



# WISCONSIN CITY/COUNTY MANAGEMENT ASSOCIATION

## NEWSLETTER

Summer 2026

### Video Message from WCMA President Tyler Burkart

Click below to be redirected to YouTube.



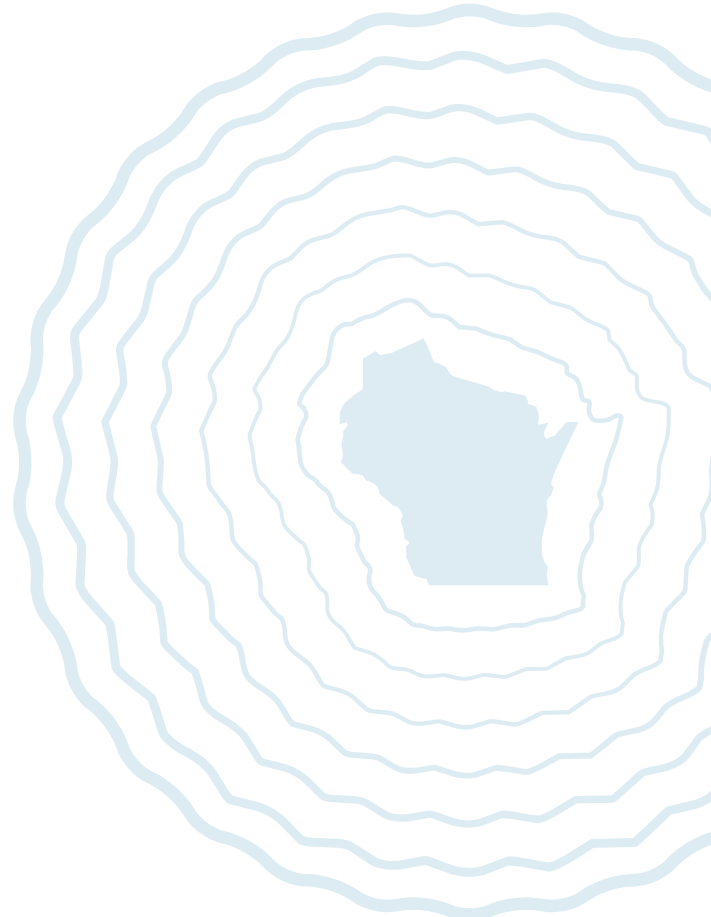
### Our New Look!

The Wisconsin City/County Management Association (WCMA) officially launched its rebranding at their Summer 2026 Conference in La Crosse, Wisconsin. In collaboration with a5 Branding & Digital, the rebranding includes a logo redesign, a new tagline, and updated key messages that highlights the association's story, mission & values. This rebranding aims to position WCMA as the hub for professional & local government knowledge and support its strategic plan.

"Our goal throughout this process was to strengthen our identity and deepen understanding of what this professional organization represents," said WCMA President Steve Volkert. "I want to extend my sincere thanks to all the board members and subcommittee members whose dedication made this outcome possible. It is essential that elected officials and residents across Wisconsin clearly understand who we are and why our work matters. A strong, well-defined organization helps ensure that communities are professionally managed, effectively served, and positioned for long-term success."

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Summer  
2026

The multi-step rebranding process occurred throughout the first half of 2026. WCMA established a Core Team to collaborate with a5 and guide the process. In the Spring, outreach & engagement efforts concluded with over 25 WCMA members participating. The findings and key takeaways were then presented to the WCMA Core Team. Building off these findings, the brand messaging and brand identity concepts were developed, in addition to WCMA's new tagline: Uniting Professionals. Shaping Communities.

As a state affiliate of the International City/County Management Association (ICMA), the Wisconsin City/County Management Association exists to promote professional and ethical local government management in the State of Wisconsin.

## WHO'S WHO

**Dave Solberg** is now serving as the City Manager in the City of Eau Claire, he was previously serving as their Deputy City Manager.

**Aaron Kramer**, Assistant Village Administrator in Butler, has been appointed as the Village Administrator in the Village of Wind Point.

**Drew Eveland**, formerly the Assistant Village Administrator/Director of Operational Services, is now serving as the Village Administrator in the Village of Belleville

**Benjamin Krumenauer**, Village Administrator in the Village of Bellevue, has been appointed as the Director of Administrative Services and Organizational Effectiveness in the City of Oshkosh.

## WELCOME NEW MEMBERS

Shobhita Bharadwaj, Village of Waunakee,  
Administrative Intern

Kristin Craig, Village of Greendale, Management Analyst

Max Drickey, City of Milwaukee, Legislative and  
Fiscal Services Specialist

Craig Moser, City of Clintonville, City Administrator

Danie Ortiz Hernandez, City of Beloit, City Manager

Kaija Snyder, City of Omro, City Administrator

Jim Sullivan, City of Racine, City Administrator

## JOB MART

[Click here for current job openings](#)

## WCMA ANNOUNCES 2026-2027 BOARD

At the Wisconsin City/County Management Association (WCMA) Annual Meeting on June 25, 2026, held in conjunction with the WCMA Summer Conference in La Crosse, WI, the new officers and directors were announced. Serving the association from July 1, 2026 - June 30, 2027, will be:

### Officers

President: Tyler Burkart, Village Manager,  
Village of Brown Deer

President-Elect: Inga Cushman, Assistant Village  
Administrator & Human Resource Manager,  
Village of Cottage Grove

Vice-President: Joel Gregozeski, Village Manager,  
Village of Ashwaubenon

Immediate Past-President: Steve Volkert, City  
Administrator, City of Hartford

### Board Members

Region 1: Jason Rohloff, Assistant to the City  
Administrator, City of River Falls

Region 2: Scott Kluver, City Administrator,  
City of Park Falls

Region 3: Josh Finch, Village Administrator,  
Village of Sherwood

Region 4: Nate Torres, Administrative Coordinator,  
Vernon County

Region 5: Gabe Altenbernd, Village Administrator,  
Village of Mount Horeb

Region 6: Tim Blakeslee, City Administrator/Utilities  
Manager, City of Plymouth

Region 7: Mike Hawes, Village Manager, Village of  
Greendale

Region 8: Chris Bennett, Assistant City Administrator,  
City Lake Geneva

Region 9: Diana Dykstra, Village Administrator,  
Village of Mukwonago

County Representative: Lisa Wilson, County  
Administrator, Sauk County



Summer  
2026

## EVENTS

### September 2, 2026

WCMA Coffee Chat  
Zoom

### October 17-21, 2026

ICMA Annual Conference  
Long Beach, CA

### October 19, 2026

WCMA Dinner and Reception at ICMA  
Long Beach, CA

### November 19-20, 2026

Women's Leadership Seminar  
Blue Harbor Resort, Sheboygan, WI

**View Full  
Calendar**

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## RACHEL'S REFLECTIONS



Reflecting on the 2026 Summer Conference in La Crosse in June, there are a few standout points for me:

- We could not have asked for a more gorgeous setting. The weather was absolutely on our side (even the brief rain showers during golf and the river cruise were welcome), and our view

of the river from the La Crosse Center was impeccable.

- Having La Crosse elected officials join us for lunch and our awards ceremony was hopefully a meaningful step in their journey to approving the hiring of a city administrator.

- The post-conference evaluation included numerous comments about how great the agenda was. Our Conference Planning Committee strives to address topics critical to our day-to-day work, and they knocked it out of the park for Summer 2026.

- You – our members – are fantastic. I am in awe every time I get together with this group. Hearing what you are dealing with in your communities, how you are navigating those challenges, and how you support each other through hard times and celebrate successes lights me up.

Looking forward, the next big thing on our calendar is the **Women's Leadership Seminar on November 19th & 20th** at Blue Harbor Resort in Sheboygan. The Women's Leadership Committee has been hard at work planning the agenda. While registration will officially open in the coming weeks, here is a quick sneak peek...

The theme is **Signal Over Noise: Leading with Clarity**. Under that umbrella, the committee has curated speakers on social media resilience for public employees, data centers, mental health, and personal productivity—all focusing on finding clarity amidst the noise.

Does anything spark your interest? Remember, we encourage you to send more than just management-level staff; this is a wonderful opportunity to help develop emerging leaders across your team. We hope to see you and your future (and current) leaders there! As always, if you're looking for a way to get involved or to better understand what WCMA has to offer, reach out to me anytime!

**Rachel Gorsuch Sorensen, WCMA Executive Director**

P: 815-753-2081 E: rgorsuchsorensen@niu.edu



## WHY KEEPING YOUR DIRECTORY INFORMATION UPDATED MATTERS

As senior advisors, one of the most rewarding aspects of our role is helping members in many ways—whether it's answering questions about community challenges, strategic planning, economic development, or career transitions. We also assist communities in creating new manager or administrator positions, welcome new WCMA members and sponsors, and support those navigating career changes.

One of our most important responsibilities is being there for you when you need help the most. Unfortunately, the hardest moments often happen on Friday afternoons, when we receive alerts about a community making a sudden leadership change. The real challenge? We can't reach you!

Too often, we find ourselves unable to connect—no LinkedIn profile, no directory listing, no phone or email. We want to let you know about the benefits available to you, such as access to a list of attorneys and limited reimbursement for legal fees through your WCMA membership. Consulting with legal counsel can help you navigate difficult situations with professionalism and clarity.

If you're in career transition, remember that WCMA will waive your conference fee so you can spend time with your peers. The MICT guide also includes mental health resources, and we want you to know that we're here for confidential support whenever you need it.

**Please take a moment to update your PERSONAL contact information in the WCMA Directory. Staying connected ensures you can access all the support and benefits you deserve.**

## AWARDS PRESENTED AT THE WCMA SUMMER CONFERENCE

At the 2026 Annual Conference of the Wisconsin City/County Management Association (WCMA) held June 24 - 26 in La Crosse, WI, numerous awards were presented to deserving WCMA members. The Awards Program was developed to honor and acknowledge an outstanding individual's achievement in local government management in Wisconsin.

The **Lifetime Achievement Award** is presented to an individual who is retired or has announced their retirement within the coming year. The nominee has contributed to the community both personally and professionally. They have made contributions to the advancement of the local government management profession through leadership, development of other professionals, demonstrating exceptional efforts to promote a working environment that is free from bias and discrimination, and fosters belonging in the profession.

The nominee has provided exemplary service to the Wisconsin City/County Management Association and should have a clear indication that the nominee has, throughout their career, dedicated themselves to public service above and beyond the organizations in which they served.

The first 2026 **WCMA Lifetime Achievement Award** was presented to **Maureen Murphy**. Maureen retired from the Village of Mount Pleasant in November of 2025. She served local government since 1992, for a total of 33 years. She served 2 counties, 2 cities, and 2 villages in her tenure. She has a Bachelor of Arts degree and a Master of Public Administration degree from the University of Wisconsin-Milwaukee. She has served as a Director of Legislative Affairs, Assistant Administrator/Clerk, and Administrator. Maureen always took on projects even when others wouldn't, built consensus between newly arrived and legacy citizens, artfully balanced everyone's needs, and created a shared vision.

### Highlights of Maureen Murphy's Accomplishments:

- WCMA Senior Advisor since June 2025.
- League of Wisconsin Municipalities President (2024-25) and Board Member (2018-2024).
- Wisconsin Public Policy Forum Committee Member (2018-2021) and Lifetime Achievement Award Winner (2025).



- Local Government Institute of Wisconsin Board Member (2019-2021).
- University of Wisconsin Alumni Association Emeritus Board (2001-2024).
- Mount Pleasant TIF process and development for the Microsoft Complex.

Maureen spoke of the importance of the support that your professional network gives when times get tough. Giving back through her service as a Senior Advisor is important in her retirement.

The second 2026 **WCMA Lifetime Achievement Award** was presented to **Todd Schmidt**. Having served as a local government professional for over 30 years, Todd has not only shaped the growth and success of the communities he has served but has also left a lasting impact on the professionals who have had the privilege to work alongside him throughout his career. Todd is set to retire as the Village of Waunakee Administrator in March of 2027.

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## AWARDS PRESENTED AT THE WCMA SUMMER CONFERENCE

**Highlights of Todd's Accomplishments in Waunakee:**

- The Village's downtown Main Street has been transformed through a thoughtful and sustained redevelopment effort.
- Several impactful brownfield redevelopment projects that turned underutilized or environmentally challenged sites in Waunakee into community assets.
- Cleanup and redevelopment of an old metal foundry site into a brand-new public library.
- Spearheaded the creation of a community non-profit called Create Waunakee Inc., an innovative local arts initiative to ensure that the arts are not an afterthought, but an integrated and celebrated part of community life.

Beyond many tangible accomplishments in Waunakee, Todd's influence is perhaps most profoundly felt in the people he has mentored and supported throughout his career. More than seven of his former mentees contributed to his nomination, many shared how he is the truest example of strong public service, that his leadership style is grounded in empathy and compassion, and he always created an environment where staff feel genuinely supported and valued. During his acceptance speech he brought all his former employees in attendance, his mentor Russ Van Gompel, and his beloved wife, up to the

front of the room to help show the impact individuals can have through mentorship. His commitment to creating opportunities for early-career exposure to the full scope of local government work is seen in the strong leaders he has helped shape.

The **WCMA Meritorious Service Award** recognizes a nominee that has demonstrated exceptional efforts to promote a working environment that is free from bias and discrimination, and fosters belonging with concern for the support, well-being, and growth of other professionals and those aspiring to a career in professional local government management.

The nominee has actively promoted the profession to the community at large including, but not limited to, university programs, League of WI Municipalities, and other organizations.

The nominee has demonstrated exemplary service as a professional manager/administrator having displayed the characteristics of integrity and leadership to provide exceptional service and has facilitated the development of new talent and/or career development programs for local government employees interested in pursuing the profession of local government management.

The 2026 recipient of the **WCMA Meritorious Service Award** was given to **Joel Gregozeski**, Village Manager in the Village of Ashwaubenon. This honor recognizes his outstanding contributions and dedicated service to local government management in Wisconsin.

Throughout his distinguished tenure, Joel Gregozeski has consistently demonstrated a profound commitment to fostering inclusive, supportive, and high-performing workplace environments. As Village Manager for the Village of Ashwaubenon, he has prioritized respect, fairness, and individual well-being, building an organizational culture where employees feel valued and empowered to grow. His collaborative and transparent leadership approach has earned the deep trust of elected officials, staff, and residents alike. This unique ability to balance a forward-thinking strategic vision with practical, everyday implementation has led to measurable advancements in

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## AWARDS PRESENTED AT THE WCMA SUMMER CONFERENCE



service delivery and organizational effectiveness across the communities he has managed.

Joel's impact extends far beyond his immediate municipality through his tireless advocacy for the local government management profession and his dedication to mentoring the next generation of public servants. He has contributed significant time and expertise to the professional community, serving the WCMA as a Region 3 Coordinator, an Emerging Leaders Committee member, and a member of the Ethics Committee, alongside active involvement with the League of Wisconsin Municipalities and the Wisconsin Parks & Recreation Association. Furthermore, his exceptional high-level operational skill and leadership were elevated to a national stage through his extensive coordination, logistical planning, and public engagement efforts to successfully guide Ashwaubenon as a host community for the massive 2025 NFL Draft.

Joel was surprised by the nomination at the conference and accepted graciously while also being named the next Vice President/Treasurer of WCMA.

The **WCMA Emerging Leaders Award** is open to managers/administrators, assistants, department head members, and interns. The award recognizes significant positive and dignified career contributions to the profession of local government management and to the communities for which they serve.

Criteria include significant contributions by creating innovation, demonstrating dedication and/or implementing successful programs and services to the betterment of Wisconsin communities; profound service to the profession, demonstrating exceptional efforts to promote a working environment that is free from bias and discrimination, and fosters belonging enabling the advancement and growth of the local government management profession and/or WCMA; and recognizing efforts that facilitate the development of new talent and/or career development programs for local government employees interested in pursuing the profession of local government management.

The 2026 **WCMA Emerging Leader Award** recipient was **Brandon Hennes**, Finance Director for the Village of DeForest and former City Administrator in the City of Omro.

As City Administrator for the City of Omro, Brandon successfully guided multiple municipalities through a high-stakes crisis when suddenly faced with a termination of its long-standing ambulance service agreement. Faced with a strict six-month deadline to secure emergency medical services coverage, Brandon leveraged years of proactive preparation to spearhead a collaborative, intergovernmental approach. His strategic guidance was instrumental in aligning neighboring towns toward a shared regional provider model, expertly balancing complex operational needs, station logistics, and fiscal constraints within strict levy limitations.

His management of the EMS transition exemplified the highest standards of the local government profession: remaining calm under immense pressure, fostering collaboration without ego, and prioritizing public safety through innovative problem-solving. Now serving as the Finance Director for the Village of DeForest, his

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## AWARDS PRESENTED AT THE WCMA SUMMER CONFERENCE



**WCMA** WISCONSIN CITY/COUNTY MANAGEMENT ASSOCIATION

**BRANDON HENNES**

Congratulations on being named a 2026 Emerging Leader Award winner! Well-deserved from early in his career spearheading a critical intergovernmental agreement to secure regional emergency medical services under an urgent deadline as City Administrator of Omro, now serving as Finance Director in DeForest.

**2026 EMERGING LEADER AWARD WINNER**



impactful work in Omro leaves a lasting legacy of stability and regional cooperation. Brandon demonstrates the best qualities of the local government management profession: calm under pressure, commitment to public service, respect for neighboring communities, and a willingness to take on difficult work for the betterment of their communities.

The **WCMA President's Award for Service to the Association** is open to all members of WCMA. The award recognizes a member that has actively served the Wisconsin City/County Management Association through exemplary service to a WCMA committee, the executive board, or has made other significant contributions to WCMA and its Strategic Plan.

The 2026 **WCMA President's Award** recipient is **Dawn S. Peters**, Executive Director Emeritus of WCMA. Throughout her distinguished career, Dawn has personified the very essence of exemplary service and leadership. Serving as the Executive Director of WCMA since 2013, alongside her role as Assistant Director for the Center for Governmental Studies at Northern Illinois University since 2001, she has left an indelible mark on

the local government management profession at both the state and national levels. Known for her approachable nature, unmatched expertise, and meticulous attention to detail, Dawn has been an invaluable anchor for the association. Her legendary discipline ensures the flawless execution of every event, while her unique ability to foster collaboration has built enduring, powerhouse relationships between WCMA, corporate sponsors, and municipal partners across the region.

Beyond her administrative excellence, Dawn's true legacy lies in her profound dedication to people and professional development. She has spent decades mentoring emerging leaders, championing cutting-edge professional advancement, and equipping local government managers with the tools to become exceptional stewards of the public trust. By fostering an infectious environment of excellence and inclusivity, she has helped shape WCMA into a premier model for association management. As she transitions into retirement as Executive Director Emeritus, this award celebrates a lifetime of passion, bridge-building, and an unyielding commitment to the communities and professionals she has so faithfully served.



**WCMA** WISCONSIN CITY/COUNTY MANAGEMENT ASSOCIATION

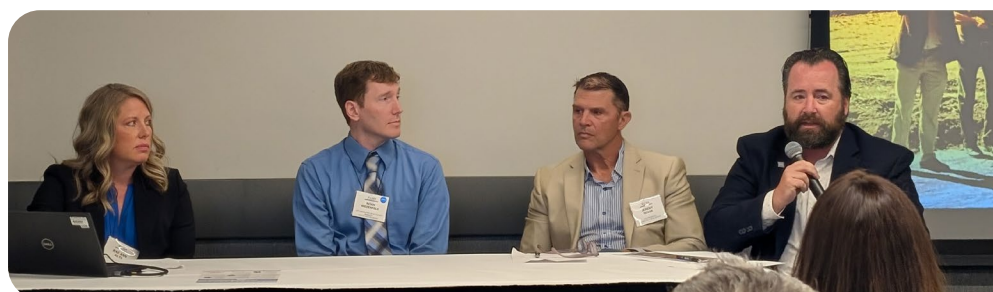
**DAWN S. PETERS**

**2026 PRESIDENT'S SERVICE TO THE ASSOCIATION AWARD WINNER**



Congratulations on being named the 2026 President's Service to the Association Award winner! Well-deserved for Executive Director Emeritus of WCMA who has provided over two decades of foundational leadership, association management, and dedicated mentorship to local government professionals across the region through NIU's Center for Governmental Studies.

## WCMA SUMMER CONFERENCE PHOTOS



## Wisconsin City/County Management Association Elects New Officers for 2026-27

Late in June, the Wisconsin City/County Management Association (WCMA) held its Annual Business Meeting in La Crosse and unanimously approved the Association's slate of officers for the 2026-27 year. Accordingly, **Brown Deer Village Manager Tyler Burkart**, who previously served as President-Elect, became WCMA's new President on July 1. Burkart succeeds former WCMA President and **Hartford City Administrator, Steve Volkert**, who assumes the role of Past-President. Also joining WCMA's 2026-27 Executive Committee are President-Elect **Inga Cushman**, **Assistant Village Administrator/Human Resources Manager, Cottage Grove** and, **Joel Gregozeski, Ashwaubenon Village Manager**, who will serve as Vice President/Treasurer through the coming year.



**Tyler Burkart**



**Inga Cushman**



**Joel Gregozeski**



**Steve Volkert**

Over the coming year, members of the Executive Committee will be traveling to each of WCMA's nine (9) regions across the state to meet with members of the Association and highlight the benefits of professional management at the local government level. Communities, civic groups or members of the media interested in meeting with a member of WCMA to learn more about local government management profession in Wisconsin are encouraged to contact Executive Director, Rachel Gorsuch Sorensen (815) 753-8021 / [rgorsuchsorensen@niu.edu](mailto:rgorsuchsorensen@niu.edu).

Comprised of more than 400 individual members across the State of Wisconsin, WCMA exists to promote professional and ethical government management by providing an inclusive, collegial environment for its' members pursuit of public service excellence.



## Intern Report 2026

Caitlin Huggett  
Administrative Intern - Village of Butler

Dear WCMA Talent Recruitment Committee,

As my time in my internship comes to an end, I present some of the experiences I have had through the 15 months of working for the Village of Butler as required under the internship grant provided to the Village.

My internship has consisted of tackling several large projects, learning new aspects of local government, and handling the day-to-day operations at Village Hall. On a daily basis, I helped manage cash transactions for a variety of items such as utility bills, court payments, permits and licenses. I was the frontline of communication to residents, answering phone calls and emails. I handled the online software Laserfiche, scanning in file folders so that in the future the process may be digitized, and finally, I kept track of several permit processes including well permits, dog licenses, bartender licenses and liquor licenses.

On an as needed basis, I worked on updating permit applications, forms, and writing the Village newsletter. I helped the court by providing individuals with their ticket information and assisting them in paying. As well as, I learned about the budget creation process and collected tax payments at the beginning of the year.

For this report I'll be highlighting a select few of the most impactful projects I have assisted on during my internship. These projects were pivotal in building my skills and developing my knowledge of government and policy.

### Fire Department Transition

During the initial months of my internship, the Fire Department was undergoing a transition, which led to the Village of Butler contracting services from the City of Brookfield Fire Department. One of the first steps in the process was to send out request for proposals (RFPs) to receive consulting bids for an evaluation of the Butler Volunteer Fire Department. I helped review the RFP's and create a document that showed the advantages and disadvantages of each proposal that was presented to the board alongside the administration's recommendation.

As the timeline progressed, I had the ability to read over the proposed contracts from Fire Department bids and learn the processes necessary in transitioning essential services within a community. I helped keep inventory of the items within the fire department to make the selling and transferring of the equipment more efficient. As well as I assisted in rewriting local ordinances to better work alongside the Brookfield Fire Department.

This project during the start of my internship guided me into developing my reading skills and learning what the negotiating and contract process looks like in a municipal context. These skills provided me with a strong baseline moving forward in how to understand and interpret legal/governmental text.

### FEMA Flood Response

August, 2025, Butler underwent a historic 1000-year flood that damaged homes, businesses, and the Village's Frontier Park. The aftermath of this flood resulted in a heavy increase in communications from the public and reports of damages across the Village. I kept track of all reports, including the information given to us from the 2-1-1 emergency line, and I created a document for the data that would later be sent out as evidence for financial aid later in the year.

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FEMA came into the Village about a month later to station a disaster relief center inside Village Hall for individuals to report damages and gain resources for support. I reached out to all the individuals who reported damages to the Village and informed them of this resource. I provided them information regarding next steps and needed materials for their visit with FEMA.

This project really developed my communication skills. Having tough, important conversations with residents provided me with an understanding on how to be informative and respectful to individuals during unfavorable times. This project also aided me in bettering my organization and data collection skills.

## Zoning Code Update

During the majority of my internship, I had the opportunity to help with the rewrite of the Village Zoning Code. Firstly, I created a setback analysis with a random selection of 70 properties, measuring the property lines using satellite maps from Waukesha County. I created a statistics packet that identified a handful of issues from the data I analyzed. After presenting this information to the rest of the staff, I created a first round of memos to offer a range of options for the Plan Commission to provide their guidance in the rewriting process.

Secondly, I worked on a set of M-1 Manufacturing Zoning District Memos to potentially update the district to allow for more variability of uses and businesses. I had the opportunity to present these memos to the Plan Commission and hear their thoughts and guidance. The writing process with these memos grew my informative research and writing skills. I included some photos of the presentation along with the memos at the end of this report.

This project has spanned over almost the entirety of my internship. I learned the ins and outs of planning and zoning and got to have hands-on experience in the process of updating a zoning code. It provided me with a unique perspective of municipal government and how municipalities work to keep and promote businesses.

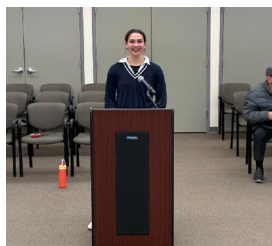
## Ordinance Drafts

Lastly, one of my favorite skills I developed was learning how to write policy in the Village Municipal Code. I was given several ordinances to draft and see through the process of them getting approved by the board and adding them to the Municipal Village Code. Some examples of the topics I assisted in writing are fences, recycling, sewer, and fireworks. I learned the legal process for drafting ordinances in local municipalities; researching, drafting, incorporating elected and committee feedback, and implementing the ordinance.

My main takeaway from learning how to draft and write ordinances is the ability to read and write in a more legal and political sense. The experiences I had writing ordinances at my internship allowed me to use what I learned in my undergraduate work and transfer it into a real-world scenario.

From interning at the Village of Butler, I have developed skills in communication, problem-solving, collaboration, and task management that will stay with me as I journey into Law School and eventually back into the working world. Being able to work hands-on with residents and businesses helped me tackle real-world scenarios and grow my skill base. My gap year here has been nothing short of amazing, and I had the opportunity to grow alongside a community; I am so incredibly grateful for the experiences I've had here.

## Photos from Plan Commission Presentations





# VILLAGE OF GREENDALE INTERNSHIP FINAL REPORT

Prepared for: Village of Greendale  
Wisconsin City/County Management Association

Prepared by:  
Alexander Malchow, Management Intern

Supervised by:  
Mike Hawes, Village Manager

Internship Period:  
January 2026 – March 2026

Submission Date: March 26, 2026

## Introduction

This report summarizes the work completed during my internship with the Village of Greendale under the supervision of Village Manager Mike Hawes. The internship was conducted in partnership with the Wisconsin City/County Management Association (WCMA) as part of the WCMA internship program.

The purpose of this report is to document the projects, assignments, and outcomes developed during the internship period. This report highlights key work products for the Village, lessons learned through practical municipal experience, and the overall contributions of the internship to both organizational objectives and professional development.

## Internship Overview

The internship with the Village of Greendale was completed under the supervision of Village Manager Mike Hawes as part of the Wisconsin City/County Management Association (WCMA) internship program. The internship provided direct exposure to municipal operations and administrative functions within a local government setting.

During the internship period, responsibilities included supporting Village staff through research, documentation, and project-based work intended to improve internal processes and enhance municipal resources. Assignments included municipal policy research, ordinance and code related analysis, development of administrative reference materials, and preparation of supporting documentation for operational and planning initiatives.

Work completed during the internship spanned multiple departments including Village Administration, Finance, Planning and Code Enforcement, and Facilities. Key responsibilities involved conducting municipal comparisons and research, assisting with documentation related to utility easements and development agreements, supporting preparation of Government Finance Officers Association (GFOA) materials, organizing administrative resources, and contributing to operational projects such as event coordination and facilities-related evaluations.

The internship emphasized collaboration with municipal leadership and staff while contributing to projects that supported long-term organizational goals. Through this experience, the internship provided meaningful insight into the day-to-day responsibilities of municipal management and strengthened practical skills related to research, organization, communication, and problem-solving within a public sector environment.

## Major Projects Completed

### Garbage Cart Storage Research and Policy Review

One of my primary projects completed during the internship involved conducting a comparative municipal research study related to residential garbage and recycling cart storage requirements. The purpose of this project was to support Village staff in evaluating current ordinance standards and understanding how similar municipalities regulate residential cart storage and collection practices.

This project included reviewing publicly available municipal code provisions and official guidance from fifteen nearby municipalities including Franklin, Greenfield, Hales Corners, Oak Creek, South Milwaukee, St. Francis, Cudahy, Shorewood, Whitefish Bay, Glendale, Milwaukee, West Allis, New Berlin, Muskego, and Wauwatosa. The research focused on identifying whether other municipalities regulated cart storage location, visibility and screening requirements and set out and return timing standards.

Findings from the research indicated that most municipalities rely primarily on set-out and return timing requirements rather than regulating day-to-day storage location. Screening or concealment requirements were found to be relatively uncommon among peer communities. The Village of Greendale's existing

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ordinance was identified as more prescriptive than many peer municipalities due to its combination of location, visibility, and timing requirements.

The final deliverables for this project included a written summary memorandum outlining research findings and policy observations, as well as a detailed spreadsheet documenting municipality-by-municipality ordinance comparisons and source references. This project supported staff decision-making by providing clear comparative data and identifying potential areas for ordinance clarification and future policy consideration.

### **Government Finance Officers Association**

A significant portion of the internship focused on supporting the Village of Greendale's preparation efforts related to the GFOA Distinguished Budget Presentation Award program. This project involved assisting staff in organizing documentation, evaluating compliance with award criteria, and developing structured tools to support long-term budget development and reporting improvements.

Responsibilities included developing and maintaining a master tracking system aligned with official GFOA award criteria. The tracker organized required elements into structured categories, identified mandatory components, and documented progress toward meeting specific requirements. This tool supported staff in identifying areas requiring additional development and provided a centralized reference for monitoring completion status across multiple budget components.

In addition to tracking criteria, work included assisting with development of an Authorized Position and Full-Time Equivalent (FTE) schedule. This effort required organizing staffing information by department, identifying position classifications, and documenting allocation details across multiple funding sources. The completed schedule supported improved clarity in staffing documentation and aligned with GFOA expectations for transparent personnel reporting.

Additional contributions included assisting with narrative development and supporting materials related to the Village's budget documentation, including components associated with financial summaries and community profile materials. These efforts supported the Village's long-term goal of improving budget presentation

practices and advancing readiness for future GFOA award consideration.

This project provided hands-on exposure to municipal budgeting practices, financial documentation standards, and performance-based reporting expectations commonly used in local government administration.

### **Governance and Infrastructure Documentation**

A significant project completed during the internship involved supporting updates to governance and infrastructure-related documentation used by Village staff and officials. This work included reviewing and revisiting the Village Board, Committee, and Commission Member Guidebook to improve accuracy, organization, and accessibility of information provided to appointed and elected officials.

Responsibilities included reviewing existing guidebook content, identifying outdated information, and incorporating updates related to Village boards, committees, and operational procedures. Efforts were made to standardize formatting, improve clarity of procedural information, and enhance the overall usability of the guidebook as a long-term reference resource.

In addition to governance documentation, this project included reviewing utility easements and development agreements to assist in identifying infrastructure ownership and maintenance responsibility. This work required examining recorded documents, interpreting responsibility language, and organizing findings to clarify whether maintenance responsibilities were assigned to the Village, private parties, or shared between entities.

The final outcomes of this project supported improved documentation consistency and strengthened internal reference materials used by Village staff. This work provided practical experience in municipal governance support, infrastructure documentation review, and administrative record management.

### **Skills and Professional Development**

The internship provided meaningful opportunities to develop professional skills essential to municipal administration. Through involvement in multiple research and documentation-based projects, significant

*continued on the next page*

growth occurred in areas related to analytical thinking, organization, communication, and public sector operations.

One of the primary skills developed during the internship was municipal research and policy analysis. Projects such as the garbage and recycling cart storage research required reviewing municipal codes, comparing regulatory standards across peer communities, and identifying trends relevant to Village operations. This process strengthened the ability to interpret policy language and present findings in a clear and structured format suitable for staff review and decision-making.

The internship also strengthened skills related to financial documentation and data organization. Work supporting GFOA budget preparation efforts involved organizing financial and staffing data, developing tracking tools aligned with formal reporting standards, and assisting in the creation of structured schedules such as authorized position and FTE equivalent documentation. These experiences provided valuable exposure to municipal budgeting practices and reinforced the importance of accuracy and consistency in financial reporting.

Communication and professional writing skills were further developed through the preparation of memoranda, reference materials, and internal documentation. Projects such as the Board, Committee, and Commission Member Guidebook required careful attention to clarity, formatting consistency, and accessibility of information for intended users. These experiences strengthened the ability to present technical information in a manner that supports both staff operations and public governance functions.

In addition to technical skills, the internship strengthened professional collaboration and project management abilities. Working across multiple departments requires maintaining organized project tracking, coordinating updates with staff members, and adapting to changing priorities. This experience reinforced the importance of clear communication, time management, and attention to detail within a municipal work environment.

Overall, the internship provided valuable professional development by reinforcing core competencies necessary for success in local government administration, including research, documentation, financial organization, and collaborative problem-solving.

## Conclusion

The internship with the Village of Greendale provided valuable exposure to the daily operations and responsibilities associated with municipal administration. Through participation in a variety of research, documentation, and operational support projects, the internship contributed to ongoing organizational initiatives while supporting staff efforts to enhance internal resources and administrative processes.

The projects completed during the internship supported multiple functional areas within Village operations, including policy research, financial documentation, governance resources, and administrative planning. Work related to municipal comparisons, budget preparation support, guidebook updates, and operational reviews contributed to improving organizational clarity and supporting long-term planning objectives. These efforts provided practical experience in applying analytical and organizational skills within a real-world municipal setting. In addition to contributing to Village operations, the internship provided meaningful professional growth through exposure to municipal decision-making processes and cross-department collaboration. The experience reinforced the importance of accuracy, organization, and effective communication in public sector work and strengthened core competencies necessary for success in local government administration.

Overall, the internship served as a valuable opportunity to develop practical knowledge of municipal operations while contributing to projects that supported the Village's ongoing administrative and planning goals. The experience provided a strong foundation for continued professional development within the field of public administration and government service.



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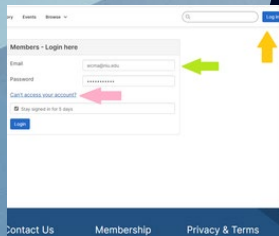
You can also visit WCMA's website at: <https://wcma-wi.org/196/Corporate-Sponsors>. Once there you can see our current sponsors and the benefits of joining the WCMA Corporate Sponsor Program.

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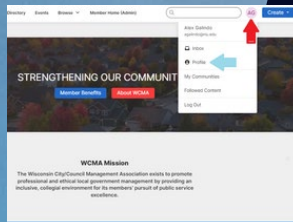
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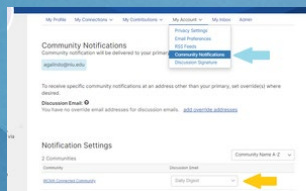
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- ➔ Click the "My Account" tab on your profile and set up your email and notification preferences.



<https://wcma.connectedcommunity.org/home>



For the first time in history, ICMA's President is one of our own Wisconsinites: Bayside's City Manager, Andy Pederson. Andy is also breaking new ground as the first ICMA leader representing a community of under 5,000 residents.

Join us as Andy reflects on his first nine months as ICMA President-Elect, sharing insights from serving ICMA's members and advancing the local government management profession. His experiences have reinforced an important reality: many of the challenges facing Wisconsin local governments are the same challenges communities across the country are navigating, creating opportunities to learn from one another and share innovative solutions.

The session will also highlight upcoming opportunities for Wisconsin members to become more involved in ICMA, including serving on the Executive Board under the new governance model and rotation agreement, participating on an ICMA committee, and joining monthly peer support calls. He'll provide updates on upcoming changes to the ICMA Credentialed Manager program, the Small Community Membership Program, and preview what to expect at the 2026 ICMA Annual Conference in Long Beach, California.

Most importantly, this will be an opportunity to hear from you. Bring your questions, ideas, and feedback as we discuss how ICMA and its connection with WCMA can better support you and help you serve your communities more effectively.

**September 2nd from Noon to 1:00 PM**

Watch your inbox for a calendar invitation for this complimentary session



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## PARTNER SPOTLIGHT

### What's New for Wisconsin Tax Incremental Financing

Tax Incremental Financing (TIF) is one of the primary economic development tools available to municipalities for new development, infrastructure investments, redevelopment, and housing growth. When a Tax Incremental District (TID) is created the existing property value is established as the base value. As new development occurs, the resulting tax increment is used to fund project costs in the TID. Once a TID closes the increased property value is returned to all taxing jurisdictions.

As Wisconsin communities continue to grapple with housing shortages and workforce challenges, state policymakers have expanded the TIF toolkit to better support residential development and affordable housing initiatives. Through the enactment of 2025 Wisconsin Acts 173 and 235, municipalities and private partners will have access to new financing mechanisms designed to encourage workforce housing construction, increase housing supply, and provide greater flexibility for addressing local housing needs.

These legislative updates represent some of the most significant TIF-related housing reforms in recent years. 2025 Wisconsin Act 235 creates a new Residential Workforce TID, while 2025 Wisconsin Act 173 provides opportunities for extending the life of existing TIDs to support affordable housing development and clarifies statutory definitions related to residential projects. Together, these changes reflect the state's growing focus on leveraging economic development tools to address housing affordability and workforce availability across Wisconsin.

The following summarizes the key provisions of these new laws and the opportunities they may present for municipalities, developers, and other stakeholders involved in TIF-supported projects.

The 2025 Wisconsin Act 235 allows for a new TID type for a residential workforce TID. The equalized value of taxable property in residential TID(s) cannot exceed 3% of the municipality's total equalized valuation and is separate from the 12% current limit. The life of these residential TIDs is 20 years, however, may be voted to extend the life by three years.

All public works, improvements, and project costs included in the project plan for a residential TID shall be related to residential developments that satisfy all of the statutory criteria:

- consists entirely of single-family or 2-family residences that are owner-occupied.
- lot size of each single-family residence is less than 7,500 square feet.
- lot size of each 2-family residence is 12,500 square feet or less.

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- lot width of each lot for a single-family residence is 70 feet or less.
- lot width of each lot for a 2-family residence is 80 feet or less.
- No side setback is greater than 10 feet.
- No single-story residence is larger than 1,500 square feet.
- No 2-story residence is larger than 2,000 square feet.

The other unique feature of this TID type is that project costs can only be financed by the developer or paid out of the residential TID increment. A residential TID cannot be a donor or recipient TID.

The 2025 Wisconsin Act 173 extends the life of a TID by 2 years for the benefit of affordable housing, which also, introduces a definition for the term "newly platted residential" that was previously undefined. Newly platted means "residential development on a parcel that has not previously been the site of permanent structures other than structures used solely for agricultural purposes." These changes are effective October 1, 2028.

Wisconsin Acts 173 and 235 mark a meaningful evolution in the state's approach to TIF, strengthening its role as a catalyst for residential development and affordable housing. As these reforms are implemented, local governments and development partners will be equipped with enhanced tools to address housing shortages, support workforce needs, and promote long-term economic growth.

Successful implementation will depend on early and ongoing coordination among municipalities, developers, financial consultants, and legal counsel. Such collaboration will be key to effectively utilizing these new tools and navigating the requirements of the updated legislation.

If you would like to discuss, please contact Baird to assist in implementing these future TID changes.

Jennifer Engel, Vice President, Baird Wisconsin Municipal Business Solutions Team

## PARTNER SPOTLIGHT

### Expanding the Search for Local Government Leaders

Recruiting for local government leaders has changed dramatically. The once linear path to administration is no longer the only path to successful leadership.

For decades, executive recruitment largely meant identifying candidates who advanced through traditional municipal careers, moving from one community to another, developing expertise in local government, and assuming increasing leadership responsibility. That progression remains valuable. It develops exceptional public servants, introduces new ideas across organizations, and strengthens the profession. There will always be a place for experienced municipal leaders, and municipalities will continue to compete for that talent.

Today's public administration recruitment landscape requires a broader approach. As executive recruiters, we see the same challenges in nearly every search: retirements, increased competition, and a limited supply of experienced municipal executives. Municipalities consistently tell us they want broader applicant pools, out-of-state candidates, fresh perspectives, and more diverse experiences. Yet when those candidates emerge, hesitation often follows. "They've never worked in local government."

It's a fair observation. However, it does not mean a candidate lacks the ability to excel in the role. As recruiters, we look beyond job titles and career paths to evaluate leadership potential. Our focus is on whether an individual has the judgment, emotional intelligence, integrity, and transferable experience to succeed. We seek candidates who have demonstrated the ability to lead organizations, build trust, solve complex problems, and serve others. Those qualities are often compelling indicators of long-term success than whether someone has spent their entire career in local government.

Exceptional leadership is not exclusive to city and village halls and county courthouses. Professionals serving in state and federal government, the military, higher education, K-12 education, nonprofit organizations, and the private sector lead complex organizations every day. They oversee multimillion-dollar budgets, build high-performing teams, navigate elected officials, boards of directors, and demanding stakeholders, manage change, and deliver essential public services. These responsibilities closely mirror the realities of municipal leadership.

Military veterans represent one of the most underutilized sources of executive talent for local government administration. They have led diverse teams under pressure, managed significant resources, made difficult decisions with incomplete information, created and followed procedures, and remained focused on missions larger than themselves.

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Their commitment to service, accountability, and teamwork aligns naturally with the values of local government.

Professionals from state and federal agencies often possess deep expertise in budgeting, grants administration, regulatory compliance, procurement, infrastructure, public policy, and stakeholder engagement. We've met many federal employees whose careers have taken them around the world, giving them broad perspectives, cross-cultural experience, and a deeper understanding of complex public-sector challenges. While the level of government differs for state and federal employees, the principles of serving the public remain remarkably consistent.

Throughout our searches, it's clear that the qualities that make someone an exceptional leader—integrity, emotional intelligence, sound judgment, intentional communication, adaptability, strategic thinking, and the ability to build trust—translate across sectors. Local government management and the nuances of municipal organizations can be learned. Leadership, character, and the passion to serve others matters most.

This is not a suggestion to lower standards or overlook the unique demands of local government. Instead, this is an invitation to broaden how we define a qualified candidate. The municipalities that will be most successful in attracting exceptional leaders are those willing to evaluate candidates based on their ability to lead, adapt, and serve. Hiring outside the traditional municipal pipeline is not about taking unnecessary risks, it is about making thoughtful, informed decisions that recognize leadership potential wherever it is found.

If municipalities truly seek innovation, fresh ideas, and new perspectives, they must also be willing to embrace candidates whose careers have followed different paths. The objective is not to hire someone because they are different, it is to weigh your options and identify the individual best equipped to lead the organization and serve the community. The next generation of local government leaders will be different from the last. Some will continue the traditional

*continued on page 38*

## PARTNER SPOTLIGHT

### What to Do When Institutional Knowledge Walks Out the Door

Every Wisconsin government has one. The clerk who has posted agendas the same way for fifteen years and no one remembers why. The public works director who is the only one who knows which engineer to call when a project stalls. The person everyone jokes they would be lost without, right up until the day they retire, transfer, or leave without warning. That knowledge has a name: institutional knowledge. It is rarely written down. It lives in the heads of the people who have been there the longest, in the workarounds they built, the shortcuts they learned, and the reasons behind decisions that were never recorded anywhere official.

For Wisconsin's local governments, this is not a hypothetical. A wave of retirements is meeting decades of manual, undocumented work. When a long-tenured employee leaves, the process often leaves with them.

#### Two Sides of the Door

It helps to think of every departure as having two sides. On one side is what walks out: the shortcuts, the knowledge of who to call when something breaks, the reasoning behind why things are done a certain way. On the other side is what can be left behind: steps written down where a colleague can actually find them, context a teammate can pick up, and answers that outlast any one person.

An administrator who recently transitioned out of a Wisconsin municipality described building a detailed handoff document before he left, one heavy on charts, contacts, and reasoning rather than dense text. Even then, he said, there was no way to capture everything. The goal was never a complete record. It was giving the next person enough context to reasonably figure things out.

That same professional also saw the other extreme firsthand. A public works director with thirty years of service passed away unexpectedly, and very little of what he knew had ever been written down. The community lost more than a colleague. Vendor relationships, pavement ratings, and years of institutional context had to be rebuilt from scratch, and a five-year capital improvement plan was pushed back an entire year as a result.

#### What Wisconsin Local Governments Can Do Now

The fix is not a hundred-page manual nobody will read. It is capturing what someone else would genuinely need if that person were gone tomorrow.

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#### A few starting points:

1. Document the why, not just the what. A journal entry or permit approval means little without the reasoning behind it. Note where numbers come from, who needs to be involved, and what to check when something does not reconcile.
2. Write down the unwritten relationships. Who is the engineer who responds fastest? Who handles the tricky permit questions? Those contacts take years to build and save a successor weeks of frustration.
3. Start small and make it routine. Pick one process, one department, one slow season, and document it together rather than asking one overwhelmed employee to write everything down at once.
4. Use AI for what it is actually good at. Standardizing recurring comments, summarizing a meeting transcript, or organizing scattered notes are all reasonable starting points. It is not a substitute for the conversations that surface why things are done a certain way in the first place.
5. Keep it visible. Information saved to a shared, well-organized location helps far more than anything locked away in one inbox or one person's memory.

None of this requires a massive overhaul. It requires treating documentation as part of the job, not an afterthought squeezed in during someone's final two weeks. The communities that get ahead of this find that transitions, whether planned or sudden, become far less disruptive.

Knowledge does not have to leave when people do. It just has to be written somewhere other than one person's head. If you'd like to go deeper on this topic, you can find our webinar on institutional knowledge at [www.polimorphic.com/webinars](http://www.polimorphic.com/webinars).

## PARTNER SPOTLIGHT

### Is Your Website Accessible? What Local Governments Need to Know

Residents expect to pay bills, find public notices, access meeting agendas, and use online services. If your local government website is not accessible, you may block some residents from using those services.

Think about older adults, mobile users, and residents dealing with temporary limitations such as an injury or a poor internet connection. Is your website able to accommodate those people easily?

For local governments, website accessibility is a core part of public service, public trust, and risk management—and not something you can put off.

#### What Is Web Accessibility?

Web accessibility means designing and maintaining your website so people with disabilities can use it effectively. That includes residents who rely on screen readers, keyboard navigation, captions, screen magnification, speech input, or other assistive technology.

An accessible website helps ensure that everyone can:

- Read announcements and alerts
- Access agendas, minutes, and public documents
- Complete forms and permit applications
- Pay bills online
- Watch or review public meeting content
- Contact a specific department

In short, accessibility helps make digital government services available to as many people as possible.

#### What Web Accessibility Standards Are Most Important for Local Governments?

Two of the most important accessibility references for local government websites are Section 508 and WCAG.

- Section 508 of the Rehabilitation Act: Requires federal agencies to make their electronic and information technology accessible. While local governments are not all governed by Section 508 in the same way federal agencies are, it remains an important benchmark because it has shaped how accessibility is evaluated across the public sector.
- Web Content Accessibility Guidelines (WCAG): The most widely recognized technical standards for website accessibility. These guidelines are published by the World Wide Web Consortium (W3C), the main international body for web standards. Most organizations today use WCAG 2.1 AA as the practical baseline for compliance, and WCAG 2.2 AA is increasingly becoming the near-future standard for local governments.

#### Common Accessibility Problems on Local Government Websites

Many local government websites struggle with the same recurring accessibility issues. Some are technical, and others

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involve day-to-day content publishing tasks. A few of the most common problems include:

- Poor color contrast that makes text hard to read
- Menus or forms unusable with a keyboard
- Missing or unclear alternative text on images
- Improper heading structure that confuses screen readers
- PDFs as scanned images instead of readable documents
- Videos without captions or transcripts
- Links that say “click here” instead of describing the destination
- Images that contain important text not available elsewhere on the page
- Form fields without clear labels or error instructions
- Third party tools that are not fully accessible such as payment portals, calendars, or agenda modules

For local governments, document accessibility is especially important. Agendas, minutes, bid documents, ordinances, applications, and public notices are often posted as PDFs. If those files are not accessible, an otherwise good website can still create major barriers.

#### What Local Governments Should Do Next

If you are not sure where your website stands, a practical path forward includes:

- Starting with an accessibility audit: A proper audit can help identify barriers in your website templates, navigation, documents, forms, and core user journeys.
- Reviewing your highest impact content first: Focus on the pages and tools residents use most such as the homepage, emergency alerts, payment pages, permit and license forms, meeting agendas and minutes, public notices, contact pages, and job application pages.
- Evaluating your documents and videos: Review PDFs, posted forms, meeting packets, video content, and anything tied to public participation or online services.
- Make accessibility part of your publishing process: Accessibility improves when it becomes part of your everyday content updates, not a cleanup project once a year.

Remember, an accessible website is not just about ADA compliance. It’s about making sure every resident can get information, use online services, and participate in local government without unnecessary barriers.

## PARTNER SPOTLIGHT

### Geothermal Infrastructure: A Strategic Approach to Modernizing Public Facilities

By Jason Stini, Veregy

Local governments across Wisconsin face a growing challenge: maintaining aging public facilities while balancing taxpayer expectations, budget constraints, operational reliability, and sustainability goals. As HVAC systems reach the end of their useful lives, municipalities and counties are evaluating whether traditional replacement approaches remain the best investment.

A recent infrastructure modernization project at the Dunn County Justice Center offers an example of how local governments can evaluate alternatives and leverage incentives to maximize value for their communities.

#### Looking Beyond a Standard Replacement

Faced with replacing aging HVAC equipment, Dunn County leadership sought the most cost-effective solution while reducing the maintenance burden on county staff.

When evaluating major infrastructure investments, public entities often focus on first-cost pricing. However, facility managers and elected officials are discovering that the lowest upfront cost does not always yield the lowest total cost over a system's lifespan.

Dunn County expanded its evaluation to include lifecycle costs, maintenance requirements, operating efficiency, and external funding opportunities. This broader analysis opened the door to consider geothermal technology alongside conventional options.

#### Understanding Geothermal Systems

Geothermal heating and cooling systems utilize stable subsurface temperatures to manage building climate more efficiently than conventional options. Through underground piping, these systems transfer heat between a building and the ground, lowering energy consumption and boosting performance.

For year-round government facilities, geothermal technology provides several advantages:

- Reduced energy consumption and utility costs
- Lower maintenance requirements
- Longer equipment life cycles
- Improved operational reliability
- Reduced exposure to energy price volatility
- Support for local sustainability and resilience initiatives

While geothermal systems historically carried higher installation costs, evolving incentives and advances in project delivery make them increasingly competitive for the public sector.

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#### Understanding the Cost Equation

A common misconception is that geothermal systems are cost-prohibitive compared to traditional replacements. While geothermal projects require additional investment for borefield drilling and underground loop installation, evaluating only construction costs provides an incomplete picture.

A comprehensive analysis includes four key factors:

- **Initial Capital Costs:** Conventional replacements rely on boilers, chillers, cooling towers, and pumps. Geothermal systems swap much of this equipment for ground-loop infrastructure—increasing upfront installation costs but reducing reliance on mechanical equipment over time.
- **Incentives and Rebates:** Federal energy incentives and utility rebate programs substantially lower net costs, bringing high-efficiency solutions within competitive range of traditional options.
- **Operating and Maintenance Savings:** Fewer moving parts and zero exposed outdoor equipment translate to reduced annual maintenance, lower energy usage, fewer emergency repairs, and reduced staff burden.
- **Lifecycle Value:** Looking at total cost of ownership rather than first-cost alone ensures taxpayer-funded investments deliver value for decades through lower operating expenses and extended equipment longevity.

#### The Importance of Incentive Awareness

The availability of federal and utility-based energy incentives is a major development in modern infrastructure planning. Many local governments do not realize that direct-pay provisions and energy tax incentives apply to non-taxpaying public entities. Incorporating these funding opportunities early in the design process allows communities to deploy higher-performing infrastructure at net costs comparable to conventional systems.

*continued on page 38*



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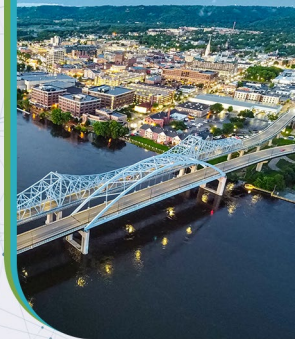
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## WCMA Corporate Sponsorship Program

The Wisconsin City/County Management Association (WCMA) is dedicated to promoting excellence in professional local government management throughout the state. We advocate for continuous improvement in municipal and county administration and provide critical support to our members as they strive for the highest standards of professional proficiency.

A key element in WCMA's ongoing success is the generous financial support of our corporate partners. These partnerships not only strengthen our organization but also create valuable opportunities for collaboration between the public and private sectors.

By joining WCMA as a corporate sponsor, your organization will help advance our mission while gaining visibility and connection with Wisconsin's local government leaders. We believe that strategic partnerships enhance our collective knowledge and enable municipalities and counties to access innovative products, services, and expertise.

We invite you to support WCMA through our Corporate Sponsorship Program, available at the following levels:

- Platinum Level                      \$6,500 (Limited to 4 Sponsors)
- Gold Level                              \$3,500
- Silver Level                             \$2,500
- Bronze Level                          \$1,000

Attached you will find a detailed overview of the valuable benefits associated with each level of corporate sponsorship. These benefits include direct access to key local government decision-makers, exclusive opportunities to showcase your organization to municipal and county leaders, up-to-date insights on public sector trends, and much more.

All sponsorship applications are subject to review and approval by the WCMA Board of Directors. Sponsorships are valid for one calendar year, though applications are welcomed and considered at any time throughout the year.

Proceeds from the Corporate Sponsorship Program directly support WCMA initiatives, including:

- Enhanced educational programming and conference sessions
- Internship opportunities that help cultivate the next generation of professional managers
- Dynamic networking events designed to foster meaningful connections

Your support makes a lasting impact on the future of professional local government management in Wisconsin. We look forward to partnering with you.

If you have any questions, please contact WCMA Executive Director, Rachel Gorsuch Sorensen at (815) 753- 2081 or e-mail her at [rgorsuchsorensen@niu.edu](mailto:rgorsuchsorensen@niu.edu). We look forward to your participation in the WCMA Corporate Sponsorship Program and thank you for your consideration.

*WCMA Board of Directors*

### WCMA Corporate Sponsor Code of Ethics

To further the mission and goals of the WCMA Corporate Partnership Program and to reinforce WCMA's continuing commitment to enhancing the quality and professionalism of local government, a Corporate Sponsor Code of Ethics (mirroring the ideals embodied in ICMA's Code of Ethics) was adopted by WCMA's Board in December 2013 to guide Corporate Partners in their activities with WCMA and its members. These principles shall govern the conduct and actions of WCMA Corporate Partners, who shall:

1. Be dedicated to the concepts of effective and democratic local government by responsible elected officials and believe that professional management is essential to achieving these goals.
2. Affirm the dignity and worth of the services rendered by government and maintain a constructive, creative, and practical attitude toward local government affairs.
3. Be dedicated to the highest ideals of honor and integrity in all facets of the relationship, so that the partners merit the respect and confidence of members of the corporate organization and members of WCMA, local government elected officials and employees, and the public.
4. Recognize that the chief function of local government at all times is to serve the best interests of the public.
5. Recognize and support WCMA members' commitment to career-long learning and improvement of local government management techniques.
6. Encourage communication and participation in information- sharing among the private sector, local government and the public.
7. Resist any encroachment on local government managers' professional responsibilities, believing that professional local government managers should be free to carry out official policies without outside interference or influence.
8. Respect the open, competitive purchasing process of local governments, and provide full value in any goods or services for which public funds are accepted.
9. Neither seek nor grant favors; believe that aggrandizement or profit secured by the use of confidential information, abuse of trust, or the promise of personal enrichment is dishonest.

## WCMA Corporate Sponsorship Program Benefits

### Platinum Level - \$6,500 (Limited to 4 Sponsors)

- Exclusive keynote sponsor at winter or summer conference (one sponsor per conference keynote); includes recognition prior to the keynote address
- Four Complimentary Consulting Memberships
- A page on the WCMA website which includes your company's description and contact information as well as a link to your website
- Business card sized advertisements in each of the four quarterly newsletters
- Exhibit space at the Winter Conference AND Summer Conference
- Participant lists with e-mail addresses prior to each conference (e-mailed in an Excel file)
- Inclusion of your company logo and description in the Exhibit Guide for Winter Conference AND Summer Conference
- Recognition in conference programs as a corporate sponsor at the Platinum Level
- Four complimentary attendees at the Winter Conference AND Summer Conference
- An opportunity to publish an article in a quarterly WCMA newsletter
- Support the Internship Grant program
- Eligible for additional sponsorship options
- One marketing email sent to WCMA members

### Gold Level - \$3,500

- Two Complimentary Consulting Memberships
- A page on the WCMA website which includes your company's description and contact information as well as a link to your website
- Business card sized advertisements in each of the four quarterly newsletters
- Exhibit space at the Winter Conference AND Summer Conference
- Participant lists with e-mail addresses prior to each conference (e-mailed in an Excel file)
- Inclusion of your company logo and description in the Exhibitor's Guide for Winter Conference AND Summer Conference
- Recognition in conference programs as a corporate sponsor at the Gold Level
- Two complimentary attendees at the Winter Conference AND Summer Conference
- An opportunity to publish an article in a quarterly WCMA newsletter
- Support the Internship Grant program
- Eligible for additional sponsorship options
- One marketing email sent to WCMA members

### Silver Level - \$2,500

- One Complimentary Consulting Membership
- A page on the WCMA website which includes your company's description and contact information as well as a link to your website
- Business card sized advertisements in each of the four quarterly newsletters
- Exhibit space at the Winter Conference OR Summer Conference
- Recognition in conference programs as a corporate sponsor at the Silver Level
- One complimentary attendee at the Winter Conference OR Summer Conference
- Support the Internship Grant program
- Eligible for additional sponsorship options
- One marketing email sent to WCMA members

### Bronze Level - \$1,000

- One Complimentary Consulting Membership
- A page on the WCMA website which includes your company's description and contact information as well as a link to your website
- Business card sized advertisements in four quarterly newsletters
- Recognition in the conference program as a corporate sponsor at the Bronze Level
- One marketing email sent to WCMA members

### Additional Sponsorship Opportunities available to Platinum, Gold and Silver Level Sponsors:

- WCMA Membership Social Event at the Annual ICMA Conference
- Winter Conference Social Event
- Summer Conference Social Event Sponsor
- Summer Conference 5K Run/Walk Sponsor

2 of each available. Choose multiple and/or choose to be the exclusive sponsor of any of the above on the form below.

### Women's Leadership Seminar Sponsorship Levels:

#### Platinum Keynote Sponsors (\$2000) – Two Available

- Logo in the program
- Introduce one of two keynotes
- Recognized at seminar
- Signage at door
- Includes 4 conference registrations
- Conference registration list with email contacts

#### Gold Sponsors (\$1000)

- Logo in the program
- Recognized at seminar
- Includes 2 conference registrations
- Conference registration list with email contacts

#### Silver Sponsors (\$500)

- Logo in the program
- Recognized at seminar
- Includes 1 conference registration

#### Bronze Sponsors (\$250)

- Logo in the program
- Recognized at seminar



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## WCMA Corporate Sponsor Program Invoice



Company Name:

Website:

Address:

City/State/Zip:

Consulting  
Member Name:

Email Address:

Phone:

2nd Consulting  
Member Name:   
(Gold & Platinum only)

Email Address:

Phone:

3rd Consulting  
Member Name:   
(Platinum Only)

Email Address:

Phone:

4th Consulting  
Member Name:   
(Platinum Only)

Email Address:

Phone:

### Sponsorship Level:



Platinum \$6500



Gold \$3500



Silver \$2500



Bronze \$1000

As a silver sponsor I will exhibit at

☐ Winter Conference

**-OR-**

☐ Summer Conference

conference dates & locations can be found here:  
<https://wcma-wi.org/172/Conference-Center>

### Additional Sponsorships for Platinum/Gold/Silver Sponsors :

WCMA Member Dinner at the ICMA Annual Conference (2 available) \$1500

Winter Conference Social Event Sponsor (2 available) \$1500

Summer Conference Social Event Sponsor (2 available) \$1500

Summer Conference 5K Run/Walk Sponsor (2 available) \$200

### Women's Leadership Seminar Sponsorship :



Platinum Keynote \$2000



Gold \$1000



Silver \$500



Bronze \$250



by enrolling my company, we agree to adhere to the WCMA Corporate Sponsor Code of Ethics

### email the following items to [WCMA@niu.edu](mailto:WCMA@niu.edu)

- Your logo and a business card sized (3.5"x 2") advertisement for the newsletter. Both files should be jpg or png in RGB format with at least 300 dpi resolution.
- A text file description of your firm and its services to be included in the exhibitor guide and on the WCMA website.

**Sponsorship Total \$** \_\_\_\_\_

Return completed form and payment to:  
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## SENIOR ADVISORS: A RESOURCE FOR ALL MEMBERS OF WCMA

The Senior Advisors are a tremendous resource for members. Not only are they available for MITs, but also for guidance on less significant issues. As one member noted, "Senior Advisors are not just for the MITs, but also for new and seasoned managers. Sometimes it helps to have somebody to call upon when you are facing a challenging situation or you need to bounce an idea off of somebody. They [Senior Advisors] probably have faced a similar situation during their career." Some of the issues that Seniors Advisors can assist members with include:

- Within two weeks' receipt of notice of appointment, make contact with a new manager, assistant, or chief administrator. Contact members who are in transition within five days of learning of this development to assure the member of continued WCMA support.
- Provide confidential counseling to all members on personal and professional issues when requested by the member. This includes career development and resume review.
- Offer support in a private manner directly to members who may be experiencing problems with their elected officials, staff, or community.

### ***If you or someone you know are having some personal or professional issues, contact:***

|                    |                                |                     |
|--------------------|--------------------------------|---------------------|
| Dianne Robertson   | Email: dsrobertson53@gmail.com | Phone: 414-333-6120 |
| Linda Kutchenriter | Email: linda.wcma@gmail.com    | Phone: 920-410-4073 |
| Ray Anderson       | Email: randerson@norwaymi.com  | Phone: 906-282-3503 |
| Maureen Murphy     | Email: maureen.wcma@gmail.com  | Phone: 262-685-1922 |

**All discussions are confidential.**

*continued from page 22*

advancement through municipal organizations. Others will transition from military service, state and federal agencies, educational institutions, nonprofit organizations, and the private sector. Together, they represent an opportunity to strengthen local government through broader experience, fresh perspectives, and proven leadership.

As municipalities compete for a limited pool of talent, those willing to evaluate candidates based on their leadership potential, transferable experience, and ability to serve, rather than solely where they have worked, will be best positioned to attract the next generation of exceptional local government leaders.

*continued from page 25*

### **Addressing Operational Challenges**

The Dunn County Justice Center houses essential courtrooms and correctional facilities that operate around the clock. Interruption to heating or cooling could severely impact operations and public safety.

Executing projects in sensitive environments requires careful coordination, early stakeholder engagement, and creative engineering solutions to maintain uninterrupted operations throughout construction.

### **Thinking Long-Term**

Infrastructure investments made today affect operating budgets, staffing, and facility performance for decades.

As Wisconsin municipalities address aging buildings, geothermal technology offers a practical option worth evaluating. Successful infrastructure planning goes beyond replacing old equipment—it identifies holistic solutions that balance fiscal responsibility, operational reliability, and long-term value for taxpayers and future generations.