



**VILLAGE OF JACKSON  
PERSONNEL COMMITTEE MEETING AGENDA**

**Tuesday, May 12, 2026 at 5:30 PM**

Jackson Municipal Complex  
Village Board Room  
N168W19851 Main Street  
Jackson, WI 53037

1. Call to Order and Roll Call
2. Citizens/Village Staff to Address the Personnel Committee (Please sign-in with the Clerk prior to speaking. Please note this is a business meeting, not a public hearing. People wishing to speak on an item on the agenda should present their comments under this agenda item. Each commenter will be limited to a total of 2 minutes.)
3. Approval of Minutes for the Personnel Committee Meeting of February 10, 2026
4. Proposal for Village Clerk Executive Recruitment Services - Innovative Public Advisors
5. Closed Session Pursuant to Wis. Stats. § 19.85(1)(c) “considering employment, promotion, compensation or performance evaluation data of any public employee over which the governmental body has jurisdiction or exercises responsibility.” and Wis. Stats. § 19.85(1)(g) "conferring with legal counsel for the governmental body who is rendering oral or written advice concerning strategy to be adopted by the body with respect to litigation in which it is likely to become involved."

The closed session is for the purpose of:

1. To Discuss Pending Employment Matters with Specific Employees
  2. To Discuss Candidates for Village Clerk
6. Reconvene in Open Session with Possible Action Related to the Subject of the Preceding Closed Session
  7. Adjourn

Persons with disabilities requiring special accommodations for attendance at the meeting should contact the Administration Department at the Jackson Municipal Complex at least one (1) business day prior to the meeting.

It is possible that members of the Village Board may attend the above meeting. No action will be taken by any governmental body at this meeting other than the governmental body specifically referred to in this meeting notice. This notice is given so that members of the Village Board may attend the meeting without violating the open meeting law.

**VILLAGE OF JACKSON**  
**PERSONNEL COMMITTEE MEETING**  
**Tuesday, February 10, 2026 at 6:00 PM**  
**Minutes**

1. Call to Order and Roll Call

The meeting was called to order at 6:00 PM by Pres. Heckendorf.

Members Present: Pres. Heckendorf, Tr. Emmrich, Tr. Kruepke

Members Excused: None

Members Absent: None

Staff Present: Administrator Jen Heidtke, Parks and Recreation Director Tyler Mentzel, Treasurer Darlene Smith, Fire Chief Aaron Swaney and Deputy Clerk Pamela Wolf

2. Approval of Minutes for the Personnel Committee Meeting of December 9, 2025

The motion to approve Minutes for the Personnel Committee Meeting of December 9, 2025, was made by Tr. Emmrich and seconded by Tr. Kruepke.

Vote: 3 ayes, 0 nays. Motion carried.

3. Discussion and Possible Action – Operations Manager Reclassification and Operations Manager Internship Proposal

Director Mentzel provided background. The commission discussed different scenarios and costs, confirming the estimated net impact was truly correct.

The motion to recommend the Village Board approve the Operations Manager Role reclassification as either a permanent part-time position or an intern position, and approve the associated job descriptions, was made by Pres. Heckendorf and seconded by Tr. Emmrich.

Vote: 3 ayes, 0 nays. Motion carried.

The motion to recommend the Village Board authorize staff to recruit for a permanent, part-time Operation Manager position for a net impact not to exceed \$24,000.00 in 2026 was made by Pres. Heckendorf and seconded by Tr. Kruepke.

Tr. Emmrich does not want to see the estimated \$24,000.00 come from the fund balance, he'd like for that to be revisited to find another option for funding.

Vote: 3 ayes, 0 nays. Motion carried.

4. Review Revisions to Section 1 of the Employee Handbook - General Personnel Policies

Administrator Heidtke provided background to the changes requested and noted that this was inadvertently not included in the upcoming Village Board Meeting agenda, so will need to be deferred to the March 10, 2026, meeting for approval from the Village Board and will not

take effect until then.

The motion to recommend the Village Board authorize the Village Attorney and Village Administrator to review, revise, and distribute to employees the updated Section 1 of the Employee Handbook, effective March 10, 2026, was made by Pres. Heckendorf and seconded by Tr. Kruepke.

Vote: 3 ayes, 0 nays. Motion carried.

5. Closed Session Pursuant to Wis. Stats. §19.85(1)(f) "Considering financial, medical, social or personal histories or disciplinary data of specific persons, preliminary consideration of specific personnel problems or the investigation of charges against specific persons except where par. (b) applies which, if discussed in public, would be likely to have a substantial adverse effect upon the reputation of any person referred to in such histories or data, or involved in such problems or investigations."

The closed session is for the purpose of:

1. To Discuss a Personnel Matter

The motion to proceed into closed session pursuant to Wis. Stats. §19.85(1)(f) "Considering financial, medical, social or personal histories or disciplinary data of specific persons, preliminary consideration of specific personnel problems or the investigation of charges against specific persons except where par. (b) applies which, if discussed in public, would be likely to have a substantial adverse effect upon the reputation of any person referred to in such histories or data, or involved in such problems or investigations" was made by Pres. Heckendorf and seconded by Tr. Kruepke. A roll call vote was taken:

Pres. Heckendorf: Aye

Tr. Emmrich: Aye

Tr. Kruepke: Aye

Vote: 3 ayes, 0 nays. Motion carried. The meeting proceeded into closed session at 6:27 PM. Those present in the closed session were the Committee members, Administrator Heidtke and Fire Chief Swaney.

6. Reconvene in Open Session with Possible Action Related to the Subject of the Preceding Closed Session

The motion to reconvene in open session was made by Pres. Heckendorf and seconded by Tr. Emmrich.

Vote: 3 ayes, 0 nays. Motion carried. The meeting proceeded into open session at 7:00 PM.

No action was taken on the closed session item.

7. Citizens/Village Staff to Address the Personnel Committee

None.

8. Adjourn

The motion to adjourn the meeting was made by Tr. Emmrich and seconded by Tr. Kruepke.

Vote: 3 ayes, 0 nays. Motion carried. The meeting adjourned at 7:01 PM.

Respectfully Submitted,

Pamela Wolf  
Deputy Clerk  
Village of Jackson

DRAFT



**Innovative**  
Public Advisors

**Proposal for Village Clerk  
Executive Recruitment Services**

**April 30, 2026**

# Innovative Public Advisors

April 30, 2026

Dear Village President Brian Heckendorf and Village Administrator Jen Heidtke,

Innovative Public Advisors (IPA) is pleased to submit this proposal to provide executive recruitment services for the Village Clerk position for the Village of Jackson. We recognize the importance of this role in supporting daily operations, ensuring accurate records and elections administration, and maintaining strong organizational coordination. Our team is prepared to assist the Village in identifying a highly qualified and detail-oriented municipal clerk who aligns with Jackson's operational needs and community values.

IPA is a premier Wisconsin-based public-sector executive recruitment and strategic advisory firm dedicated to supporting municipalities with tailored solutions that strengthen leadership capacity and organizational performance. Founded by experienced municipal administrators, our team delivers a modern, efficient, and highly personalized approach to recruitment—balancing urgency with a commitment to quality, best-fit outcomes.

The Village of Jackson recruitment will be led by IPA's principals, Jess Wildes and Jay Shambeau (resumes on pages 8 and 9). Together, they bring complementary expertise in executive recruitment, municipal operations, strategic communications, and governance. IPA has successfully conducted more than 35 executive and senior-level recruitments in the past year, including roles such as City/Village Clerk, Clerk/Treasurer, Finance Director, and other key municipal staff positions across Wisconsin.

IPA will work closely with Village leadership to define the ideal candidate profile and implement a targeted recruitment strategy that includes proactive outreach, recruitment marketing, and intentional communication. We understand the importance of identifying a candidate with strong organizational skills, attention to detail, and the ability to effectively support elected officials, staff, and the public.

We appreciate the opportunity to partner with the Village of Jackson and look forward to assisting in identifying its next Village Clerk.

Sincerely,



**Jay Shambeau, ICMA-CM, MPA**  
Partner, Innovative Public Advisors  
jay@public-advisors.com | 262-355-6102



**Jess Wildes, MPA, MS**  
Partner, Innovative Public Advisors  
jess@public-advisors.com | 262-339-5658



# Innovative Public Advisors

## Scope of Work

### Executive Recruitment Services for Village Clerk

- **Recruitment Marketing**
  - Conduct kickoff meeting with Village leadership, review salary comparables, and discuss the recruitment process.
  - Create position announcement, profile brochure, custom landing page, and marketing materials.
  - Advertise position on Wisconsin Municipal Clerks Association (WMCA), League of Wisconsin Municipalities, LinkedIn, and other professional networks.
  - Promote the position to IPA's network and extensive LinkedIn (12,000+) connections with targeted outreach to dynamic municipal clerk professionals.
- **Application and Interview Process**
  - Actively recruit applicants, collect application materials, review/screen candidates, and make recommendations to the hiring team.
  - Coordinate community tours and in-person interviews with Village leadership and key staff.  
*IPA staff will be present to facilitate the entire process.*
- **Candidate Selection and Offer Negotiation**
  - Facilitate offer terms and negotiations.
  - Prepare press release and announcement timeline.

### Interim Village Clerk Services (optional and by separate hourly rate agreement)

- IPA is able to provide steady municipal clerk leadership services to ensure a smooth and timely organizational transition.
- Foster stabilization and continuity across daily operations.

# Innovative Public Advisors

## Timeline

- **Week 1:** Recruitment kick-off meeting and position assessment.
- **Weeks 2-5:** Post the Village Clerk position, recruit and review/screen candidates.
- **Week 6:** Initial applicant reviews, schedule interviews.
- **Weeks 7-8:** Interviews and candidate selection.
- *Interim services are available at the Village's request and billed at an hourly rate.*

*Dates to be determined based on the Village's preferences.*

## Cost Proposal

### **Executive Recruitment Services for Village Clerk: \$10,750 (flat fee)**

The total project cost includes all professional services outlined in this proposal. IPA will be onsite as needed to facilitate an engaging recruitment and interview process. Upon project award, IPA will work with the Village to complete a Professional Services Agreement and will bill in two installments: 50% of project cost upfront and the remaining 50% after an employment agreement is signed by the candidate.



# Innovative Public Advisors

## Recent Recruitments

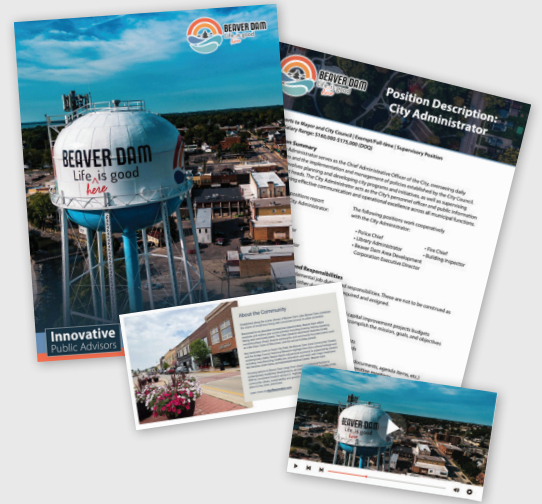
IPA successfully conducted **more than 35 executive searches in the past year**—representing a significant majority share of municipal recruitments across Wisconsin in 2025 and 2026.

### City of Beaver Dam

#### Interim City Administrator & City Administrator Executive Recruitment

The City of Beaver Dam engaged IPA to provide Interim City Administrator services (30 hours/week) and to lead the executive recruitment for its next permanent City Administrator. IPA supported the City through a key leadership transition by delivering experienced interim management, ensuring continuity of operations, and collaborating closely with elected officials and department heads. In addition to managing a professional and inclusive recruitment process, IPA Partner Jay Shambeau facilitated a strategic workshop with the Common Council to help guide the transition and lay a foundation for long-term leadership success.

Mayor Bobbi Marck, [mayor@ci.beaverdam.wi.gov](mailto:mayor@ci.beaverdam.wi.gov) | 920-382-1356



## Sampling of 2025-2026 Executive Recruitments:

- City of Beaver Dam, City Administrator (Population 16,700)
- City of Fond du Lac, Community Development Director (Population 44,678)
- City of Lake Mills, Public Works Director (Population 6,400)
- City of Lake Mills, Director of Utilities (Population 6,400)
- City of Oshkosh, City Clerk (Population 67,242)
- City of Oshkosh, Communications Manager (Population 67,242)
- City of Oshkosh, Public Works Director (Population 67,242)
- City of South Milwaukee, City Administrator (Population 20,795)
- City of Washburn, Public Works Director (Population 2,051)
- City of Waupaca, City Administrator (Population 6,400)
- City of Waupaca, Community Development Director (Population 6,400)
- City of Whitehall, City Administrator (Population 1,645)
- Village of Campbellsport, Village Administrator (Population 1,907)
- Village of Dane, Village Administrator (Population 1,100)
- Village of Dane, Clerk/Treasurer (Population 1,100)
- Village of Fox Point, Village Manager (Population 6,934)
- Village of Mukwonago, Finance Director (Population 8,262)
- Village of New Glarus, Village Administrator (Population 2,266)
- Village of Salem Lakes, Village Administrator (Population 14,600)
- Village of Sister Bay, Village Administrator (Population 1,148)
- Village of Sussex, Building Inspector (Population 11,795)
- Village of Sussex, Public Works Director/Village Engineer (Population 11,795)
- Village of Waunakee, Deputy Administrator/CD Director (Population 14,879)



We are happy to connect you  
with any of our clients!

# References for City and Village Clerk Executive Searches

IPA has worked with municipalities across the state to recruit qualified, dynamic municipal clerk leaders.

## City of Oshkosh

*Executive Recruitment Services for City Clerk, Communications and Engagement Manager, Public Works Director, Assistant Finance Director, and City Attorney*

The City of Oshkosh engaged IPA for several key recruitments, including the City Clerk position. IPA led outreach, screening, interview coordination, and candidate communications—allowing staff to stay focused on daily operations while ensuring a thorough, professional process that delivered strong candidate outcomes.

**Reference: City Manager Rebecca Grill**  
rgrill@oshkoshwi.gov | 920-236-5002



## Village of Dane

*Village Administrator and Clerk/Treasurer Executive Recruitments, and Governance/Position Development*

The Village of Dane partnered with IPA to support its transition to a Board/Administrator form of government. IPA developed the new ordinance, created the first Village Administrator position description, and updated the employee handbook. IPA led the recruitments for both the Village Administrator and Clerk/Treasurer—developing marketing materials, promoting the roles, and guiding interviews, selection, and contract negotiations—culminating in the successful hiring of both positions.

**Reference: Village Board President Donald Postler**  
DPostler@vi.dane.wi.gov | 608-849-5422



## Village of New Glarus

*Village Administrator and Clerk/Treasurer Executive Recruitments*

The Village of New Glarus hired IPA to lead the recruitment of its Village Administrator and Clerk/Treasurer positions. Through structured and proactive processes, IPA guided the Village through interviews, selection, and contract negotiations—resulting in the successful hiring of both positions while allowing staff to remain focused on daily operations.

**Reference: Village Board President Roger Truttman**  
rtruttman@newglarusvillage.com | 608-212-6785



# Innovative Public Advisors

## Advancing local government a different way—the IPA way.

Innovative Public Advisors (IPA) is a premier public sector executive recruitment and strategy firm dedicated to empowering municipalities with tailored solutions that enhance leadership, optimize operations, and drive positive community impact.

Founded by experienced municipal professionals Jay Shambeau, ICMA-CM, MPA, and Jess Wildes, MPA, IPA offers a wide range of services. With a focus on delivering innovative, sustainable solutions, IPA is committed to helping local governments navigate complex challenges and strengthen their capacity to serve their communities effectively.

### Services



**Executive Recruitment  
and Interim Services**



**Economic Development  
and Grant Writing**



**Strategic and Specialty  
Plan Development**



**Professional Coaching  
and Mentorship**



**Communications and  
Marketing Strategies**



**Governance Training  
and Facilitated Workshops**

### IPA Team

Innovative Public Advisors is led by partners Jess Wildes and Jay Shambeau, two seasoned professionals with extensive experience in public sector management and strategic consulting.

Together, they bring a wealth of expertise in government administration, operations, communications, and leadership development—offering innovative solutions to help local governments thrive.



# JESS WILDES MPA, MS

[jess@public-advisors.com](mailto:jess@public-advisors.com) | 262-339-5658

## EDUCATION

### MASTER OF PUBLIC ADMINISTRATION

University of Wisconsin  
Oshkosh

### MASTER OF SCIENCE

Integrated Marketing  
Communications  
Eastern Michigan University

### BACHELOR OF ARTS

College of Saint Benedict &  
Saint John's University

## SERVICE EXPERIENCE

Rotary International  
West Bend Sunrise Rotary Club

International City/County  
Management Association  
(ICMA) Assistant Chief  
Administrative Officer (CAO)  
Committee Member

Wisconsin Economic  
Development Association  
(WEDA) Board Member

Mid-Moraine Municipal  
Court Board Member

Downtown West Bend Business  
Improvement District (BID)  
Board Executive Director

Visit Washington County Board  
Member and Vice President

Honored as one of ELGL's  
"Top 100 Influencers in  
Local Government"

## INNOVATIVE PUBLIC ADVISORS, PARTNER

Jess is a seasoned strategist specializing in local government communications, public relations, and grant acquisition. With a proven track record of securing significant local, state, and federal funding, Jess has helped municipalities access critical resources to support community development, infrastructure, and essential services. Her work also includes crafting effective communication strategies, enhancing public engagement, and building transparent, trust-based relationships between local governments and their communities. With her expertise in both strategic messaging and grant writing, Jess is committed to helping local governments secure the resources they need while fostering strong, effective communication.

## ASSISTANT CITY ADMINISTRATOR

City of West Bend, West Bend, Wisconsin, 2020–2025

Also served as Communications and Economic Development Director

- Performed economic development activities to promote business development, retention, and job creation.
- Coordinated with all departments to increase the quality and consistency of the city organization's messaging and content.
- Acquired alternative revenue sources through grants (\$6.5+ million), fundraising and partnerships.
- Set strategy and managed a talented team of professionals responsible for community television programming, social media, public relations, internal and external communications, brand management, and tourism promotion.
- Built meaningful relationships with constituents, community leaders, business owners, state-level officials, and economic developers.
- Managed five city departments: Assessors, Communications, City Clerk, Human Resources, and Information Technology.

## DIRECTOR OF COMMUNICATIONS & MARKETING

Museum of Wisconsin Art, West Bend, Wisconsin, 2017–2020

## SENIOR ACCOUNT EXECUTIVE

Trefoil Group, Milwaukee, Wisconsin, 2016–2017

## DIRECTOR OF RECRUITMENT MARKETING

Mount Mary University, Milwaukee, Wisconsin, 2013–2016

Northland College, Ashland, WI, 2009–2013



# JAY SHAMBEAU

 ICMA-CM, MPA

[jay@public-advisors.com](mailto:jay@public-advisors.com) | 262-355-6102

## EDUCATION

### MASTER OF PUBLIC ADMINISTRATION

UW - Oshkosh

### BACHELOR OF SCIENCE

Regional Analysis and Geography, UW - Green Bay

### LEADERSHIP WISCONSIN

UW-Madison, 2014

## ACCOLADES

Credentialed Manager  
International City/County  
Management Association, 2024

Recipient of ICMA's prestigious  
30 Years of Service Award

## SERVICE

Rotary International  
West Bend Sunrise Rotary Club

Boys and Girls Club of  
Washington County  
Board Member

United Way of Washington  
County, Campaign Co-Chair

West Bend Area Chamber of  
Commerce, Board Member

West Bend Tourism  
Commission, Chairman

Kettle Moraine Lutheran High  
School, Board Member and  
President

## INNOVATIVE PUBLIC ADVISORS, PARTNER

Jay is a public sector professional with 32 years of expertise in village, city, and county government management, strategic planning, and public policy. Jay has worked with municipalities of all sizes to drive organizational efficiency, enhance governance, and secure funding. His background includes leading complex projects, facilitating collaborative planning efforts, and providing executive coaching to local government leaders. Jay is known for his relationship skills and practical approach, blending deep knowledge of governmental processes with a commitment to delivering impactful results. Jay has helped numerous local governments achieve their goals and navigate the challenges of an ever-evolving public sector landscape.

## CITY ADMINISTRATOR

City of West Bend, West Bend, Wisconsin, 2016–2025

- Responsible for the administration of daily city operations and implementing policies established by the City Council.
- Oversaw a \$30M budget, led economic development activities, managed department head team, fostered community engagement, ensured efficient delivery of services, and promoted the city's growth and development.

## ASSOCIATE

Public Administration Associates, LLC, Wisconsin, 2024

## PLANNING AND PARKS ADMINISTRATOR

Washington County, Wisconsin, 2014-2016

## COUNTY ADMINISTRATOR

Calumet County, Wisconsin, 2008-2014

- Responsible for the daily operations of county government, ensuring efficient delivery of services and adherence to budgetary guidelines.
- Collaborated with elected officials, managed staff, and facilitated communication between departments to promote effective governance and community engagement.

## VILLAGE ADMINISTRATOR

Village of Kewaskum, Wisconsin, 2006-2008

- Responsible for the management of municipal operations, including implementing policies set by the Village Board and managing all departments.
- This position involved budgeting, community planning, economic development, and fostering relationships to ensure effective service delivery and enhance community development.

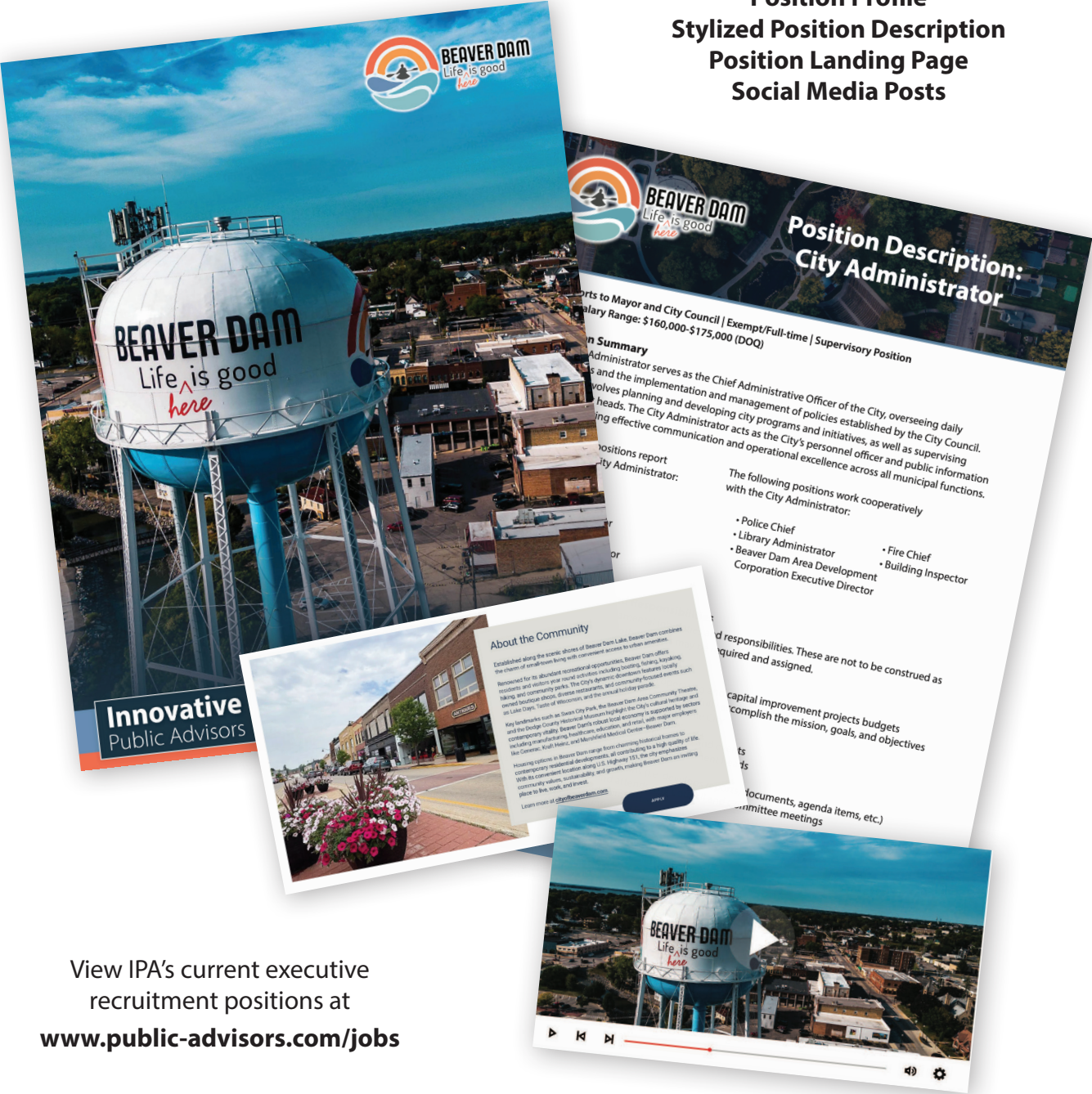
## PLANNING DIRECTOR

Clark County, Wisconsin, 1993-2006

**Additional Materials**

Innovative Public Advisors (IPA) customizes recruitment marketing materials for each search, highlighting the unique character and strengths of the municipality. Led by Partner Jess Wildes, who brings a strong communications and design background, IPA develops a suite of branded marketing materials in-house and without subcontractors—including recruitment brochures, a responsive landing page, and compelling social media content—that are visually appealing and strategically crafted. This tailored approach ensures candidates gain an authentic understanding of the position and community.

- Position Profile**
- Stylized Position Description**
- Position Landing Page**
- Social Media Posts**



View IPA's current executive recruitment positions at [www.public-advisors.com/jobs](http://www.public-advisors.com/jobs)

**Innovative**  
Public Advisors