



City of Fort Atkinson
City Manager's Office
101 N. Main Street
Fort Atkinson, WI 53538

**POLICE AND FIRE COMMISSION MEETING
IN PERSON AND VIA ZOOM
TUESDAY, JUNE 27, 2023 – 5:00 P.M.
CITY HALL – SECOND FLOOR**

<https://us02web.zoom.us/j/5997866403?pwd=alcreldSbGpNUVI1VnR1RWF5bXovdz09>

Meeting ID: 599 786 6403

Passcode: 53538

Dial by Location
+1 312 626 6799

If you have special needs or circumstances which may make communication or accessibility difficult at the meeting, please call (920) 397-9901. Accommodations will, to the fullest extent possible, be made available on request by a person with a disability.

AGENDA

1. Call meeting to order
2. Roll call
3. Review and possible action relating to the **minutes of the June 1, 2023** meeting of the Police and Fire Commission
4. Review and possible action relating to **hiring of top candidates from the hiring process for volunteer positions** for the Fire Department (Lawrence)
5. Review and possible recommendation to the City Council relating to proposals for the **Fire Chief Recruitment Process** (Houseman)
6. Adjournment

CC: Police and Fire Commission members: Chairperson Philip Jones, Jeanne Delacruz-Raub, Dick Schultz, Russell Turk, and Megan Hartwick; City Manager, Fire Chief, Police Chief, City Council, News Media

Date Posted: June 23, 2023

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City of Fort Atkinson
City Clerk/Treasurer's Office
101 N. Main Street
Fort Atkinson, WI 53538

**POLICE AND FIRE COMMISSION MEETING
IN PERSON AND VIA ZOOM
THURSDAY, JUNE 1, 2023 – 1:00 P.M.
CITY HALL – SECOND FLOOR**

AGENDA

1. CALL MEETING TO ORDER

Manager Houseman called the meeting to order at 1:00 pm.

2. ROLL CALL

Commissioners: Hartwick, Jones, Raub and Schultz. Also present: City Manager and Clerk/Treasurer.

3. APPOINTMENT OF A CHAIRPERSON OF THE POLICE AND FIRE COMMISSION

Schultz nominated Jones to serve as Chairperson. Raub seconded the motion and carried. Jones accepted the nomination.

4. REVIEW AND POSSIBLE ACTION RELATING TO THE MINUTES OF THE JANUARY 18, 2023 MEETING OF THE POLICE AND FIRE COMMISSION

Schultz moved, seconded by Raub to approve the minutes of the January 18, 2023 meeting of the Police and Fire Commission. Motion carried.

5. REVIEW AND POSSIBLE ACTION IN RELATION TO HIRING OF TOP CANDIDATE FROM THE HIRING PROCESS FOR THE POLICE DEPARTMENT (BUMP)

Chief Bump discussed the two recruiting processes that were held as the number of candidates was lower than average. Sixteen applications were submitted between the two processes. The Department interviewed five candidates with one final candidate as a top choice with a secondary candidate to be a potential addition to the eligibility list.

Schultz moved, seconded by Hartwick to offer an employment to Benjamin Pawlek contingent upon a successful background check, psychology test, a physical, physical agility test and to attend the Police Academy the fall of 2023. Motion carried.

6. REVIEW AND POSSIBLE ACTION ON CERTIFYING AN ELIGIBILITY LIST FOR FUTURE VACANCIES WITHIN THE DEPARTMENT, IF APPLICABLE (BUMP)

Chief Bump recommended Marisela Gonzalez be placed on the eligibility list through 2023.

Schultz moved, seconded by Raub to add Marisela Gonzalez on the eligibility list through 2023. Motion carried.

7. **THE POLICE AND FIRE COMMISSION WILL CONSIDER MOVING INTO CLOSED SESSION PURSUANT TO WIS. STAT. §19.85(1)(C) FOR THE PURPOSES OF CONSIDERING EMPLOYMENT, PROMOTION OR PERFORMANCE EVALUATION DATA WITH RESPECT TO THE FILLING OF A VACANT DEPARTMENT POSITION (HOUSEMAN)**

Hartwick moved to go into Closed Session pursuant to Wis. State. 19.85(1) for the purposes of considering employment, promotion or performance evaluation data with respect to the filling of a vacant department position. Seconded by Schultz and carried unanimously by voice vote.

8. **THE POLICE AND FIRE COMMISSION MAY RECONVENE IN OPEN SESSION AND MAY TAKE ACTION RELATED TO THE APPOINTMENT OF AN INTERIM FIRE CHIEF STARTING ON JUNE 23, 2023 (HOUSEMAN)**

Raub moved to reconvene into open session. Motion seconded by Hartwick and carried unanimously by voice vote.

Schultz moved, seconded by Hartwick to appoint Michael Lawrence as the Interim Fire Chief starting on June 23, 2023. Motion carried unanimously.

9. **REVIEW AND POSSIBLE ACTION TO AUTHORIZE THE CITY MANAGER TO ISSUE A REQUEST FOR PROPOSALS FOR RECRUITMENT SERVICES FOR A FIRE CHIEF (HOUSEMAN)**

Manager Houseman reviewed the RFP with the Commission. The submissions would be due June 23, 2023. The Commission would meet later in June for review of the submissions with recommendation to the City Council for potential final approval at July 6, 2023.

Hartwick moved, seconded by Schultz to authorize the City Manager to issue a Request for Proposals for Recruitment Services for a Fire Chief. Motion carried.

10. **ADJOURNMENT**

Schultz moved, seconded by Hartwick to adjourn. Meeting adjourned at 1:36 pm.

Respectfully submitted

Michelle Ebbert
City Clerk/Treasurer/Finance Director

Proposal For Professional Consulting Services

Executive Selection of Fire Chief

Prepared for The City of



F O R T • A T K I N S O N
JEFFERSON COUNTY | WISCONSIN

June 6, 2023

Prepared By
Lori Gosz, Senior Public Management Team Leader
Jeffrey R. Roemer, Public Safety Manager

McMAHON
ENGINEERS ARCHITECTS

1445 McMAHON DRIVE | NEENAH, WI 54956
Mailing P.O. BOX 1025 | NEENAH, WI 54957-1025
PH 920.751.4200 FX 920.751.4284 MCMGRP.COM

[Public Safety & Municipal Management](#)

Proposal For Professional Consulting Services

Executive Selection of Fire Chief

Prepared for The City of



Prepared By
McMahon Associates, Inc. | NEENAH, WISCONSIN
June 6, 2023

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 - Fort Atkinson Price Proposal



Public Safety & Municipal Management

June 6, 2023

City of Fort Atkinson
Attn: Rebecca Houseman, City Manager
101 North Main Street
Fort Atkinson, WI 53538

Dear Ms. Houseman,

We are pleased to submit a proposal for Executive Selection for the City of Fort Atkinson. Our teams' passion for Public Management and working with Municipal Officials provides the basis for our interest in submitting this proposal. The McMahon Associates, Inc. (McMAHON) team of consultants will not only meet your expectations and has extensive Executive Selection experience.

McMAHON's Public Safety and Municipal Management Group has national and international public sector consulting experience. Most of our clients are public sector entities: municipalities, counties, tribes, or special districts. Our team of consultants are all senior level staff and are either current or former municipal management practitioners. An important component of our approach is frequent communication with the City Administration.

Our extensive operational and strategic experience in the public management area uniquely qualifies us for a project of this nature. The team has management, operational, technical, and consulting experience with all types of municipal and public management experience.

Thank you again for the opportunity to submit this proposal. If you have any questions or desire to schedule a meeting where we can present our proposal in more detail and answer any questions, please feel free to contact me at 920-875-0501 or by email at lgosz@mcmgrp.com. We look forward to working with you on this important project!

Respectfully,
McMahon Associates, Inc.

Lori Gosz
Senior Public Management Team Leader
JRR:kmh

Jeffrey R. Roemer
Public Safety Manager



McMAHON provides professional, high quality public management consulting, project management and other related services to organizations throughout the United States and abroad. Our consultants have served the needs of numerous municipalities throughout the United States and remain very active with several public safety and government related organizations including:

- Wisconsin City/County Management Association
- International City/County Management Association
- Wisconsin State Fire Chiefs Association
- International Association of Fire Chiefs
- International Association of Police Chiefs
- Association of Public Safety Communications Officials
- Paramedic Systems of Wisconsin
- National Emergency Number Association
- National Police Protection Association
- Wisconsin Society of Certified Public Managers
- Wisconsin State Police Chiefs Association
- Wisconsin Association of Public Safety Communications Officials

Our consultants possess in-depth knowledge of relevant aspects of public service, which includes administration, communications, organization, labor relations, human resources, economics, and standards. This knowledge allows us to provide clients with an intellectual and objective analysis of the information received. This information is then presented in an easily understood format, allowing policy boards to make knowledgeable and informed decisions.

Project progress is measured against an established work plan, timetables, budget, and list of deliverables. Project methodology includes frequently scheduled progress meetings to discuss progress as well as new or unanticipated issues. The work plans are focused, coordinated, and logical. Project team members are also available throughout the duration of the project.

Our approach to this project requires a clear understanding of the current City of Fort Atkinson Public Safety organization, staffing, operations, administration, planning, and related concerns. The key elements of our methodology include:

- A clear understanding of the project background, complex issues involved and the goals and objectives.
- A work plan that is comprehensive, well designed, practical and provides for ample opportunity for client input.
- Sufficient resources and a commitment to successfully completing the project within the desired time frame and at a reasonable cost.

Client Input

To complete a comprehensive Executive Selection Process and make specific recommendations, it is critical that we receive quality information from officials, staff, and members of the City of Fort Atkinson. Accordingly, our approach includes regular meetings with Administration, along with associated agencies that would have valuable information to communicate to the Service.

Practical Recommendations

Our goal is to provide you with recommendations that can be used now, and in the future, to improve the efficiency and effectiveness of the City of Fort Atkinson Fire Department during this transition. These recommendations need to be based on industry standards and legal considerations.

Project Management

A successful assessment and the provision of effective recommendations requires a special effort to ensure that all levels of the project receive adequate attention and those findings and recommendations are thoroughly coordinated. This is accomplished by the development and adherence to a project work plan, clear management team assignments and frequent communications with City Administration.

Preliminary Planning and Development of Candidate Profile

- Meet with the Police and Fire Commission and City Manager to discuss our recruitment approach, strategy, and methodology. During this meeting we will also discuss salary, benefits, and other terms of employment so that we can be clear to potential candidates regarding the expectations of the Police and Fire Commission and City Manager.
- Interview the members of the Police and Fire Commission, City Manager, Department Heads and other appropriate officials and staff for input on needed Fire Chief qualifications.
- Provide a questionnaire to be completed by elected officials, staff members and other potential stakeholders asking for their ranking of key management characteristics that will be used to develop the core position profile.
- Document and develop City's expectations for the position and characteristics deemed desirable in the candidate that will be necessary to continue to provide excellence in municipal services.
- Develop a candidate profile for the Fire Chief position and a community profile to attract top quality applicants.

Advertising/Candidate Search

- Develop the Fire Chief position advertisement based on the City's candidate profile.
- Recommend effective publications and announcement networks, avoiding those we have found costly and ineffective.
- Place advertisements to obtain national exposure for the position.
- Pursue potential candidates through firm resources and networks (i.e., websites inside and outside of Wisconsin, state, regional and national contacts we have developed over the years).

Resume Review

- Serve as the point of contact between candidates, the Police and Fire Commission and City Manager (Search Committee), answering candidate's questions and providing additional information to candidates.
- Review all resumes and match qualifications as indicated on resumes to the candidate profile and position requirements.
- Summarize applicant information in an easy-to-read format for the Search Committee to review.

Pre-Qualify Candidates

- Facilitate a meeting with the Search Committee to review and narrow the list of applicants to ten (10) maximum for personal contact (first cut).
- McMAHON will conduct telephone/virtual interviews with the first cut applicants.
- Based on the telephone/virtual interviews, we will develop a summary of first cut applicants for the Search Committee review.

- We will facilitate a meeting with the Search Committee to narrow the list of applicants to the top three to five (3 to 5) candidates (second cut) for further consideration.

Personal Interviews

- We will provide the Search Committee with a list of appropriate interview questions and conduct a brief interview training session to discuss those questions they can and cannot ask by law, to avoid any legal entanglements.
- Schedule interviews with candidates.
- Facilitate candidate interviews and make all necessary interview arrangements.
- Review interview results with the Search Committee after the interviews are completed.
- Offer our professional observations and assist the Police and Fire Commission and City Manager in reaching a consensus on a finalist through a facilitated meeting process which is designed to identify the strengths, weaknesses, and cultural fit of the finalists.

Pre-Employment Checks of Finalist

- Verify past employment history.
- Obtain 3 - 5 professional references of finalist (our vast network of contacts in the municipal management profession frequently allows us to obtain references beyond that which is provided by the applicant).
- Verify academic credentials of finalist.
- Conduct a criminal, internet, and financial background check of the finalist.

Employment Contract Negotiations

- Obtain authority from the Police and Fire Commission and City Manager on the acceptable range of salary, benefits, and other conditions of employment to offer to the finalist.
- Negotiate the employment agreement within the parameters established by the Police and Fire Commission and City Manager.
- Draft the formal employment agreement for consideration by the Police and Fire Commission and City Manager and applicant.

Employment Transition

- We will meet with the current Fire Chief, Police and Fire Commission and City Manager (separately if desired) to discuss immediate and on-going issues in which the City is involved.
- We will work with the Fire Chief finalist to ensure that he/she understands these issues and has a prioritized list that must be addressed to have a smooth transition.

Project Fee / Schedule

Project Fee

McMahon Associates, Inc. proposes to provide the Scope of Services described in this Proposal for the Executive Search Services as follows:

Lump Sum not to exceed: \$16,000

The breakdown of McMAHON hours for the various recruitment activities are based on estimates of what we know about the engagement at this time. Hours are flexible should circumstances require. The number of candidates in the pool will also have an impact on the consultant hours allocated for the project.

- Meetings to flesh out desired candidate qualifications and management qualities, conduct survey with City stakeholders, prepare Candidate and Community Profile.
- Develop advertisement, advertising plan and place advertisements.
- Candidate Outreach – in state. Includes developing written correspondence and phone calls to potential candidates.
- Applicant screening – review all resumes, contact candidates for clarification of information provided, check candidate resumes against desired qualifications and prepare candidate summary report to Search Committee.
- Phone/Skype and on-site interviews, both 1st and 2nd rounds, includes question development, Search Committee interview training, question/exercise preparation for each round, participation in the interviews and community meet and greet.
- Prepare and negotiate Conditional Offer of Employment, Employment Agreement preparation, attend Board meeting.

Upon acceptance of this Proposal, McMAHON will prepare an Agreement incorporating the Scope of Services and terms outlined here. All services will be provided in accordance with our General Terms & Conditions, dated March 19, 2020, which will be incorporated into the Agreement for reference.

Invoices will be sent in four equal payments.

Project Schedule

McMAHON has the staff available to begin this project immediately upon award. Based on our prior experience in projects like that requested in the RFP, recruitment and selection services of this nature typically will take 3 - 4 months to complete, plus any additional transition time needed for an individual to move to the area and begin employment.

Weeks	1-4	5-8	9-12	13-16
Preliminary Planning/Development of Candidate Profile				
Advertising/Candidate Search				
Resume Review				
Pre-Qualifying Candidates				
Personal Interviews				
Pre-Employment Checks of Finalists				
Employment Contract Negotiations				
Employment Transition				

Project Team / Resumes

Personnel assigned to this project are selected from McMahon Associates, Inc. (McMAHON). The Project Manager supervises the Project Team and clerical personnel support the team. The combined resources ensure that the client receives the best possible combination of professional attention.

Lori M. Gosz – Senior Public Management Specialist

Lori will serve as the project manager. She is a self-motivated, results driven professional with over 25 years of municipal management experience in Northeast Wisconsin. A people, process and solution-oriented leader who appreciates the needs of the local government. Her focused experience is in human resource management, data research and analysis, operational and organizational studies, compliance to federal, state, and local regulations. She has worked successfully with the Wisconsin Department of Administration, Department of Natural Resources, and Department of Transportation on grant funding and administration of numerous projects.

Ed M. Henschel – Public Management Specialist

Ed is a Public Management Specialist with 40 years of municipal management experience. Prior to joining McMAHON, he served as a City Manager for 30+ years, serving municipalities in Wisconsin and Michigan. He was the Executive Director of the Wisconsin City/County Management Association for 10 years. He also has 20 years of municipal consulting experience conducting municipal recruitments, consolidation studies, department operation reviews, and labor negotiations. As a consultant, he has specialized in shared service and consolidation studies as well as management reviews for a wide range of municipal departments. In 2019 he published a book entitled Municipal Shared Service and Consolidation Handbook.

Kevin I. Bierce – Senior Public Safety Specialist

Chief Bierce has been the Fire Chief for the City of Pewaukee Fire Department since 2008 where he oversees all emergency operations. Prior to becoming Chief, he worked in various positions to include Assistant Chief, Division Chief of Prevention, Captain, and Lieutenant. As Division Chief of Inspections, Kevin worked to combine the building inspection department of two communities under the authority of the Fire Department to create the Building Services Division overseeing building, zoning, and plan review of all structures in the Village and City of Pewaukee. He is a licensed building official and serves by appointment of the Governor of Wisconsin on the Wisconsin Commercial Building Code Council, responsible for the oversight and review of the Wisconsin Building Codes.

Gerald W. Kudek – Public Safety Specialist

Gerald is an experienced and dedicated public safety professional with over 38 years of experience in the fire service. Starting as a paid-on-call firefighter, he advanced to a full time career and has served in every aspect of the fire department, from firefighter/EMT, Motor Pump Operator, Lieutenant in charge of Training, Battalion Chief, and to his last 10 years as Fire Chief. His strong leadership and relationship building skills were key as the department gained City Council approval of 9 new firefighter positions (without grant or referendum), as well as moving forward with new station construction and a station remodel. His areas of expertise include fiscal responsibility, problem solving, and innovative thinking.

Brian E. Zalewski – Public Safety Specialist

Brian is an accomplished and innovative leader with a robust industry network, offering expertise in public safety operations, emergency management, operational planning, and complex project management. He is an impactful team leader and proven professional communicator. Adept at combing motivational methods, team coordination, training and mentoring, strategic direction, and complex problem-solving to exceed the organization's objectives. Recognized and formally commended for excellent servant leadership, diversity, strong collaborative relationships, interpersonal skills and a reputation of integrity.

Mark D. Wiegert – Public Safety Specialist

Mark is a collaborative team leader with more than 30 years of law enforcement experience. During this time, Mark conducted complex investigations, background checks, the management of a multimillion-dollar budget and overseeing a staff of 70 people. He also served as an Emergency Medical Technician and firefighter for nearly 20 years with a paid-on-call service.

Jeffrey R. Roemer – Public Safety Manager

Jeff manages the PS&MM Division and will be a major resource for the entire project. He has over 35 years of experience in public safety and is currently Public Safety Manager of the Public Safety & Municipal Management Group for McMAHON. Jeff is a certified public manager and has been providing full-time public safety management consulting for the last 24 years. He worked as a Fire Chief, Police Chief, EMS Director, and Emergency Management Director before moving into public management consulting. He has worked with over 300 public safety clients nationwide and internationally.

VILLAGE OF PALMYRA

Executive Selection, Police and Fire Chief/Public Safety Director

Kathleen Weiss, Village President

Villpres@vi.palmyra.wi.gov

262-495-8294

TOWN OF BUCHANAN

Executive Selection, Town Administrator and Management Counsel

Karen Lawrence, Supervisor 1

Supervisor1@townofbuchanan.wi.gov

920-734-8599

CITY OF WAUPACA

Executive Selection, City Treasurer and Management Counsel

Aaron Jenson, City Administrator

ajenson@cityofwaupaca.org

715-258-4411

VILLAGE OF UNION GROVE

Executive Selection, Administrator

Steve Wicklund, Village President

swicklund@uniongrove.net

262-878-1818

CITY OF WISCONSIN DELLS

Executive Selection and Police Management Counsel

Karen Terry, Administrator

kterry@dellscitygov.com

608-254-2012 X403

CITY OF WAUTOMA

Police Chief Selection

Tommy Bohler, Administrator

tommybohler@cityofwautoma.com

920-787-4044

CITY OF CHILTON, WISCONSIN
Executive Recruitment and Interim Services
Tom Reinl, Mayor
chiltonmayor@chiltonwi.com
920- 849-2451

CITY OF NEW HOLSTEIN, WISCONSIN
Management Counsel and Executive Selection of Police Chief
Cullen Peltier, City Administrator
cullenp@cnhwi.org
920- 898-5766

CITY OF RHINELANDER, WISCONSIN
Executive Selection, City Administrator
Kristopher Hanus, Mayor
khanus@rhinelandervi.us
715- 365-8600



FEE SCHEDULE | 2023

McMahon Associates, Inc.

Effective: 01/01/2023

LABOR CLASSIFICATION	HOURLY RATE
Principal	\$196.00
Senior Project Manager	\$196.00
Project Manager	\$139.00 - \$182.00
Senior Engineer	\$173.00 - \$186.00
Engineer	\$93.00 - \$164.00
Senior Engineering Technician	\$127.00 - \$140.00
Engineering Technician	\$80.00 - \$116.00
Senior Architect	\$166.00 - \$186.00
Architect	\$130.00 - \$155.00
Senior Land Surveyor	\$124.00 - \$163.00
Senior Public Management Specialist	\$155.00
Public Management Specialist	\$127.00
Senior Public Safety Specialist	\$155.00
Public Safety Specialist	\$127.00
Building Inspector Specialist	\$125.00
Land Surveyor	\$116.00
K-12 Administrative Specialist	\$118.00
Land Surveyor Technician	\$80.00 - \$103.00
Surveyor Apprentice	\$66.00
Erosion Control Technician	\$88.00
Senior Hydrogeologist	\$196.00
Senior Ecologist	\$187.00
Environmental Scientist	\$95.00 - \$107.00
Senior G.I.S. Analyst	\$159.00
G.I.S. Analyst	\$88.00 - \$108.00
Wetland Delineator	\$108.00
Senior Designer	\$136.00
Designer	\$87.00 - \$117.00
Senior On-Site Project Representative	\$117.00
On-Site Project Representative	\$53.00 - \$98.00
State Plan Reviewer	\$139.00
Certified Grant Specialist	\$141.00
Graphic Designer	\$104.00
Senior Administrative Assistant	\$90.00 - \$101.00
Administrative Assistant	\$80.00
Intern	\$42.00 - \$65.00
Professional Witness Services	\$357.00

This Fee Schedule is subject to revisions due to labor rate adjustments and interim staff or corporate changes.

NEENAH, WISCONSIN
CORPORATE HEADQUARTERS

Street Address:
1445 McMAHON DRIVE
NEENAH, WI 54956

Mailing Address:
P.O. BOX 1025
NEENAH, WI 54957-1025

Ph 920.751.4200 | Fax 920.751.4284

Email: MCM@MCMGRP.COM
Web: WWW.MCMGRP.COM

1700 HUTCHINS ROAD
MACHESNEY PARK, IL 61115
Ph 815.636.9590 | Fax 815.636.9591
Email: McMAHON@MCMGRP.NET
Web: WWW.MCMGRP.COM

952 SOUTH STATE ROAD 2
VALPARAISO, IN 46385
Ph 219.462.7743 | Fax 219.464.8248
Email: MCM@MCMGRP-IN.COM
Web: WWW.MCMGRP.COM



REIMBURSABLE EXPENSES SCHEDULE | 2023

McMahon Associates, Inc.

Effective: 01/01/2023

DESCRIPTION	RATE
REIMBURSABLE EXPENSES:	
Commercial Travel	1.1 of Cost
Delivery & Shipping	1.1 of Cost
Meals & Lodging	1.1 of Cost
Review & Submittal Fees	1.1 of Cost
Outside Consultants	1.12 of Cost
Photographs & Models	1.1 of Cost
Misc. Reimbursable Expenses & Project Supplies	1.1 of Cost
Terrestrial Laser Scanner	\$1,500.00
REIMBURSABLE UNITS:	
Photocopy Charges - Black & White	\$0.08/Image
Photocopy Charges - Color / 8½" x 11"	\$0.45/Image
Photocopy Charges - Color / 8½" x 14" and 11" x 17"	\$0.75/Image
Mileage	\$0.75/Mile
Mileage - Truck/Van	\$1.05/Mile
All-Terrain Vehicle	\$60.00/Day
Global Positioning System (GPS)	\$21.00/Hour
Hand-Held Global Positioning System (GPS)	\$15.00/Hour
Robotic Total Station	\$20.00/Hour
Survey Hubs	\$0.45/Each
Survey Lath	\$0.80/Each
Survey Paint	\$6.00/Can
Survey Ribbon	\$3.00/Roll
Survey Rebars - 1¼"	\$10.00/Each
Survey Rebars - ¾"	\$3.25/Each
Survey Rebars - 5/8"	\$2.75/Each
Survey Iron Pipe - 1"	\$3.50/Each
Survey Steel Fence Post - 1"	\$5.00/Each
Control Spikes	\$1.75/Each

NEENAH, WISCONSIN
CORPORATE HEADQUARTERS

Street Address:
1445 McMAHON DRIVE
NEENAH, WI 54956

Mailing Address:
P.O. BOX 1025
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Ph 920.751.4200 | Fax 920.751.4284

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Web: WWW.MCMGRP.COM

952 SOUTH STATE ROAD 2
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Email: MCM@MCMGRP-IN.COM
Web: WWW.MCMGRP.COM


City of Fort Atkinson
Proposal to Provide Recruitment Services
For the position of Fire Chief

I hereby certify that I am authorized to make this offer on behalf of the named company and to bind said company to this proposal. By submitting this proposal, I hereby represent that the firm identified below is fully qualified to perform the services described to achieve the organization's objectives in a professional manner.

Name of Firm McMahon Associates, Inc

Address 1445 McMahon Drive

City/State/Zip Neenah, WI 54956

Signature  type text here

Name (Print) Lori Gosz

Title Senior Public Management Specialist

Telephone Number 920-875-0501

E-Mail Address lgosz@mcmgrp.com

Date Submitted June 6, 2023

PRICE PROPOSAL

Total Cost of Activities - All costs related to travel, supplies, etc., are to be included.

Total, not-to-exceed cost: \$ 16,000

Fort Atkinson, Wisconsin Fire Chief Recruitment & Selection

June 20, 2023



630 Dundee Road
Suite 225
Northbrook, IL 60062

Primary Contact Person:

Laurie Pederson
Director of Administrative Services
847-380-3198
LPederson@GovHRusa.com

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Consultant Biography

Client List

Sample Brochure

Cover Letter

June 20, 2023

Ms. Rebecca Houseman
City Manager
101 N. Main St.
Fort Atkinson, WI 53538

Dear Ms. Houseman and Members of the Fort Atkinson Police and Fire Commission:

Thank you for the opportunity to provide you with a proposal for the Fire Chief recruitment and selection process for the City of Fort Atkinson, Wisconsin. GovHR USA ("GovHR") prides itself on a tailored, personal approach to executive recruitment and selection, able to adapt to your specific requirements for the position.

GovHR is a public management consulting firm serving municipal clients and other public-sector entities on a national basis. Our headquarters offices are in Northbrook, Illinois. We are a certified Female Business Enterprise and work exclusively in the public sector. We have 21 full-time and 8 permanent part-time employees including 6 full-time recruiters and 26 additional project consultants. Our employees and project consultants are located across the country, giving us a national presence. GovHR offers customized executive recruitment services and completes other management studies and consulting projects for communities.

GovHR Vice President Tim Sashko will be responsible for your recruitment and selection process. Mr. Sashko served as a Fire Chief in Illinois for over 36 years, and has conducted numerous Fire Chief recruitments since joining GovHR in 2017. He has also participated in several Assessment Centers for Fire Chief candidates, and can coordinate one for the City of Fort Atkinson, if desired. Mr. Sashko's biography is attached to the proposal and his contact information is:

Tim Sashko
Vice President, GovHR USA LLC
Telephone: 847-561-3886
TSashko@GovHRusa.com

We believe we have provided you with a comprehensive proposal; however, if you would like a service that you do not see, let us know. Please contact Laurie Pederson, Director of Administrative Services, 847-380-3198, if you have questions regarding our proposal or need additional information. We look forward to hearing from you and hope to have the opportunity to work with you on this important recruitment.

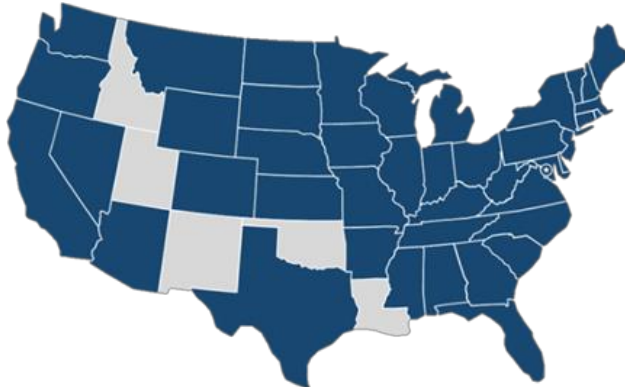
Sincerely,



Judith Schmittgens
Corporate Secretary and Compliance Manager
Authorized Signatory

Firm Experience and Qualifications

GovHR is a public management consulting firm serving local government clients and other public-sector entities across the country. The firm was originally formed as Voorhees Associates in 2009 and changed its name to GovHR USA in 2013. Our headquarters are in Northbrook, Illinois. We are a certified Female Business Enterprise in the State of Illinois and work exclusively in the public and non-profit sectors. GovHR offers customized executive recruitment services, management studies and consulting projects for local government and organizations who work with local government.



GovHR has 21 full-time and 8 permanent part-time employees including 6 full-time recruiters and 26 additional project consultants who are based in Arizona, Colorado, Florida, Georgia, Illinois, Indiana, Massachusetts, Michigan, Minnesota, Ohio, Tennessee, Texas and Wisconsin, giving us a national presence. Additionally, GovTempsUSA, GovHR's subsidiary, provides interim staffing solutions to keep operations moving during the recruitment process.

Our consultants are experienced executive recruiters who have conducted over 1,000 recruitments, working with cities, counties, special districts, and other governmental entities of all sizes throughout the country. In addition, we have held leadership positions within local government, giving us an understanding of the complexities and challenges facing today's public sector leaders.

Our Leadership



Heidi Voorhees

President

847-380-3240

HVoorhees@GovHRusa.com

Ms. Voorhees has conducted more than 400 recruitments in her management consulting career, with many of her clients being repeat clients, attesting to the high quality of work performed for them. In addition to her 17 years of executive recruitment and management consulting experience, Ms. Voorhees has 19 years of local government leadership and management service, including ten years as Village Manager for the Village of Wilmette, Illinois.



Joellen Cademartori

Chief Executive Officer

847-380-3238

JCademartori@GovHRusa.com

Ms. Cademartori is a seasoned manager, with expertise in public sector human resources management. She has held positions from Human Resources Director and Administrative Services Director to Assistant Town Manager and Assistant County Manager. Ms. Cademartori has worked in forms of government ranging from Open Town Meeting to Council-Manager and has supervised all municipal and county departments ranging from Public Safety and Public Works to Mental Health and Social Services.

Our Team Qualifications

GovHR Vice President Tim Sashko will be responsible for your recruitment and selection process. Mr. Sashko's biography is attached to this proposal and his contact information is:

Tim Sashko
Vice President, GovHR USA LLC
Telephone: 847-561-3886
TSashko@GovHRusa.com

Prior to joining GovHR in 2017, Mr. Sashko served as the Fire Chief in Mundelein, Illinois and in Buffalo Grove, Illinois and also served as the Executive Director for the Illinois Fire Chiefs Association. Mr. Sashko is currently working on recruitments for Fire Chiefs in Urbandale and Clive, Iowa, and Grand Rapids, Michigan. These recruitments are in varying stages of the search process, and Mr. Sashko has the time required to devote to a comprehensive search for Fort Atkinson's next Fire Chief. Mr. Sashko's complete client list can be found on our website at www.govhrusa.com.

Mr. Sashko will act as your project manager and primary point of contact for this project, and he will be assisted with administrative tasks and reference checks by a home office Recruitment Coordinator and a Reference Specialist.

References

We are a proven leader in public sector consulting. ***More than one-third of the organizations served by GovHR are repeat clients.*** Our team provides a growing pool of highly qualified candidates who are well-suited to handle the challenges and expectations of professional positions in local government and the not-for-profit sector. The following references can speak to the quality of service provided by GovHR.

Beloit, WI (Battalion Chiefs (3), 2022) - Tim Sashko
(Fire Chief, 2020) - Tim Sashko
(Assistant Fire Chief & Deputy Fire Chief, 2017) - Heidi Voorhees & Tim Sashko
Hannah Kuehne, Human Resources Director
608-364-6612
kuehneh@beloitwi.gov
Daniel Pease, Fire Chief
rykowskid@beloitwi.gov

Menomonee Falls, WI (Fire Chief, 2020) - Lee Szymborski & Tim Sashko
Mark Fitzgerald, Village Manager
262-532-4200
mfitzgerald@menomonee-falls.org

South Milwaukee, WI (Fire Chief, 2022) - Tim Sashko
Patrick Brever, Assistant City Manager/Economic Development Director
414-768-8051
brever@smwi.org

Dubuque, IA (Fire Chief, 2022) - Tim Sashko

Kecia Dougherty, Human Resources Strategic Workforce Equity Coordinator
563-589-4100
Kdougher@cityofdubuque.org

Marion, IA (Fire Chief, 2022) - Tim Sashko

Ryan Waller, City Manager
319-743-6300
rwaller@cityofmarion.org

Orlando, FL (Fire Chief, 2022) - Tim Sashko

Ana Palenzuela, Human Resources Director
407-246-2057
ana.palenzuela@cityoforlando.net

GovHR has conducted approximately 70 Fire Chief recruitments since the firm's inception. A list of these recruitments is included with this proposal, and a complete list of clients is located on our website at www.govhrusa.com. We are happy to provide you with contact information for any of these additional clients upon request.

Project Approach and Strategy

A typical recruitment and selection process takes approximately 175 hours to conduct. At least 50 hours of this time is administrative, including advertisement placement, reference interviews, and due diligence on candidates. We believe our experience and ability to professionally administer your recruitment will provide you with a diverse pool of highly qualified candidates for your position search. GovHR clients are informed of the progress of their recruitment throughout the entire process. We are always available by mobile phone or email should you have a question or need information about the recruitment.

Phase I: Position Assessment, Position Announcement & Brochure

GovHR treats each executive recruitment as a transparent partnership with our client. We believe in engaging with stakeholders early in each recruitment process to fully understand the challenges and opportunities inherent in the position. Understanding the organizational culture is critical to a successful recruitment. We gain this insight and information through meetings (one on one and small groups), surveys and a review of relevant information. This information is reflected in a polished marketing piece that showcases the organization and the area it serves.

Information Gathering:

- One-on-one or group interviews with stakeholders identified by the client.
- GovHR can establish a dedicated email address for feedback from stakeholders or the community.
- Community forums (In-person or via video) can be used to gather input and feedback.
- Surveys can be used for department personnel and/or the community to gather feedback.
- Conversations/interviews with department heads.

A combination of the above items can be used to fully understand community and organizational needs and expectations for the position (this proposal includes 12 hours of meetings – additional meetings can

be added for a fee of \$150/hour plus actual expenses if incurred. Dedicated email address and one organizational survey are included. Community Survey can be conducted for \$2,500. Community Forums can be conducted as an optional service.

Development of a **Position Announcement** to be placed on websites and social media.

Development of a thorough **Recruitment Brochure** for client review and approval.

Agreement on a detailed **Recruitment Timetable** – a typical recruitment takes between 90 to 120 days from the time you sign the contract to appointment of the finalist candidate.

Phase II: Advertising, Candidate Recruitment & Outreach

We make extensive use of social media as well as traditional outreach methods to ensure a diverse and highly qualified pool of candidates. In addition, our website is well known in the local government industry – we typically have 14,000+ visits monthly to our website and career center. Additionally, our weekly jobs listings are sent to over 7,000 subscribers.

Phase II will include the following:

- GovHR consultants will personally identify and contact potential candidates.
- Develop a database of potential candidates from across the country unique to the position and to the Client, focusing on:
 - Leadership and management skills
 - Size of organization
 - Experience in addressing challenges and opportunities also outlined in Phase I
 - The database will range from several hundred to thousands of names and an email blast will be sent to each potential candidate.
- Placement of the Position Announcement in appropriate professional online publications:
 - Public sector publications & websites (approximately 20 online sources)
 - Social media: LinkedIn (over 20,000 connections), Facebook and Instagram
 - GovHR will provide you with a list of advertising options for approval

Phase III: Candidate Evaluation & Screening

Phase III will include the following steps:

- Review and evaluation of candidates' credentials considering the criteria outlined in the Recruitment Brochure
- Candidates will be narrowed down to those candidates that meet the qualification criteria
- Candidate evaluation process:
 - Completion of a questionnaire explaining prior work experience
 - Live Video Interview (45 minutes to 1 hour) conducted by consultant with each finalist candidate
 - References provided by the candidate are contacted
 - Internet/Social Media search conducted on each finalist candidate

All résumés will be acknowledged and inquiries from candidates will be personally handled by GovHR, ensuring that the Client's process is professional and well regarded by all who participate.

Phase IV: Presentation of Recommended Candidates

Phase IV will include the following steps:

- GovHR will prepare a Recruitment Report presenting the credentials of those candidates most qualified for the position.
- GovHR will provide an electronic recruitment portfolio which contains the candidates’ materials along with a “mini” résumé for each candidate so that each candidate’s credentials are presented in a uniform way.
- Client will receive a log of all applicants and may review résumés if requested.
- Report will arrive in advance of the Recruitment Report Presentation.

GovHR will spend approximately 2 hours with the Client reviewing the recruitment report and providing additional information on the candidates.

Phase V: Interviewing Process & Background Screening

Phase V will include the following steps:

GovHR will:

- Develop the first and second round interview questions for your review and comment
- Coordinate candidate travel and accommodations
- Provide you with an electronic file that includes:
 - Candidates’ credentials
 - Set of questions with room for interviewers to make notes
 - Evaluation sheets to assist interviewers in assessing the candidate’s skills and abilities

Background screening will be conducted along with additional references contacted:

GovHR USA Background Screening	
✓ Social Security Trace & Verification	✓ County/Statewide Criminal
✓ U.S. Federal Criminal Search	✓ Civil Search
✓ Enhanced Verified National Criminal	✓ Bankruptcy, Leans and Judgements
- National Sex Offender Registry	✓ Motor Vehicle Record
- Most Wanted Lists FBI, DEA, ATF, Interpol	✓ Education Verification – All Degrees Earned
- OFAC Terrorist Database Search	Optional: Credit Report – Transunion with score (based on position and state laws)
- OIG, GSA, SAM, FDA	Optional:
- All felonies and misdemeanors reported to the National Database	Professional License Verification
	Drug Screen
	Employment Verification

GovHR will work with you to develop an interview schedule for the candidates, coordinating travel and accommodations. GovHR consultants will be present for all the interviews, serving as a resource and facilitator.

GovHR will coordinate a 2-Step Interview process. The first round interviews will include four to five candidates. The second round interviews will include two or three candidates. GovHR will supply interview questions and an evaluation form.

In addition to a structured interview, the schedule can incorporate:

- Tour of Client facilities
- Interviews with senior staff

Phase VI: Appointment of Candidate

- GovHR will assist you as much as you request with the salary and benefit negotiations and drafting of an employment agreement, if appropriate.
- GovHR will notify all applicants of the final appointment, providing professional background information on the successful candidate.

Project Timeline

Week	Week	Week	Week	Week	Week	Week	Week	Week	Week	Week	Week	Week	Week
1	2	3	4	5	6	7	8	9	10	11	12	13	14
Phase I	Phase II			Phase III			Phase IV	Phase V		Phase VI			

Weeks 1 & 2	Phase 1: Interviews & Brochure Development
Weeks 3 thru 6	Phase 2: Advertising, Candidate Recruitment & Outreach
Weeks 7 thru 9	Phase 3: Candidate Evaluation & Background Screening
Week 10	Phase 4: Presentation of Recommended Candidates
Week 11 & 12	Phase 5: Interview Process & Additional Background Screening
Weeks 13 & 14	Phase 6: Appointment of Candidate

Challenges to a Successful Fire Chief Search in Today’s Market

Attached to this proposal are some thoughts from Mr. Sashko on recruiting Fire Chiefs in today’s market, and how GovHR and Mr. Sashko are uniquely qualified and equipped to handle these challenges for the Fort Atkinson Fire Chief search process.

Commitment to Diversity, Equity & Inclusion in Recruitments

GovHR has a long-standing commitment to Equity, Diversity and Inclusion in all of our recruitment and selection processes. Since our firm's inception we have supported, with our time and financial resources, organizations that advance women and other underrepresented minorities in local government. These include the National Forum for Black Public Administrators, the Local Government Hispanic Network, The League of Women in Government and CivicPride.

GovHR Team Members have moderated and spoken on DEI initiatives at the International City and County Management Association conference and state conferences in Illinois, Michigan, Wisconsin, and North Carolina. Our employees and consultants have undergone Implicit Bias Training and we are frequent speakers on incorporating DEI values into recruitment and selection processes. We have a list of DEI resources on the front page of our website (<https://www.govhrusa.com/diversity-equity-and-inclusion-resources/>) that can be accessed by anyone who visits our website.

GovHR has formally partnered with the National Forum for Black Public Administrators' consulting arm, i4x, in several recruitment and selection processes throughout the country including Toledo, OH, Fort Collins, CO, Ann Arbor, MI, Oakland, MI and Arlington, TX. Our partnership reflects our mutual commitment to advancing DEI values and increasing the diversity of local government leaders at the highest levels of local government organizations. We can provide you with an estimate for additional fees if the City would like to include i4x consultants the City's Fire Chief recruitment.

Cost Proposal

Summary of Costs	Price
Recruitment Fee: Phase I - Assessment, Ad and Brochures Development - \$3888.47 Phase II - Advertising & Outreach - \$2,737.48 Phase III – Candidate Evaluation & Screening - \$8,025.80 Phase IV – Presentation of Candidates - \$2,457.51 Phase V – Interviewing Process - \$3,079.67 Phase VI – Appointment of Candidate - \$311.07	\$20,500
Recruitment Expenses: (not to exceed) Expenses include candidate due diligence efforts	\$1,500
Advertising: Advertising costs over \$2,500 will be placed only with client approval. If less than \$2,500, Client is billed only for actual cost.	\$2,500*
Total:	\$24,500*

*Consultant travel expenses are not included in the price proposal. If the consultant is requested to travel to the client, we estimate not-to-exceed travel expenses of \$1,500. Only actual expenses will be billed to the client for reimbursement to GovHR.

Possible in-person meetings could include:

1. Recruitment brochure interview process
2. Presentation of recommended candidates
3. Interview Process

Any additional consultant visits requested by the Client (beyond the three visits listed above) will be billed at \$150/hour; \$500 for a half day and \$950 for a full day. The additional visits may also result in an increase in the travel expenses and those expenses will be billed to the client. This fee does not include travel and accommodations for candidates interviewed.

Payment for Fees & Services

Professional fees and expenses will be invoiced as follows:

1st Invoice upon acceptance of proposal: 40% of the Recruitment Fee

2nd Invoice upon recommendation of candidates: 40% of the Recruitment Fee & expenses incurred to date

Final Invoice upon completion: 20% of the Recruitment Fee plus all remaining expenses

Payment of invoices is due within thirty (30) days of receipt (unless the client advises that its normal payment procedures require 60 days.)

The GovHR Guarantee

GovHR is committed to assisting our clients until a candidate is appointed to the position. Therefore, no additional professional fee will be incurred if the client does not make a selection from the initial group of recommended candidates and requests additional candidates be developed for interview consideration. If additional advertising beyond the Phase I advertising is requested, client will be billed for actual advertising charges. Reimbursable expenses may be incurred should the recruitment process require consultant travel to Fort Atkinson.

Upon appointment of a candidate, GovHR provides the following guarantee: should the selected and appointed candidate, at the request of the Client or the employee's own determination, leave the employ of the Client within the first 12 months of appointment, we will, if desired, conduct one additional recruitment for the cost of expenses and announcements only. This request must be made within 6 months of the employee's departure.

Optional Assessment Center

If requested, GovHR will perform an Assessment Center for candidates selected for interview as part of the selection process. An Assessment Center is a useful tool for identifying and evaluating the strengths, areas for improvement, skills, and abilities of the candidates. GovHR consultants will prepare all the related documents and scoring sheets for any three (3) of the following exercises to be completed on the Assessment Center day:

- ◆ In-Basket Exercise
- ◆ Written/Oral Presentation Exercise
- ◆ Leaderless Group Exercise
- ◆ Structured Interview
- ◆ Budget Analysis Exercise
- ◆ Personnel Issues Exercise
- ◆ Other exercise of the Client's choosing

Optional Assessment Center Fee: \$8,500*

*The fee assumes that the Assessment Center will be held on one day and be limited to no more than five candidates. For each additional candidate, the fee will increase by \$750.

The fee includes the preparation of the Assessment Center material and a written report outlining the findings of the Assessment Center as reported by the Assessors. We will assist the client in selecting three (3) professionals from outside the organization to serve as Assessors in evaluating each candidate's strengths and weaknesses. The client will be responsible for paying a \$750 stipend to each Assessor (and possible mileage or other transportation costs for the assessors).

The Assessment Center fee does not include lodging, travel and meal expenses for the GovHR facilitator(s) to be on-site for the Assessment Center. Actual expenses will be billed in addition to the fee. If the client chooses to add the Assessment Center option, the fees and expenses for this will be billed separately.

Why Choose GovHR?

Unparalleled Expertise and Level of Service: We are a leader in the field of local government recruitment and selection with experience in **44 states**, in communities ranging in population from 1,000 to 3,000,000. Since our establishment in 2009, more than 40% of our clients are repeat clients showing a high level of satisfaction with our work. We encourage you to call any of our previous clients. Surveys of our clients show that 94% rate their overall experience with our firm as **Outstanding** and indicate that they plan to use our services or highly recommend us in the future.

Delivering the Best: We conduct comprehensive **due diligence** on candidates. Our state-of-the-art process, includes extensive use of **social media** for candidate outreach and video interviews with potential finalist candidates, ensure a successful recruitment for your organization. Our high quality, thorough Recruitment Brochure reflects the knowledge we will have about your community and your organization and will provide important information to potential candidates. Additionally, before we recommend a candidate to you, we will have interviewed them via video, conducted reference calls, and news media and social media searches. Our knowledge of local government ensures that we can ask probing questions that will verify their expertise.

A Partner from Start to Finish: We are your partners in this important process. You are welcome to review all the resumes we receive, and we will share our honest assessment of the candidates. Our goal is your **complete satisfaction**. We can strategize with you on a variety of approaches for meeting your recruiting needs, including evaluation of internal candidates, identification of non-traditional candidates who meet your recruitment requirements, succession planning and mentoring options. We are committed to working with you until you find the candidate that is the best fit for your position.

Services for Any Budget and Any Search: We strive to meet the specific needs of our clients. We offer several options for recruitment services to meet your needs and your budget. Our services range from Full Executive Recruitments to Virtual Recruitments and even simply Professional Outreach for those who want to reach a broader network. In the following proposal, we have provided the scope we believe that best fits your needs. However, you may find all our services [here on our website](#).

Contract Signature Page

We believe we have provided you with a comprehensive proposal; however, if you would like a service that you do not see in our proposal, please let us know. We can most likely accommodate your request.

This proposal will remain in effect for a period of six months from the date of the proposal. We look forward to working with you on this recruitment and selection process!

Fort Atkinson, Wisconsin agrees to retain GovHR USA, LLC (“GovHR”) to conduct a Fire Chief Recruitment in accordance with its proposal dated June 20, 2023. The terms of the proposal are incorporated herein and shall become a part of this contract.

ACCEPTED:

Fort Atkinson, Wisconsin

By: _____

Title: _____

Date: _____

Billing Contact: _____

Billing Contact Email: _____

GovHR USA, LLC

By: _____

Title: _____

Date: _____

Optional Services

GovTemps USA

Need an Interim? GovTempsUSA, a subsidiary of GovHR USA, specializes in the temporary placement of positions in local government. The firm offers short-term assignments, in addition to long-term and outsourced arrangements. Our placement professionals at GovTempsUSA have typically enjoyed distinguished careers in local government and displayed a commitment to public service throughout their career.

Recorded One-Way Video Interview of Candidates

Candidates we recommend for your consideration can complete a one-way video interview with 3 to 5 questions that will be recorded and which you can review electronically at your convenience. This can occur prior to making your decision on which candidates to invite for an interview. Cost \$100 per candidate.

Leadership/Personality Testing

GovHR has experience working with a wide variety of leadership and personality assessment tools, depending on the qualities and experiences the client is seeking in their candidates. These include but are not limited to Luminaspark, Caliper, DISC and others. Depending on the evaluation type selected fees can range between \$100 to \$500 per candidate.

360° Evaluation

As a service to the Client, we offer the option to provide you with a proposal for a 360° performance evaluation for the appointed position at six months into his or her employment. This evaluation will include seeking feedback from both elected officials and department directors, along with any other stakeholder the Client feels would be relevant and beneficial. This input will be obtained on a confidential basis with comments known only to the consultant. If you are interested in this option, GovHR will prepare a proposal for this service.



TIM SASHKO



Chief T.E. Sashko (retired) is a Vice President with GovHRUSA and is a 38-year veteran of the fire service and is a state certified Fire Officer III in Illinois.

He began serving in the fire service as a paid-on-call firefighter/paramedic with the Village of Buffalo Grove, IL in 1979 retiring as the fire chief/EMA Director and following his career in Buffalo Grove he served the Village of Mundelein as the fire chief/EMA Director. He served as the Executive Director for the Illinois Fire Chiefs Association as is a Past-President. He is a member of the Lake County Board of Health since 2003 and was honored to be elected as the President/Chairman in November of 2013 and continues to function in that role. The Lake County Health Department is a \$85(+) million/year Federally Qualified Health Care and Local Public Health Department provider employing over 900+ personnel in Lake County, IL. He represents the Health Department on various committees for Lake County and advisory boards for the United Way of Lake County and the Lake County Veterans and Family Services Foundation. He was one of the founding members of the successful Lake/Cook Critical Incident Protocol promoting public and private partnerships in planning and preparedness for emergency management coordinated by Michigan State University.

He has an extensive background in labor relations and has negotiated numerous contracts successfully. He was instrumental in creating succession plans for both municipalities he served to provide the necessary guidance and direction for the development of personnel as well as employee performance rating systems for current performance and predictive performance for personnel advancement. During his career, he has coordinated various strategic plans and Emergency Operational Plans. He broadened initiatives that provided fiscal balance, while maintaining high-level service profile and Community Risk Reduction strategies within the communities he served. He has been active in legislation development, management, negotiations, and representation at the local, county, state, and federal levels both in public safety and public health. Throughout the past 10+ years he has been focused on providing a balanced, professional approach to critical issues governed within Illinois in emergency medical services, public health, fire service and community driven emergency service delivery.

PROFESSIONAL EDUCATION

- Bachelor’s degree in Management, Southern Illinois University

MEMBERSHIPS AND AFFILIATIONS

- Chairman, Combined Area Fire Training Partnership
- Lake County Board of Health, President
- Operation North Pole, Board Member
- Greater Chicago Red Cross Heroes Program, Former Member
- W.S. Darley Corporation, Fire Advisory Board Member
- United Way of Lake County - 2-1-1, Advisory Board Member
- United Way of Lake County - 2-1-1, Disaster Planning Committee , Chair
- Illinois Fire Chiefs Association, Former President
- Metropolitan Fire Chiefs Association, Former President
- Lake County Fire Chief’s Association, Former President
- Lake and McHenry Counties Specialized Response Teams, Former Chairman
- Illinois Fire Chiefs Foundation Fund Raising Committee, Former Chair
- Metropolitan Fire Chiefs Association, Former Director
- Illinois Fire Chiefs Association, Former Area Representative
- Trauma Region X, Former Committee Member

- Buffalo Grove Exchange Club, Former Founder and President
- Libertyville, Vernon Hills, Mundelein Exchange Club, Former Member

AWARDS

- Illinois Association of Blood Banks
- Chief of the Year, Illinois Fire Chief’s Association - 2006
- Alumni of the Year from Buffalo Grove High School
- ADRP International Division of ABC – 2019 International Humanitarian Award

PROFESSIONAL BACKGROUND

- IChiefs Solutions, Mundelein, IL 2017 - Present
- Lake County Board of Health 2003 - Present
- Executive Director, Illinois Fire Chiefs Association 2015 - 2017
- Fire Chief/EMA Coordinator, Mundelein, IL 2007 - 2015
- Fire Chief/EMA Coordinator, Buffalo Grove, IL 1979 - 2007



Mr. Sashko's Thought on Challenges in Recruiting Fire Chiefs in Today's Market

GovHR USA (GovHR) specializes in a professional staff focused on the respective vocational experiences, education, and networking as a premiere service to government agencies for focused recruitments. Relative to the specifics of Fire/EMS recruiting at senior leadership levels, GovHR offers a strong background through the consultant that would be assigned to the process of providing high performing leaders who excel in the current service needs of the Fire/EMS service. We concentrate on innovative, collaborative and market focused leaders who can see the necessary changes and innovations facing this critical service. The Fire/EMS model of yesteryear and today clearly will not look the same in the next 5-10 years based out of necessity and clarity of purpose and what it can offer. EMS will be in the forefront of this discussion as it represents more than 80 – 85% of today's service needs. The key factor is having a firm that not only understands this, but fosters the conversation of change and creativity in a move from waiting for medical emergencies as the bulk of the service need, to a focus on social determinants of health and overall medical care to the residents of Fort Atkinson.

Some of the key aspects of GovHR's experience in this market are identified below and have and will be in the forefront of this important recruitment.

Minority Recruitment

Nationwide, only about 4% of "firefighters" are women according to the U.S. Department of Labor while that number has reached 14% in law enforcement and the U.S. military. The emphasis is that represents the general rank of "firefighter" and is inclusive of the officers that have been developed in that workforce. It is anticipated that less than 10% of that overall classification has experience in roles as Lieutenants (Company Officer), Captains (Company Officer or first level command staff), Battalion Chiefs (management of multiple companies), Assistant or Deputy Chief (second in command - senior leadership). With the responsibility of the fire chief's role, the percentage of available, qualified candidates in this classification can be very limited due to the latent onset of the hiring of female firefighters in general. As one example, the City of Joliet, IL with a population of 148,262 residents announced in 2018 it had hired its first female firefighter that year in its 165-year history (2018 – Chicago Tribune).

Not unlike female firefighter leadership, African American, Asian and Hispanic percentages are equally as low. In a report from www.datausa.com the percentage of African American firefighters nationally was around 7.7% with subsequent lower numbers for Asian and Hispanic, the next two largest minority groups at 1.1% and 2.1% respectively. Proportionately the levels of career development in leadership roles is equally distributed amongst these minorities very much like those of female counterparts.

While specific data was not available for the Midwest region (the likely focal point of this recruitment) it is anticipated, and through our experience that the percentages represented nationally clearly are the same in the Midwest, if not less than those identified.

The Millennial Pool

Expected to make up almost 50% of the workforce in general by 2022, millennials (born from early 1980's to 2000's) are starting to dominate the Lieutenant, Captain and Battalion Chief landscape in fire departments. Nationally the average age of firefighters in general is approximately 34.8 years of age. Millennials possess significantly different characteristics from previous generations – they have close affinity with the latest technology, they tend to favor their personal needs more than that of the organization they work for, they want open communications and regular feedback and more.

This workforce in the fire service now represents tenure from 30 or less years in the fire service. While many have sought career path development, the emphasis of “personal needs” is a clear hurdle in moving them through career succession. With the fire services general standard of a 24/28-hour work cycle on shift, the ability to navigate to a 40 to 50 - hour work week in a more standard work environment is more difficult than ever (sometimes referred to as “going to days”). This is compounded at times with salary compression between rank structures. It is not uncommon for a Battalion Chief on a shift work cycle, who may be a strong candidate for a fire chief's position, to make a statement “why would I want to accept the extra pressure, responsibility and potential vulnerability (depending on the jurisdiction and the employment agreement as a fire chief) of becoming a fire chief when I can work some overtime, work a 24/48 hour shift and make the same income?” Family needs, work cycles, salaries and position vulnerability all play more into today's decision on whether or not to accept new challenges, unlike generations in the past.

Knowledge of the Recruiter

While not a specific challenge for GovHR, it should be noted that having a clear and current understanding of the modern fire service and its needs is critical to the success of the recruitment and candidate pool development. With the experience of the recruiter comes the trust that is necessary to obtain the confidence of the candidate and their desire to make the career move. Often, we witness the comfort that candidates have with the process we offer and the personalized attention to the candidates in our system. Emphasizing that this is a candidate driven marketplace, no longer can the approach to the candidates be one of creating an environment of meeting our needs, but one that we have to carefully work with each candidate to make sure they understand the process and value we put in their participation.

Currently 61% of hiring authorities/managers say that recruiters have at best, “low” to “moderate” understanding of the jobs that recruiters work on – this is not the case with the focused consultants in the GovHR team. Additionally, 77% of hiring authorities/managers say that recruiter's candidate screening is “inadequate”. Again, this is a key component of the process with GovHRUSA that we thoroughly review and communicate specific details of the position to the candidates and provide that evaluation to our clients in detail.

Candidate Driven Marketplace

Specific to the recruitment of fire chiefs GovHR has witnessed smaller pools of qualified candidates, with a relatively high demand for this key leadership role. It is no secret overall that we are living in a candidate-driven market with the current economy and generational turnover of leadership. This creates a very competitive marketplace, and we see many of our candidates who are in more than one search and finalists as the best in the industry. Candidates not actively seeking positions are also more likely to not be receptive to cold calling strategies, or the like. Candidates can also be much more selective in their career aspirations. In recent recruitments with active recruiting contacts, it has been clearly evident that candidates are very focused on not just obtaining the position, especially those who are becoming the “fire chief” for the first time in their career, but family obligations and needs are also a very larger percentage of the decision making to accept a position. Creating a “candidate experience” that draws their attention to the community and what it has to offer is very critical and GovHRUSA focuses on that in our development and discussions on the community profile.

Challenge Impacts

While these are likely the top issues facing the recruitment of fire service leaders, it should be noted that the professional consultant with GovHR is well aware of these and focuses on making sure they do not become challenges but are addressed as opportunities knowing our market presence and network appropriately to meet the needs of our recruitment efforts. The first step to problem solving is identifying the issue and we clearly have focused on addressing these and other issues in our continued goal of acquiring talented candidates for key public safety leadership roles. GovHR successfully recruits fire service leaders with outstanding results.

Networking

Based on the experience and networking that continues to grow within the realm of the consultants experience, the outreach through a variety of modalities is by far the best in the industry when you look at the concentrated resources provided. Outreach through both local, state, regional and national professional organizations and networks and having a consultant who is from the industry provides the utmost of credibility for Fort Atkinson in the search for a new Fire Chief. The brand of GovHR with the extensive outreach in more than 40 states has developed a following of thousands of professionals in all facets of government leadership roles. The brand along with the recognized experience and focused background of the consultant provide Fort Atkinson with the most advanced levels of the desired success of the search for the Fire Chief position. Additionally, within the network of over 50+ consultants with GovHR, we have a weekly exchange of candidate information providing a full exchange of support when we are familiar with a candidate. With the knowledge of our multiple recruitments for the same client, this provides a unique insight into the character and leadership qualities of candidates that many firms are not capable of duplicating.

Internal Operations

You do not just get a consultant; you get a team of dedicated professionals who each bring a balance of skill sets to your recruitment creating an environment of success. GovHR is the premiere leader in “lasting” appointments that are validated by the number of recruitments that are for the same agency over and over.

While you get an industry expert on as the lead for the process, the whole team is comprised of a Recruitment Supervisor, Recruitment Coordinator, Reference Specialists, a Communications Manager (surveys and other outreach), Corporate Compliance Manager for consistency and more. This team approach is all coordinated through a central software management system as well as regular weekly meetings and general communications. Both the client and candidate satisfaction are our focus, and we continually make that a priority in the recruitment experience for all involved. Even those less than qualified for a position receive the appropriate communication as to the status of the process. We pride ourselves in knowing that there can be multiple successful leaders in a pool of candidates that even if not selected, the candidate experience is one of understanding and fairness.

Additionally, we communicate with you during the recruitment cycle and it doesn't become a chamber of silence in knowing how your candidate field develops. A matrix of candidates with over 15 different industry related topics/credentials is provided weekly as an "introduction" to the candidate field (please reach out to Clive, IA on this communication for validation – a recruitment in process now with interviews the end of March). No other firm provides this level of information and detail so you can see all of the applicants in one complete document that is "live" and develops throughout the cycle.



Fire Recruitments Client List

State	Client	Position Title	Year	Population
Alaska	Unalaska	Fire Chief	2017	4,768
Colorado	Larkspur Fire Protection District	Fire Chief	2023	6,500
	Poudre Fire District-Fort Collins	Fire Chief	2020	206,206
Florida	Gainesville	Fire Chief	2020	133,997
	Orlando	Fire Chief	2021	307,573
Georgia	Augusta	Fire Chief	2021	200,000
Illinois	Arlington Heights	Fire Chief (Virtual)	2018	75,500
	Arlington Heights	Fire Chief (Virtual)	2022	75,500
	Barrington	Fire Chief	2019	10,455
	Buffalo Grove	Deputy Fire Chief (Virtual)	2022	42,909
	Carpentersville	Fire Chief	2016	38,241
	Champaign	Fire Chief	2014	81,500
	Collinsville	Deputy Fire Chief	2021	25,838
	Des Plaines	Fire Chief	2019	58,364
	Elburn & Countryside Fire Protection District	Fire Chief	2016	Multi
	Elmhurst	Fire Chief	2016	46,387
	Firemen's Annuity & Benefit Fund of Chicago	Executive Director	2016	Multi
	Freeport	Fire Chief (Limited)	2019	25,000
	Highland Park	Fire Chief	2009	31,365
	Illinois Fire Safety Alliance	Executive Director	2013	Multi
Itasca Fire Protection District	Itasca Fire Protection District	Assistant Director of Administration and Planning (Virtual)	2023	9,000
	Itasca Fire Protection District	Fire Chief	2021	9,000
	La Grange	Fire Chief (Virtual)	2019	15,610
	Lake County	Emergency Management Coordinator	2016	703,462
	Lincolnwood	Fire Chief	2022	12,590
	Lisle-Woodridge Fire District	Fire Chief	2017	70,000
	Lombard	Fire Chief	2016	43,815
	Moline	Fire Chief	2017	43,100
	Morton Grove	Fire Chief	2021	23,500
	Northbrook	Fire Chief	2014	37,000

	Peoria	Fire Chief	2022	115,234
	River Forest	Fire Chief	2021	11,635
	Rochelle	Fire Chief	2021	108,662
	Schaumburg	Fire Chief	2017	75,000
	South Holland	Deputy Fire Chief	2020	22,030
	Sycamore	Fire Chief	2022	18,577
	West Chicago Fire Protection District	Fire Chief	2014	Multi
	West Dundee	Fire Chief	2011	8,000
	West Dundee	Fire Chief	2019	8,000
	Wheaton	Fire Chief	2022	53,389
	Wilmette	Fire Chief	2021	27,087
Iowa	Clive	Fire/EMS Chief	2023	18,601
	Dubuque	Fire Chief	2021	59,700
	Marion	Fire Chief	2022	30,000
	Scott County	MEDIC EMS Director	2023	172,943
	Urbandale	Fire/Emergency Preparedness Director	2023	45,580
Kansas	Lawrence	Fire Chief	2022	101,211
Michigan	Battle Creek	Fire Chief	2022	52,721
	Ferndale	Fire Chief	2020	20,428
	Grand Rapids	Fire Chief	2023	200,217
	Midland	Fire Chief	2011	42,000
	Orion Township	Fire Chief	2023	40,209
	Sterling Heights	Fire Chief	2020	129,699
Minnesota	SBM Fire Department	Chief Executive Officer/Fire Chief	2022	Multi
	Shakopee	Fire Chief	2023	45,593
	Woodbury	EMS/Fire Chief-Assistant Public Safety Director	2021	70,559
Missouri	Cape Girardeau	Fire Chief and Emergency Management Director	2019	38,000
	Clayton	Fire Chief	2018	15,939
	Kirkwood	Fire Chief	2015	27,596
	Webster Groves	Fire Chief	2021	22,800
Montana	Bozeman	Fire Chief	2015	39,860
New Jersey	Cherry Hill Fire Protection District	Fire Chief	2012	69,900
North Carolina	Fayetteville	Fire Chief	2019	210,000
Pennsylvania	Middletown Township	Chief of Fire and Emergency Services (Virtual)	2022	45,057
Texas	Denton	Fire Chief	2018	135,000
	Garland	Fire Chief	2011	233,206
Virginia	Virginia Beach	Emergency Medical Services Chief	2022	442,707
	Virginia Beach	Fire Chief	2022	442,707
	Winchester	Fire Chief	2018	27,932

Wisconsin	Beloit (City)	Assistant Fire Chief & Deputy Chief	2017	36,966
	Beloit (City)	Battalion Fire Chief	2022	36,966
	Beloit (City)	Fire Chief	2019	36,966
	Burlington	Fire Chief	2013	10,511
	Menomonee Falls	Fire Chief	2019	37,433
	River Falls	Fire Chief (Virtual)	2022	15,200
	South Milwaukee	Fire Chief/Director of Emergency Management	2022	21,239
	Waukesha	Fire Chief	2012	71,158
	Wausau	Fire Chief	2013	39,160
	Wauwatosa	Fire Chief	2010	47,000
	Wauwatosa	Fire Chief	2017	47,000



FIRE CHIEF

Menomonee Falls, Wisconsin



The Position in Brief

The Fire Chief is the executive in charge of overseeing the Village's fire department. The Chief works closely with the Village's Police and Fire Commission, Village President and Board of Trustees, Village Manager and other community stakeholders to ensure the professional deployment of fire, EMS and Community Risk Reduction services. The Chief manages a workforce of 15 full-time, and 19 part-time personnel and the Village is in the process of hiring six additional full-time personnel. The Chief manages a budget of \$6.98 million.



EXECUTIVE RECRUITMENT



The Community

Menomonee Falls is located in Waukesha County and is part of the Greater Milwaukee area. The Village is the most populous village in the State of Wisconsin with a resident population of 38,999. It has had a population growth of over 4% since the 2010 census. The overall economy of Menomonee Falls employs over 33,659 people with one of its largest employers being the headquarters for Kohl's Corporation, a national retailer.

The area that became Menomonee Falls was first inhabited by Native Americans including the Menomonee and Chippewa Tribes. The Village became incorporated in 1892. Today, [Menomonee Falls](#) has gone through various levels of redevelopment through their Comprehensive Plan both in residential and industrial settings.

The [downtown business district](#) serves as the historic and cultural heart of the community. Festivals, seasonal markets, parades, sporting events, and performances by local fine arts and theatrical arts groups punctuate the Village's calendar and support a strong sense of community in Menomonee Falls.

A snapshot of Menomonee Falls demographics and amenities:

- Average age of 42 years old.
- Median age 43.8.
- White 87.7%, African American 2.92%, Hispanic/Latino 2.44%, Asian 5.53%.
- Median household income, \$77,069.
- Median value of a Menomonee Falls home, \$235,300.
- Two exceptional School Districts serve the community. [Menomonee Falls High School](#) is rated by the Wisconsin Department of Public Instruction as one of the "Top School Districts" in 2018", with their leadership receiving numerous awards in recent years.
- [Hamilton School District](#) providing education for K – 12 received the 5-Star "Significantly Exceeds Expectations" from the Wisconsin School Report Card. Private schools include St. Mary's Catholic School, Calvary Baptist School, Grace Lutheran School, Bethlehem Lutheran School and Zion Lutheran School and Aquinas Academy.
- There are 114 colleges within 100 miles of Menomonee Falls, including the [University of Wisconsin – Milwaukee](#), [Marquette University](#), [Concordia University Wisconsin](#), [Mount Mary University](#) and [Waukesha County Technical College \(WCTC\)](#).
- The Village borders Milwaukee to the west and features [Old Falls Village](#).
- ISO - 3 fire insurance rating.
- Parks and recreational facilities including:
 - 16 Village parks (250 acres) and open space areas encompassing 2,500 acres.
 - "Bug Line" recreational trail (16-miles), Riverfront Trail (12-miles), 31 total miles of paved trails.
 - Numerous baseball, softball, soccer, football, picnic, volleyball, tennis, ice skating areas.
 - Menomonee Park, 400 acres, campsites, archery range, fishing, sandy beach, swimming quarry.
 - 18-hole [Wanaki Golf Course](#).
- Founded in 1906, a full library service offered by the [Menomonee Falls Public Library](#).
- Nearby [Kettle Moraine State Forest](#) covering 17,000 acres with boating, fishing, camping, hiking, picnicking and more.
- A comprehensive full health care and in-patient hospital, [Froedtert Menomonee Falls Health Care](#).

The Organization

The Village of Menomonee Falls was incorporated as a Village in 1892 and in 1894 the first Village Board was elected, and the first Village Fire Department was formed. The seven-member Village Board is the policy-making body of the Village and functions under a Council/Manager form of government. Nonpartisan village Trustees are nominated and elected at large, non-partisan by numbered seats. Terms are staggered in accordance with local ordinances as to the term timelines and election process. A Village President is elected every three-years.

The Village Manager is considered by statute to be the CEO of the municipal corporation. The Manager is appointed by the Village Board as a whole and is responsible for the overall supervision and administration of the Village's operations.

The Village Manager has full appointing and oversight authority for the operation of the various Village divisions and departments and has the responsibility of carrying out policies adopted by the Village Board. The Fire Chief is appointed by the Police and Fire Commission and the position reports to and is supervised by the Village Manager for all operational and budgetary issues in the Fire Department.

The Village of Menomonee Falls provides comprehensive municipal services, which includes full-time police and fire protection including emergency medical and advanced life support ambulance services; the construction and maintenance of Village streets; community planning and development; economic development; and public library. The Village operates the sewer, water and storm water utilities.



Village services are provided by approximately 232 full-and part-time employees in the following departments: Fire, Police, Public Works (including Sewer Utilities and Water), Community Development (including Building Inspections, Economic Development and Planning), Department of Engineering and Development, Department of Financial Services and the Office of the Village Clerk.

The Fire Department

The department operates from five fire stations (two built new in 2015) that are staffed by career and part-time members 24 hours per day, 7 days per week. The department apparatus consists of four engine companies, one truck company (Quint) six ambulances, one mini-pumper, one water tender, one command unit, one mobile command post and staff support vehicles.

The Fire Chief is supported by one Assistant Chief, one Administrative Deputy Chief, three Battalion Chiefs with administrative support staff and shift personnel. The full-time personnel are members of IAFF Local 3879. Currently full-time personnel work a three-shift schedule on a 24/24 rotation with four day off period.

The Department provides full fire, emergency medical services to the Village and region, including providing full fire, EMS and fire prevention services to the Village of Lannon. E911 emergency communications and operations are provided by Waukesha County Communications Center. The Fire Department's FY 2020 budget is \$ 6.98 million.



FIRE CHIEF

Opportunities and Challenges

The Fire Chief is a key member of the Village's leadership team. The position has been re-instituted after six years of the Village operating under a Protective Services model. The Village's current Police Chief served in the capacity of Public Safety Chief during that entire period, resigning from Fire Department duties in the fall of 2019.

Developing and maintaining relationships with the Village President, elected officials, Police and Fire Commission, Village Manager, department heads, and all levels of employees, both union and non-union employees alike, is paramount. In addition, the Chief is a community leader, one that is expected to easily and proactively interact with a variety of community stakeholders. Proven communication, interpersonal and human relations skills, and the ability to interrelate with a wide variety of people possessing various attitudes and positions are all important and desirable qualities for the next Chief.

Community Relations. The Police and Fire Commission, Village Board and Village Administration enjoy strong working relationships with community and business groups representing a diverse set of stakeholders in Menomonee Falls, including leaders with the Chamber of Commerce, School Districts and non-profit organizations. Menomonee Falls has an active historic downtown and a robust retail presence along the Interstate, and many business owners are also active in the community.

With that as a foundation, the next Chief is expected to cultivate and build relationships with these stakeholders. In a similar vein, the Chief has a welcoming opportunity to form cooperative connections with Menomonee Falls neighboring jurisdictions through continued automatic aid and mutual aid agreements.

Management Team. The Village's management team is a cohesive, energetic group that keenly understands and meets the Village Board's and the community's expectations. With a framework of a collegial work environment, the new Chief can expect this professional assembly of management leaders to be a resource, welcoming the Chief with the encouragement, support and tools he/she may need to be an inclusive and responsive leader in the department, and the overall organization. The Village is seeking a "transformational and visionary leader" that can support the vision and mission of the Village as well as the department.

Departmental Assessment. In addition to reestablishing the role of Fire Chief in the department after operating under a joint public safety model, the new Chief will be tasked with evaluating the department's staffing and deployment of services from five fire stations. The Village, in 2020, is hiring six new full-time firefighter/paramedics with future plans for additional personnel. Yet, funding capacity for growing the Department is not certain, both fiscally and politically. To be sure, there is recognition and a verbal commitment on the Village Board's part for additional resources, however, the current Village Board cannot bind a future Village Board to resources that are in outline form at this time. Consequently, the new Chief is expected to have the planning, modeling and fiscal adeptness to guide the Village through this transition.

The department is faced with a common national issue of recruitment and retention of the part-time workforce and the new Chief will need to evaluate and make recommendations on the stabilization of this important part of the fire service team. Being a pacesetter and one that can bring key initiatives from planning to design to completion is an important requirement.

The Village has a significant number of senior assisted and assisted living complexes contributing to the department's more than 4,700 emergency and service calls in 2019. Coupled with the continued growth of EMS calls in fire departments providing this service, the evaluation of EMS service delivery including Mobile Integrated Healthcare/ Paramedicine will be critically important. The department is facing the need for the evaluation of the distribution of staffing as well as strategies operating from the current fire station locations based on this high demand for services.

Staff Development, leadership and labor-management relations. The new Chief is expected to step into this position and provide the leadership to identify, filter and address organizational concerns that may be impacting the Department. The Fire Chief will be charged with advancing the organization to new levels of success through appropriate levels of accountability.

Additionally, the next Fire Chief will formalize programs to train and develop all personnel in the Department and identify critical elements for developing and preparing future leaders of the Department. A focus on the core leadership of the department will be extremely important. The Village leadership seeks a candidate that is "plugged in" to the key initiatives, strategies and goals of the fire service regionally, statewide and nationally in creating the successful future of the department.

Working in an active collective bargaining environment, the new Chief will need to appreciate and honor the fundamental provisions of the collective bargaining agreements. Seeking valued input from all segments of the organization to develop the department and the talents of its staff, while exercising confident leadership of the department, will be key elements of success for the new Chief.

The Ideal Candidate

- A Bachelor's degree in public administration or An experienced, innovative, collaborative fire/EMS leader with demonstrated managerial, interpersonal and customer service skills.
 - A strong communicator with Village officials, the Police and Fire Commission, staff and other stakeholders.
 - A commitment to the organization as well as the senior management team of the Village with a genuine confidence and approachability to residents, business and governmental leaders.
 - A Fire Chief that is an integral and engaged leader, with a strong background in modern fire, EMS, emergency management and all hazards practices.
 - A Fire Chief that understands the need to use data for problem solving and community risk reduction efforts.
 - The ability to mentor and foster leadership roles within the staff, succession planning and a global vision of the community's needs and vision are critical. Creativity and the ability to guide and balance change is a must.
 - Possess a bachelor's degree in fire science, emergency management, emergency medical services or related fields. A master's degree is highly desired.
 - Have 10 years of experience and demonstrated leadership in a fire service command position is required.
 - In the ideal, be a graduate of the National Fire Academy Executive Fire Officer, Chief Fire Officer Designation or similar certifications.
- Be able to supervise, participate and support operations including fire prevention, public education, fire pre-planning, building equipment and maintenance as well as reviewing and preparing records and reports.
 - Demonstrate the ability and experience to assume command at emergency incident scenes, directing personnel and equipment.
 - Be able to develop and recommend administrative, organizational and operational changes and to assist in the annual preparation of the operating and capital budgets.
 - Have experience in planning, supervising and participating in line operations, interpreting and enforcing rules and regulations and policies, evaluating employee performance, recommending and carrying through with personnel actions, recommending the hiring and training of personnel.



Leadership Skills & Management Style

- Have a record of leading and managing in a fiscally responsible manner and an understanding of how to balance the fire department's operations and other needs within budgetary constraints.
- Have experience working closely with all supervisory levels in the department on the development of policy initiatives and strategies for implementing those initiatives with the vision to plan strategically for the community and the region's safety.
- Have a record of being an open communicator practicing transparency in local government whenever possible and a "no surprises" approach with respect to communication with the elected officials.
- Possess experience in and knowledge of employee and labor relations and possess a reputation for dealing in a friendly, open and fair manner with both individual employees and the local bargaining group.
- Have knowledge of how to effectively utilize information technology, encouraging personnel to embrace technology and its benefits.

Management Style and Personal Traits

- Possess complete integrity and exemplify professional and personal characteristics of impeccable behavior which meet the highest ethical standards.
- Utilize strategic planning and goal setting utilizing a team-oriented approach that invites creativity and innovation.
- Be committed to excellent customer service with the desire to always improve upon the fire department's operations, policies and procedures in order to remain a high-performing department.
- Embrace the community, the region and the regional partners with a genuine desire to engage and where appropriate work with residents, businesses, neighboring governmental units, the higher education community and not for profit organizations.
- Be an excellent communicator and a good listener; be someone who honestly and openly seeks and enjoys the input of others whether they are citizens, department personnel, the Police and Fire Commission, Village staff or elected officials.
- Be able to speak at public presentations to community organizations, citizen groups and other gatherings and be able to convey a message in a genuine, transparent manner.
- Possess strong leadership skills, understanding when it is critical to exercise leadership and when to be flexible and adaptable to new ideas.
- Project a calm demeanor with the desire to work through issues thoughtfully with an optimism that challenges are surmountable and achievable.



Compensation, Benefits, and the Organization's Culture

The annual salary range for this position is \$120,000 +/- DOQ plus excellent benefits. Residency in the Village is not required. Village employees participate in the Wisconsin Retirement System, which is administered by the State of Wisconsin.

How To Apply

Candidates should apply by February 26, 2020 with resume, cover letter and contact information for five work-related references to www.GovHRjobs.com to the attention of:

Lee Szymborski, Senior Vice President

Tim Sashko, Vice President

GovHR USA

630 Dundee Road, #130

Northbrook, IL 60062

Tel: 847-380-3197

[Menomonee Falls](#) is an Equal Opportunity Employer.



City of Fort Atkinson
Proposal to Provide Recruitment Services
For the position of Fire Chief

I hereby certify that I am authorized to make this offer on behalf of the named company and to bind said company to this proposal. By submitting this proposal, I hereby represent that the firm identified below is fully qualified to perform the services described to achieve the organization's objectives in a professional manner.

Name of Firm GovHR USA

Address 630 Dundee Rd. #225

City/State/Zip Northbrook, IL 60062

Signature 

Name (Print) Judith Schmittgens

Title Corporate Secretary

Telephone Number 847-380-3185

E-Mail Address jschmittgens@govhrusa.com

Date Submitted 6/20/23

PRICE PROPOSAL

Total Cost of Activities - All costs related to travel, supplies, etc., are to be included.

Total, not-to-exceed cost: \$ 26,000 (includes estimated and not to exceed
\$1,500 travel. Does not include travel
for the optional Assessment Center.)

Fort Atkinson Fire Department

FORT ATKINSON, WISCONSIN

Proposal-Fire Chief Executive Recruitment



Offices

Jamestown, TN
(Corporate)

Hanover Park, IL

Waukesha, WI

Strongsville, OH



June 19, 2023

Ms. Rebecca Houseman
City Manager
City of Fort Atkinson
101 N. Main St.
Fort Atkinson, WI 53538

Dear Ms. Houseman,

McGrath Consulting Group, Inc., in partnership with our subsidiary company McGrath Human Resources Group, is pleased to submit a proposal for conducting an executive search for the position of Fire Chief for the City of Fort Atkinson. Our firm limits its executive search services to the top two administrative positions within an organization.

Having the two divisions of our corporation allows input from two very diverse perspectives. Together we approach the recruitment process as a unified team but from different perspectives and backgrounds. McGrath Consulting Group, Inc. is enjoying its 23rd year of consulting, which includes 500 clients in 40 states. Included in this hiring process will be an assessment test in which the final candidates appear before the hiring team/assessors and demonstrate their knowledge and experience utilizing various testing scenarios.

This proposal will outline the methodology utilized by the consultants in determining the best candidate to become the next Fire Chief for the Fort Atkinson Fire Department. Please contact us if you require any additional information.

Sincerely,

Victoria McGrath, Ph.D.

Victoria McGrath, Ph.D.
CEO McGrath Human Resources Group

Company Qualifications

McGrath Human Resources Group is a subsidiary of McGrath Consulting Group, Inc. and specializes in public sector consulting. The principals of the companies bring over 50 years of experience in providing comprehensive organizational assessments and executive searches that are specifically designed to assist the organizations in securing a candidate that not only fits the required skills and qualifications but will also fit into the culture of the Fort Atkinson Fire Department. Our firm specializes in public sector management and recruitment projects in over 40 states and has over 23 years of experience including within the State of Wisconsin.

The principals of McGrath Consulting are Dr. Tim McGrath, retired Fire Chief, and Dr. Victoria McGrath, the CEO of McGrath Human Resource Group. Both Drs. Tim and Victoria McGrath have had significant experience in the hiring process ranging from the development of position descriptions and profiles, preparation of job descriptions, position advertising, screening of candidates, communication with client and candidates, and in interviewing governing officials, department members, and other identified stakeholders to gain a better understanding of the need attributes of the next Fire Chief. In addition, Dr. Tim McGrath has extensive experience in the creation and administration of assessment center testing for the Fire Chief position.

Recruitment Services

McGrath Consulting Group, Inc. will provide complete recruitment services or tailor the process to best suit the needs of the Hiring Committee in the following areas:

Planning

Before a project begins, communication would be established among the principals of the Hiring Committee to identify the specific qualifications of the candidate and collect information regarding the department. A specific work plan is then developed for the recruitment in order to ensure a smooth and effective start-up of the process.

Interviews can also be held with officers of the fire department, representatives of employees/union members (if applicable), Board Members, governing officials, and other appropriate parties to ascertain the traits, skills, and qualifications of the next Fire Chief. This information assists the consultants in selecting candidates and ensuring the interview and/or assessment process is tailored to meet the needs of the Fort Atkinson Fire Department.

Client Input

Our search methodology allows the client to have as much or little input as they desire; inasmuch we do all of the search steps for you, while allowing you to concentrate on making the final decision as to your next Fire Chief.

Technical Advisor

Throughout the project our consulting team will serve as technical advisors to address questions, concerns, or unique opportunities as they relate to the Fort Atkinson Fire Department. Our firm has had the opportunity of conducting executive searches and successfully placing highly qualified candidates as Fire Chiefs in multiple states including Wisconsin.

Recruitment Literature Development

Based on the above information, the consultants can prepare recruitment information to be distributed to all interested applicants. A draft copy of all materials can be reviewed by the Hiring Committee prior to final distribution.

Our firm will place the job announcement on government/public sector fire service websites and publications to ensure a comprehensive distribution in reaching out to a highly diverse and qualified cross section of candidates. This type of recruitment typically yields the largest number of qualified candidates. Placement of this advertisement in local newspapers most often does not yield a significant number of resumes; however, what is recommended is that the job should be posted in each of your fire stations.

Applicant Packet

If desired, the consultants will work with the Hiring Committee to prepare an application packet to be distributed to all interested applicants. All completed application materials will be sent directly to the consultants.

Candidate Screening

The screening of applicants has multiple layers. First, the consultants, via paper screening, will do the initial screening to ensure that applicants have the skills, qualifications, and traits as determined by the Hiring Committee. Qualified candidate resumes are summarized and placed into a similar format – a *candidate profile* - that allows for equal assessment of the candidates. Second, communication between the Consultant and Hiring Committee will be arranged to review the candidates' profiles. The consultants will work closely with the hiring committee in the valuation of the final candidates including an interview if desired.

The candidates are divided into two primary groups – those completely matching the desired qualifications and those that only slightly lack some of the matching desired qualifications or equivalent qualifications. A third group – candidates that do not meet the qualifications – will be listed by name and City only for review by the Hiring Committee.

Reference Checks

An initial reference check will be conducted of the final candidate(s) prior to the interview process and/or assessment center if desired by the Hiring Committee. This check will be to verify employment, responsibilities, and answer any questions raised during the candidate review process. In addition, an internet/social media search of the candidate's name and former places of employment will be conducted; references will be called to verify resume information. The criminal background check is the responsibility of the client.

Interview

The consultants will assist the Hiring Committee in the development of interview questions, as well as facilitate the interview process. This includes scheduling applicants for the day, preparation of interview questions with copies for all interviewers, facilitating during the interviews, and assisting the interviewers in the decision-making process. Various interview types are available as determined such as zoom, conference etc.

Assessment Center Testing Option

Our assessment center is a process that places the candidate in a testing environment that provides a high degree of reliability and insight into his/her supervisory, leadership, and/or management potential by testing skills and ability rather than just knowledge. The candidates participate in a series of exercises designed to simulate his/her competency to perform a particular job.

The assessment center process allows the assessors (as well as Board Members) to observe the candidates throughout the process; thus, evaluating each candidate's organizational skills, leadership ability, stress tolerance, analytical skills, influence, delegation ability, decisiveness, sensitivity and/or empathy, communication techniques both verbal and non-verbal, ability to function as a team member, and his/her ethics.

The assessment center testing process has both individual and group tasks that are observed by a series of assessors who have been trained by McGrath Consulting Group, Inc. in behavioral observation techniques. The assessors observe the candidates throughout the entire testing process. Each assessor will rank the candidates and then meet as a group and discuss and agree upon a composite evaluation of each candidate. The make-up of the assessment team will consist of two or three retired or active Chief Fire/EMS Officers, one or two Human Resource specialists and a facilitator (total team five consultants).

Assessment Center Testing has been found to be extremely beneficial in identifying candidates who are most apt to succeed. The Hiring Committee is encouraged to check with the references listed as to the advantages of assessment testing. The assessments testing generally is conducted at a local area public Municipal or Township, Library building available to the hiring team with adequate rooms to conduct the various exercises.

Note: During an assessment center, candidates have downtime that can be filled in with interviews by other stakeholders such as fire department officers, employee groups, or community panel, etc. This option will be discussed during the pre-planning phase of the recruitment.

Assessment Center Testing Services:

The consultants will provide the following:

- A schedule for each candidate
- A schedule for each assessor
- Assessor training (review morning of the test)
- Candidate orientation (prior to the test)
- Develop, copy, and administer all testing materials for a maximum of four candidates; all materials for the assessors
- Provide testing process materials for Board Members to follow during the assessment testing

- All materials remain the property of the McGrath Human Resources Group, as well as all/any written responses/notes by the candidates and/or assessors. All documents will be collected and maintained in confidence by the consultants for a period of three years.
- One test facilitator
- Provide all evaluation criteria sheets and work sheets for the assessors
- Provide leadership to the assessment team in evaluating candidates and identifying desirable candidate traits
- Assist assessors in developing a candidate-ranking list to be forwarded to the Hiring Committee

There are a series of exercises available to the Hiring Committee to choose from that will best match the particular challenges and opportunities facing your new Fire Chief.

Note: The Hiring Committee will be asked to identify a minimum of seven (7) candidates for selection; however, only four (4) candidates will be brought to an assessment center. Assessment centers with more than four candidates needs to be held on two consecutive days in order to provide ample testing opportunities. This would not only require more time of the Hiring Committee and assessors but would also increase the cost of the proposal. Through phone interviews, the Consultant can screen identified candidates to reach the four for the assessment center, as well as have two or three candidates as alternates. The consultants will work closely with the hiring committee in their selection of the final candidates.

Staff Qualifications

Our team of consultants includes professionals who have held leadership positions as administrator, council members, public safety director, fire chief (municipal and district), police chief, EMS directors, legal advisor, university professor, and human resource specialists. The following members will be a part of the recruitment team.

Mike Stried – Executive Search Division Director is a senior consultant who heads up our recruitment team for public safety top executive positions. Chief Stried has over 35 years in the fire service and held a Chief officer’s position in both a volunteer and career fire/EMS department. Chief Stried is an adjunct faculty member at the National Fire Academy and has been a consultant with McGrath Consulting Group, Inc. for 13 years. Director Stried will be responsible for overseeing/conducting all aspects of your Executive Chiefs Search.

Dr. Victoria McGrath – CEO of McGrath Human Resource Group a subsidiary of McGrath Consulting Group, Inc. has over 25 years of experience in the field of human resources in the public and private sector and ten years of recruitment experience in our consulting firm. She has extensive experience in working on projects with both police and fire departments which include assessing leadership attributes.

Dr. Victoria McGrath received her doctoral degree from the University of Wisconsin-Milwaukee, focusing on government and its efforts in efficiency. She holds a master's degree in management and a dual bachelor's degree in business and labor relations. She is an adjunct faculty member for Northwestern University and the University of Wisconsin-Milwaukee, in both the master's and doctorate programs, teaching courses on management, labor issues, recruitment and retention, public sector organizational behavior, and research and writing.

Dr. Tim McGrath, CEO of McGrath Consulting Group, Inc. has retired as Fire Chief from two very diverse communities in Illinois and Wisconsin. As an executive board member of the Illinois Fire Chiefs, he was active in the Association's Service Bureau's activities. These included the recruitment, testing, and placement of fire department Chief Officers. His practical experience and formal education in management initiatives brings a unique dimension to the consulting team.

Dr. McGrath has a doctorate degree in Management and a dual master's degree in public administration and management. He also holds a Bachelor of Science in Education, and an associate degree in Fire Science Management. Chief McGrath has been an adjunct faculty member at the bachelor level for Southern Illinois University; master's level for Webster University; and hired by Northwestern University to teach in the United Arab Emirates.

Other Team Members:

- One Facilitator
- Three Fire/EMS Chiefs
- One HR Specialist

References

Braidwood Fire Protection District, IL (**Executive Chief Search**)

Contact: Mr. Michael Dillon – District Trustee – email mdillon@braidwoodfire.org. Cell: (815) 405-0881.

Estes Valley Fire Protection District, CO (**Executive Chief Search**)

Contact: Mr. Doug Klink – President Board of Directors – email: dougklink@gmail.com
Cell: (970) 481-8162

City of Wisconsin Rapids Fire Department, WI (**Executive Chief Search**)

Contact: Mr. Ryan Hartman - HR Manager – email: rhartman@wirapids.org (715)421-8245

South Shore Fire Department-Mt. Pleasant, WI (**Executive Chief Search**)

Contact: Chief Robert Stedman (262) 995-1210 email: rstedman@mtpleasantwi.gov

Sun Prairie Volunteer Fire Department, WI (**Executive Chief Search and EMS Director**)

Contact: Chief Christopher Garrison (608) 837-5066 email: cgarrison@cityofsunparaiie.com or
Aaron Oppenheimer – City Administrator: - email: aoppenheimer@cityofsunprairie.com.
(608) 825-1193.

City of South Milwaukee, WI Fire Department (**Executive Chief Search**)
Contact: Mr. Patrick Brever-Asst. City Administrator (414)768-8051 email: brever@smwi.org

Cy-Fair Volunteer Fire Department, TX (**Executive Chief Search**)
Contact: Fire Chief Amy Ramon – former ESD #9 General Manager – (281) 550-6663; email amy.ramon@cyfairvfd.org.

City of O’Fallon, IL (**EMS Department Assessment**)
Contact: Ms. Pamala Funk – Assistant City Administrator – email: pfunk@ofallon.org Office: (618) 624-4500 or Fire Chief Brent Saunders – email: bsaunders@ofallon.org (618) 622-1461

Boulder Rural Fire Rescue, CO (**Executive Chief Search**)
Contact: Fire Chief Greg Schwab – (303) 530-9575 – email: gschwab@brfr.org

Colorado River Fire-Rescue, CO (**Executive Chief Search**)
Contact: Mr. Alan Lambert – Board President – (970) 618-6318 – email: alan.lambert@CRFR.us

Other Services

Applicant Communication

The Consultants will be the primary communication source for all applicants. They will keep the candidates apprised of the process, notify the candidates if no longer in consideration, and will also provide feedback to the applicants of their performance during the interview process.

Hiring Committee/Department Staff Time

The Consultant’s will require some time of the Hiring Committee and/or department’s staff in coordinating room needs, scheduling interview dates with all appropriate personnel, arranging candidate hotel accommodations (if needed), and directions for the candidates. Further, on the date of the interview, assisting the consultants and candidates in room logistics, directions, and arranging for lunch to be brought in for the interview team. The Consultant’s will be responsible for the development and copying of all recruitment and assessment materials, as well as arranging for interview times with the candidates. The Consultant’s will also gather and have prepared any pre-interview assignments for the applicants, along with sufficient copies for the interview team’s review on the day of the interview.

Timeline

McGrath Consulting Group, Inc. takes pride in meeting its time commitments. Our firm is large enough to have the resources for a successful project, yet small enough to make each client a priority. A selection process typically can be completed within 3 – 3.5 months.

There are factors that impact the scheduling that may be out of the control of the Consultants. The proposed time frame is contingent upon timely meetings, receipt of information from the Hiring Committee, scheduling of dates, etc.

Costs

Executive Recruitment: screening, recruitment, and interview process ***only***:
(as outlined within this proposal) \$15,500

Assessment Center Services: Assessment Center testing ***only***:
(as outlined in this proposal)\$18,995

Combined Savings: Executive Recruitment & Assessment Center: All services outlined in the
proposal \$23,325

Costs include consultant(s) time, travel expenses, copies, and all testing materials/supplies.
Costs **do not include** advertisement(s), costs associated with candidates (travel, lodging, meals,
etc.), costs associated with interview/assessment testing rooms and/or meals, or licensing fees to
conduct business with the City of Fort Atkinson.

The client will be billed 15% of the total upon signing of the contract. The remaining 85% will
be billed upon completion of the executive search.

Project price is good for 60 days from July 1, 2023.

Guarantee:

The Consultants will work with the Hiring Committee until an acceptable candidate is offered
and accepts the position. If the Hiring Committee contracts both the executive search,
assessment testing, and chooses a candidate listed in the Category 1 grouping by the consultants,
and the recruitment process needs to be repeated for these two reasons: 1) the finalist withdraws
prior to starting the position; or 2) if within one year of appointment the client dismisses the
individual, our firm will repeat the entire process, The City of Fort Atkinson would only be
responsible for the following costs: recruitment team and candidate travel expenses,
advertisements, and assessor costs (if the assessment testing option is repeated). All other costs
would be waived.

Final Word

This proposal outlines a general scope of services for the recruitment of the Fire Chief. We will
work with the Hiring Committee to develop a recruitment process that fits the needs of the fire
department. Please feel free to contact us if you have any questions regarding this proposal.

We look forward to working with you.

Sincerely,

Victoria Mc Grath Ph. D.

Victoria McGrath, Ph.D.

CEO – McGrath Human Resources Group

City of Fort Atkinson

Proposal to Provide Recruitment Services

For the position of Fire Chief

I hereby certify that I am authorized to make this offer on behalf of the named company and to bind said company to this proposal. By submitting this proposal, I hereby represent that the firm identified below is fully qualified to perform the services described to achieve the organization's objectives in a professional manner.

Name of Firm McGRATH CONSULTING GROUP
 Address McGRATH CONSULTING - P.O. Box 865
 City/State/Zip JAMESTOWN, TN 38556
 Signature Michael R. Stried
 Name (Print) MICHAEL R. STRIED
 Title DIRECTOR, EXECUTIVE SEARCH DIVISION
 Telephone Number 847-774-2810
 E-Mail Address MIKE@mcgrathconsulting.com
 Date Submitted 6-19-2023

PRICE PROPOSAL

Total Cost of Activities - All costs related to travel, supplies, etc., are to be included.

Total, not-to-exceed cost: \$ 23,325.00