the rapids and the excellent pine stands, Brown envisioned a mill town with a lumber mill powered by the waters of the Wisconsin River.

In its charter, the city was named Rhineland after Frederic W. Rhineland of New York, president of the Milwaukee, Lake Shore & Western Road. This was part of a bid by to induce the railroad to extend a spur to the location to further the lumbering business. In 1882, the railroad line was completed, spurring the development of Rhineland. (Source: Rhineland Chamber of Commerce; T.V. Olsen materials.)





Today, Rhinelander is the economic and recreation hub of Wisconsin's Northwoods. In addition to the City's daytime population of 20,000, it is estimated that more than 200,000 people annually travel to Rhinelander for medical services, shopping, recreation and leisure activities and use of the airport. The city has thriving business sectors, including medical, paper-making, packaging, defense contractors and national research facilities.

There are 3,965 households in Rhinelander. A variety of housing sizes, styles, and price ranges are available throughout the community. The median household income is \$35,745 with a median home value of \$86,900 based on 2016 U.S. Census data. The City's population is approximately 92 % white, 5 % Native-American, and 3 % African-American. The City's location is in the middle of rural America yet within easy driving distance to several of the state's larger cities – Milwaukee, Green Bay and Madison – and provides residents with many amenities and services to accommodate today's lifestyles.

The City encompasses approximately 8.6 square miles including a number of parks and other recreational facilities. The City maintains seven parks, with the largest facilities being Hodag and Pioneer parks. Hodag Park is located along the Boom Lake shoreline, and features baseball diamonds, park shelters, playground equipment, a public fishing pier, swimming beach and a boat launch. Pioneer Park is home to the Logging and Railroad Museum Complex. A second boat launch is located within the City at the confluence of the Wisconsin and Pelican Rivers.

Rhinelander is home to Northwood Golf Course, an 18-hole public course with a clubhouse and restaurant. In the heart of Rhinelander is the Pioneer Park Historical

Complex which has a historic railroad with an engine and several train cars, as well as the logging/cookhouse shanty, replica CCC camp building, schoolhouse, sawmill and fire barn.

Rhinelander is served by the [School District of Rhinelander](#) which educates children from nine surrounding townships and the City of Rhinelander. The District serves approximately 2,500 students in its three elementary schools, one middle school, one high school, and an elementary charter school. Unique to public school education, but in line with the area's lifestyle, is the School District's Cedric A. Vig Outdoor Classroom (CAVOC) comprised of 160 acres. CAVOC is used to provide hands-on, outdoor learning experiences.

A variety of higher educational opportunities are available to Rhinelander residents. [Nicolet College](#) serves the region from its Rhinelander campus situated on the shores of Lake Julia, and from outreach centers located within the Nicolet District. It is one of 16 colleges in the Wisconsin Technical College System. Nicolet offers associate degrees and apprenticeship programs as well as a University Transfer Liberal Arts program.

Nearby four-year schools include the University of Wisconsin – Stevens Point, with a student enrollment of more than 9,600 and more than 120 undergraduate programs. Other state universities within a two hour's distance from Rhinelander include the University of Wisconsin – Eau Claire, and the University of Wisconsin – Green Bay.

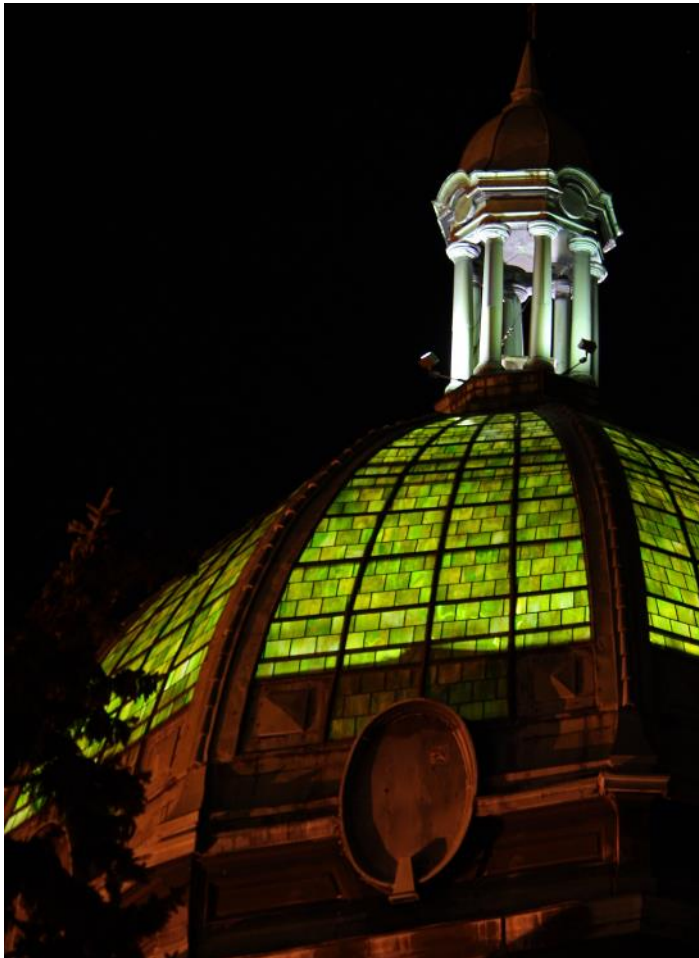
According to the Rhinelander Chamber of Commerce, Rhinelander is home to 19 of the top 25 major employers in Oneida County. Larger employers in the City include:



Ascension St. Mary's Hospital - Ministry Healthcare Hospital; Doctors Foster & Smith Inc. (Petco), pet supplies and pet medicine retailer; Expera Specialty Solutions, a paper manufacturer; the School District of Rhineland; Wal-Mart Supercenter Discount department store; Menards, home improvements; Oneida County government; Musson Brothers, excavating contractors; Nicolet College; Trig's Rhineland Grocery store; Printpack, Inc., a packaging manufacturer; Friendly Village & Taylor Park Nursing Home Nursing and rehabilitation center; and Kohl's department store. Information about the area's workforce can be found in a recent report by the [State of Wisconsin Department of Workforce Development](#).

Comprehensive healthcare is easily found in Rhineland at Ascension St. Mary's Hospital, a \$66 million facility with roots in the community since 1893. Marshfield Clinic also has a facility in Rhineland. Aspirus Rhineland has recently announced a doubling of its current facility.

The Rhineland- Oneida County Airport is the largest airport serving Rhineland and Oneida County, and the surrounding counties, plus a sizeable portion of Michigan's



Upper Peninsula. Delta Connection provides daily service. The airport is owned by the city and county.

There are thousands of acres of natural spaces and all-season recreational opportunities in the Rhineland area. The area's green spaces offer something for everyone, and the area's four distinct seasons offer outdoor activities throughout the year that are incomparable. Within minutes from downtown Rhineland residents can find an abundance of activities including retail shopping, cultural and community activities, art and entertainment, 68,096 acres of open water, 192 miles of trout streams, hiking and walking trails, 11 miles of mountain bike trails, ATV trails, 1,100 miles of snowmobile trails, cross-country ski, snowshoe and fat tire biking trails, and outdoor nature programs.

## CITY GOVERNMENT

The City of Rhineland is incorporated with the powers of a municipality and governed under the provisions contained in the Wisconsin State Statutes. The City operates under a Mayor - Common Council - City Administrator form of government.

The legislative body of the City is the Common Council, which consists of eight Alderpersons elected by district for overlapping four-year terms. The Mayor is elected separately for a four-year term, which will expire in April 2022. The Mayor was elected to office in April 2018, and has been an active community resident for more than 20 years. Members of the Common Council have various lengths of tenure as Alderpersons, with some on the Council for more than 10 years, and others serving a first term. The April 2018 spring elections resulted in four new elected officials, including the Mayor and three Alderpersons.

The policies of the City are set by the eight-member Common Council and the Mayor. The Mayor only votes in the case of a tie or when he wishes to exercise his veto power.

The Common Council formulates policy and enacts local laws, usually in the form of resolutions and ordinances, and is directly responsible to the citizens of Rhineland. The City employs a full-time professional City Administrator along with well-qualified Department Heads to professionally manage the City's affairs and public services.

The City provides a range of municipal services including police, fire, public works (streets, water and wastewater utilities), parks and recreation, golf course operations (management is outsourced), building inspections, and general administrative services.

The Rhinelander Fire Department is comprised of 20 full-time firefighters. Firefighters also provide Emergency Medical Services. The Fire Department operates out of one station with a fleet of two engines, one aerial ladder truck, and three ALS ambulances.

The Rhinelander Police Department consists of 17 sworn officers and three civilian employees with a patrol division consisting of nine patrol officers and four sergeants. An investigation division is manned by two detective sergeants and one drug investigator.

The Water and Sanitary Sewer Utility Departments in the City routinely combine efforts with the Street Department to form the Public Works Department. Altogether the department has about 25 employees. The Street Department is responsible for maintaining the City's streets, sidewalks, curbs, storm sewers and trees. The City also provides refuse and garbage disposal for its residents through an outside contract for services. (Source: City documents)

In total, Rhinelander has a workforce of approximately 140 including 90 full-time employees, an \$18 million budget (all funds), and is rated A+ by S&P. The City's 2017 equalized value was \$593 million.

The City Administrator as Rhinelander's chief administrative officer is the Common Council's key point of contact. The City Administrator performs a wide range of duties, overseeing the day-to-day operations of the government, monitoring and lobbying on state and federal legislation affecting the City, and annually developing an executive budget recommendation, among other responsibilities. The Common Council created the position more than 25 years ago.

The City Administrator is the organization's Chief Administrative Officer responsible to the Mayor and the Council for the proper administration of the City's business affairs pursuant to State Statutes, the City's ordinances, and the resolutions and directives of the Council. The duties, as outlined in the City Code, are summarized as:

- Carrying out directives of the Mayor and Council that require administrative implementation;
- Being responsible for the administration of all day-to-day operations of the City government including the monitoring of all Common Council actions;
- Preparing a plan of administration, including an organization chart, which defines authority and responsibility for all non-statutory positions of the City;

- Establishing administrative procedures to increase the effectiveness and efficiency of City government;
- Serving as a member of all boards, commissions and committees of the City, as determined by the Mayor and the Council;
- Keeping the Common Council informed concerning current federal, State, and County legislation and administrative rules affecting the City;
- Keeping the Common Council and department heads informed concerning the availability of federal, State and County funds for local programs, and assist in obtaining these funds;
- Representing the City in matters involving legislative and inter-governmental affairs as authorized;
- In conjunction with the Mayor, acting as public information officer for the City with the responsibility of assuring that the news media are kept informed about the operations of the City and that all open meeting rules and regulations are followed;
- Establishing and maintaining procedures to facilitate communications between citizens and City government to assure that complaints, grievances, recommendations and other matters receive prompt attention by the responsible official, and assuring that all such matters are expeditiously resolved; and
- Promoting the economic well-being and growth of the City through public and private sector cooperation.

The next City Administrator will find a talented group of department heads that work collaboratively in the planning and delivery of City services. The City is assisted in its policy development by a number of Boards and Commissions.





## RHINELANDER AT A GLANCE

**Population:** 7,800  
**Households:** 3,965  
**Equalized Assessed Value:** \$593,154,600  
**FY 2018 Fund Balance:** 40%  
**Land Area:** 8.6 square miles  
**Median Home Value:** \$86,900  
**Median Household Income:** \$35,745  
**Bond Rating:** A+ (S&P)  
**Rhineland Workforce:** 90 full-time employees  
**Total FY 2018 Combined Budget:** \$18 million (all funds)



## CHALLENGES AND OPPORTUNITIES

The incoming City Administrator will be faced with a number of challenges and opportunities that are not uncommon for a local unit of government in today's environment. They include:

**Organizational Development** – The new City Administrator will enter Rhineland at a time of change. Four out of the City's nine elected officials are new to office as of April 2018, never previously holding public office. The three new Alderpersons stepped into their positions unopposed. The next City Administrator should embrace the idea of working with a body comprised of veteran and freshmen Council members, exhibiting patience as well as a genuine enthusiasm to help inform, educate and facilitate a new group dynamic.

The next Administrator also joins a team of department heads whose tenure with the city varies. Some are seasoned, long-tenured employees who have recently been promoted to leading their department. Other department heads are new to their position and the

organization. The next City Administrator will find a team of professionals eager for a leader that is collaborative, fair-minded and evenhanded.

Since 2015 there have been two City Administrators in Rhineland, and steady, mature and professional leadership is desired by the Common Council and the management team. In addition, an ability to develop a big-picture view of the organization and community, while also being fluent on operational details, will be a valuable skill for success in the position.

**Economic Development** – Rhineland is the retail heart of this region of the state, as well as the Upper Peninsula of Michigan. The city offers many shopping opportunities today that were previously found only in larger communities to the south. The manufacturing and industrial base in the city is stable, and storefront vacancies in downtown Rhineland are few. Tourism comprises a significant part of the city's, and the region's economy, and this sector remains robust.

Yet, not unlike smaller communities a distance from a major urban center, challenges come on several fronts, and City leadership is faced with what it means to be a small town in the 21<sup>st</sup> century. For instance, Rhineland is sustaining a slow decline in the ranks of its younger residents. Other challenges include staying technologically competitive, rebuilding a tax base from its pre-Recession high, and reducing a tax rate that is the highest in the county. A review of the feasibility of additional tax incremental financing districts is also anticipated, and an examination of freight rail markets are in the mix, too. Consequently, a pivoting view and proactive effort is needed to assure a vibrant economy and a work-ready base of talent.

All of this activity is the stage on which the next City Administrator can expect to work cooperatively with elected officials and other economic development stakeholders to identify goals for development, redevelopment, business retention and attraction, and workforce development. In positioning the City for success in this area, the next City Administrator will also be challenged to keep an eye on the broader implications that economic development brings to the City's finances, staffing, resources and its infrastructure.

**Finances** – The City is in a good financial position, with its fund balance exceeding 40%. It also is one of a few communities in the state that approved a premier resort area tax, an additional sales tax to help pay for transportation-related infrastructure expenses. Like all Wisconsin municipalities, however, the City's finances are tested by various parameters guiding the generation of new sources of revenues, as well as State of Wisconsin

tax levy limits. The next City Administrator can expect to work closely with the elected officials and excellent financial staff on seeking out new sources of revenue, strategically planning for the City's long-term financial sustainability, as well as continuing to find ways to most efficiently deliver City services.

**Human Resources** – The new City Administrator is encouraged to look at the municipal organization and over time, evaluate service delivery processes, procedures and methods, departmental organization, collaboration, and resource-sharing. The City is dedicated to continuous improvement and sees this recruitment as an opportunity for a fresh look at the organization. A review of the City's human resources administration and assuring a comprehensive and contemporary approach to personnel administration is also expected from the next City Administrator.

**Infrastructure** – Like many older Midwestern cities, the Rhinelander has a long list of demands on its aging infrastructure, and is making efforts to address these issues. For instance, in 2011 the City spent more than \$18 million to update its wastewater treatment plant. The City's streets are an item of particular challenge, where the average PASER rating of the City's street inventory is a 5, a measure of condition on a scale from 1 (failing) through 10. And while many point to additional work that still needs to be done, strides are being made, with \$2.6 million earmarked in 2018 for street work, covering approximately 1/5<sup>th</sup> of the city's street inventory.

Coupled with financial limitations to address a growing list of capital needs especially in a community sensitive to its tax burden, the City Administrator can expect to work with the City's public works and utility team to tackle infrastructure needs. Consequently, adeptness at addressing a robust list of needs and demands in a fiscal environment of competing demands is required.

**Community Involvement and Engagement** - In a small community where residents and visitors have high customer-service expectations, the next City Administrator should be comfortable having a visible role in the City and an involvement in civic affairs, easily interacting with, and embracing a wide spectrum of residents, individuals, and community businesses and organizations. Likewise, with an active Mayor and Common Council and a host of internal and external groups – communication, transparency and collaboration with elected officials, employees, residents, businesses, and all stakeholder organizations are critical skills for the next City Administrator. Strong listening abilities and a genuine desire to engage the Common Council and the community in problem-solving is expected from the position.



## CANDIDATE QUALIFICATION CRITERIA

The City is seeking highly professional candidates who are passionate about local government. The following education, experience, management, and leadership criteria have been identified by the elected officials and City staff as important skills and abilities for the candidates to possess and demonstrate. Residency in the City is highly encouraged.

### Education and Experience

A minimum of a BA in public or business administration; a Master's degree in public administration, business administration or other advanced executive-level training is ideal.

Five or more years of increasingly responsible municipal executive-level experience is required; Assistant administrator experience in a larger community will also be considered.

Possess strong financial management abilities, including financial forecasting, revenue enhancement, capital improvement programming, and budget development and control.

Have experience with and be skilled in working with the Mayor and Common Council as a group and as individuals.

Have experience in working with elected officials, City staff, and the public in a positive, cooperative, and team-oriented approach to addressing issues and solving problems.

Have an understanding of strategic planning processes, and possess the ability to help the Common Council and Staff establish and accomplish their vision for the community.

Have experience in delivering a contemporary human resources program for City employees, developing and maintaining strong work relationships with City staff that builds morale while also holding employees professionally accountable.

Solid record of dealing fairly with all organization staff and employees, committed to treating all with dignity and respect.

Have experience or knowledge in economic development programs and activities; experience working in small or rural community is a plus.

Have experience in intergovernmental relations, working with appropriate local, regional, state, and federal jurisdictions and agencies in a constructive and cooperative manner, presenting and representing City-approved policies in an effective manner.

Have a successful record of working with community institutions, business leaders, and citizens' groups in a cooperative and friendly manner, open to the input and suggestion of all.

Have a record of keeping up to date and abreast of modern/innovative municipal technology, programs, and procedures, understanding how technology can be used to enhance transparency in government, increase efficiencies and provide better customer service for residents.



## Management Style and Personal Traits

Have the self-confidence, and strength of professional convictions to provide administrative insights and administrative counsel to the Common Council and Staff, being able to firmly and diplomatically present professional views and carry out administrative decisions in a timely, professional, and impartial manner.

Be an articulate, tactful and effective communicator, both orally and in writing. Possess active listening skills.

Be someone who is comfortable listening to and talking with a wide spectrum of people; someone who can clearly and concisely present written and oral information to decision makers.

Be a strong administrative leader and be able to successfully facilitate and assist Staff to identify, analyze, prioritize, and thoroughly deliberate and address administrative and management issues which are critical toward meeting both current and longer-range needs of the overall community. Be a fearless, yet not reckless leader.

Be comfortable in delegating responsibility and authority to professional staff as a team player while remaining informed and conversant on the status of all programs and projects.

Be a quick learner and self-starter who has the vitality and energy to motivate and lead others; someone who seeks and enjoys a challenge.

Be a well-organized and visible leader, comfortable to find the time to occasionally get out from behind the desk and interact with department heads and employees.

Be a critical thinker, and be willing to take a devil's advocate position when appropriate, while appreciating that final decisions rest with the elected officials.

Be a "people person," sincerely personable, patient, and accessible, and one who can relate to all persons in the community.

Promote a strong, service-oriented, "customer relations" approach by all municipal employees in dealing with the citizenry.



Have complete personal and professional integrity, gaining respect and inspiring the trust and confidence of subordinates, co-workers, and elected and appointed officials, as well as the general public.

Have a genuine passion for public service from both an internal, department standpoint and for service to the community; be devoted to customer and community service.

Be proactive, anticipatory and innovative; be someone who can make difficult decisions and stand behind those decisions.

Have an open, friendly personality and communication style and a calm demeanor; be one who can establish trust quickly with others. Have a sense of humor when appropriate to the circumstances.

