

POSITION PROFILE

Village of Hartland Administrator



The Village is seeking a highly skilled communicator with strong financial and planning skills to serve as Hartland’s next village administrator. The current administrator left the position in May and the Village Finance Director has been serving as interim administrator. The Village has employed the services of Public Administration Associates LLC (PAA) to conduct the recruitment and selection process with the objective of having the new administrator in place by November.

The Hartland Community

Hartland is located in western Waukesha County, about a twenty minute drive west of the City of Milwaukee. It is in the heart of southeastern Wisconsin’s Lake Country and is the home to nationally ranked schools, a desirable downtown experience for dining and shopping, the Bark River and Ice Age Trails and many recreational and community events. It is right in the middle of the Milwaukee-Madison corridor along Interstate Highway-94, which is one of the fastest growth areas in the State of Wisconsin.

The Village has an interesting history. A natural spring provided an ideal spot for the Potawatomi Indians in the early 1800’s. Near this camping spot, a small “growing place” developed and was named Shabaquanake or “Growing Place” by the Potawatomi which is where the Merton and Delafield (Hartland’s present day neighboring communities) town line is located. Many years later this area became known as the Town of Warren, named after Stephen Warren, Hartland’s first settler. Warren came to this area in 1838 to file a claim to the land between what is bordered by East Capitol Drive to the north, Cottonwood Avenue to the west and Maple Avenue to the east.

After many years of growth and settlement, the area was incorporated as the Village of Hartland in 1892. For almost forty years, the Fire House was used for village board meetings until the first Village Hall was constructed in 1930 and was known as the Community Memorial Building and honored the Village’s soldiers of war. This building was razed in 1980 when the current Municipal Building was constructed.

Hartland has seen steady growth in the 2000’s although it physically does not have much more room to grow. Its estimated current population of 9,293 is up about 17.4% from the 2000 US Census population of 7,905 and about 2% from the 2010 US Census of 9,110. According to the US Census Bureau, the Village has a total area of 5.17 square miles, of which 5.12 miles is land and 0.05 miles is water. Hartland’s median household income in 2017 was \$74,707.

As of the 2010 Census, there were 3,566 households and 2,440 families residing in the village. There were 3,746 housing units at an average density of 731.6 per square mile (282.5/km²). The racial makeup of the village was 95.1% White, 0.8% African American,

0.3% Native American, 1.7% Asian, 0.1% Pacific Islander, 0.5% from other races, and 1.4% from two or more races. Hispanic or Latino of any race was 2.9% of the population.

The median age at the time of the 2010 US Census in the village was 37.5 years. 28% of residents were under the age of 18; 7.3% were between the ages of 18 and 24; 26.4% were from 25 to 44; 28.2% were from 45 to 64; and 10% were 65 years of age or older. The gender makeup of the village was 47.4% male and 52.6% female.

The Village's downtown encompasses a business improvement district that was established in 2007. The Downtown Hartland BID serves as a catalyst to improve and promote downtown Hartland through business development, marketing, economic development and business education. For more information, www.downtownhartland.com.

The Hartland Chamber of Commerce has been serving the community since 1950. The mission of the Hartland Chamber is to serve its members by providing programs and services which enhance the business climate and the Hartland community. The Chamber is very visible in the Hartland area and sponsors numerous community events. It provides information about the resources of the community to area businesses, residents and visitors as well as to those considering relocation. For more information, www.hartland-wi.org.

The Village lies within the Hartland/Lakeside School District (K-8 with 6 schools and 1,138 students), the Swallow School District (PK-8 with one school and 528 students) and the Arrowhead UHS (Grades 9-12 with 2,219 students). All are nationally ranked and the Hartland/Lakeside School District scored #1 on the 2017-2018 State report card for the second consecutive year.

The Hartland Municipal Organization

The Village of Hartland currently has 48 full-time employees and approximately 150 part-time and seasonal employees. The current organizational chart is attached.

The Village has over 45 miles of streets and 10 managed parks and open spaces encompassing 97 acres. The Village has responsibility for eight baseball diamonds, four soccer fields, one football field, 4.4 miles of asphalt/chip/boardwalk trail, four tennis courts, three basketball courts, one fine arts center, nine picnic shelters, a splash pad and a variety of playground equipment.

The Hartland Public Library is located adjacent to the Village Hall, Community Center and Police Department in downtown Hartland. It is governed by a seven member board of trustees in accordance with Chapter 43 of the Wisconsin State Statutes. The Library Board has full control of library operations and works with the Village Board to fund and implement public library services in the Village.

The Hartland Police and Fire/EMS Departments, These agencies respond to about 230 fire calls, 640 EMS and rescue calls and over 12,000 police calls annually.

In 2019, Hartland has a \$7.8 M General Fund operating budget and a \$16.5M total budget

(all funds) with the following projected expenditures:

- General Government \$1,192,080
- Public Safety \$3,676,885
- Public Works \$1,640,535
- Culture and Recreation \$1,181,455
- Contingency \$108,882
- Garbage \$428,500
- Sewer Utility \$1,671,300
- Water Utility \$1,894,010
- Debt Service \$1,481,700
- Capital Improvements \$1,754,354
- Corporate Reserve \$1,286,650
- Tax Increment Funds \$ 104,460
- Special Funds \$204,075

General Fund Operating



The Village has a current bond rating of Aa2 (Moody's).

Education and Experience

A bachelor's degree in public administration, business administration or a related field is required and a master's degree is preferred. International City and County Association (ICMA) Credentialed Manager (CM) designation is a plus. Candidates with private sector or military experience will be considered if they can demonstrate accomplishments that directly relate to the skills required for this position. All candidates must have a minimum of five years of experience in an upper level leadership position in the organization(s) they have worked for. The successful candidate must demonstrate a verifiable record of past accomplishments in the following areas: budgeting and finance, human resource management, organizational development, capital improvement planning and execution, information technology, understanding of state laws, and other related matters including public safety organization and operations. Prior municipal government experience is important but not essential.

Skills and Past Performance

Strong Leadership and Communication Abilities. Excellent communication skills are a must, including the ability to listen and understand (rather than to respond), communicate with various community stakeholders and develop good relations with the citizens of Hartland as well as with the city staff and elected leadership. The Village Board desires a village administrator who always “keeps them in the loop” and has developed effective “constant communication” techniques in previous management responsibilities. Person must be willing to devote the necessary time to achieve the goals and objectives established by the Village President and Village Board. Knowledge of village operations and demonstrated leadership qualities are desirable.

Ability to Develop Strong Working Relationships with the Village President and Village Board. Ability to take the time and interest in working with the Village President and Village Board to keep them informed and explain technical processes. Must adequately inform the Village President and Village Board on a regular basis. Both frequent written and oral communications with the Village President and Village Board are critical to the next administrator’s success. The person must be able to accept constructive criticism and to implement needed changes. Candidate must be open and honest with the board and be able to present all sides of an issue that affect the Village.

Human Resource Management. Must have demonstrated experience in supervision of employees. Candidate should have good grasp of pay, performance and general personnel management best practices. Must demonstrate a personality that can readily communicate the City’s goals and needs to its employees. Must be accessible and visible to City employees.

Community Planning and Development. Must have a good understanding and grasp of effective community planning and development methodologies and techniques. Experience in the use of economic development tools, particularly financing, is desirable as well as the ability to work effectively with developers and business owners/entrepreneurs.

Budget and Finance. Must have public budgeting/finance acumen and demonstrated prior experience in managing a large organizational budget. Experience and expertise in planning and carrying out Capital Improvement Projects is desirable, as well as positioning the Village to receive state and federal grants. Experience in creating and managing Tax Increment Finance (TIF) districts is desirable. Experience with business improvement districts (BID) is desirable.

Organizational/Staff Development. Must demonstrate the ability to evaluate the current Village organization and make recommendations for improved efficiency and effectiveness. Must be able to assist employees in their professional development and to encourage a continuous learning environment.

Intergovernmental Relations. Must be able to relate to and develop a good working relationship with other local governments, particularly surrounding municipalities, county government, community organizations, schools, and state and federal agencies.

Personal Qualities

Candidate must have both personal and professional integrity and demonstrate open and positive communication skills. Must be able to demonstrate a positive, productive attitude to citizens of the Village. Must not be afraid of conflict and be willing and able to mediate conflictual situations when necessary and appropriate. An ability to be an “out of the box” type of thinker is also desired. A person with a high degree of emotional intelligence is desired, particularly one who is adept at both self-management and their management of relationships with others.

Future Challenges and Opportunities

There are many challenges as well as opportunities that will confront the Village's next village administrator. The Village President and Village Board desire an administrative leader who will come in and assert themselves but in a gentle and humble manner. The ideal individual will be one who is a constant communicator with both the Village Board and citizens.

The following are the major future challenges identified for the next village administrator:

- Assess the municipal organization and recommend changes where appropriate
- Oversee the Village's planned future capital improvement projects
- Oversee the Village's Three TIF Districts and the Downtown Business Improvement District
- Recruit and select key village staff members (including the DPW Director which has been left vacant in anticipation of the next administrator conducting the search for that position)
- Build and foster a strong municipal management team/develop staff professional development and retention initiatives
- Manage village growth while maintaining the Village's small town appeal and qualities
- Continue to develop strong partnerships and collaborative relationships with other units of local government and community stakeholders
- Strengthen the community identity with particular emphasis on the Ice Age Trail and potential riverfront enhancements
- Continued downtown redevelopment along Cottonwood Avenue
- Complete the Update of Village Comprehensive Plan
- Continuance of sound financial management practices