

W I S C O N S I N



NOTICE OF PUBLIC MEETING

FINANCE AND PROPERTY COMMITTEE

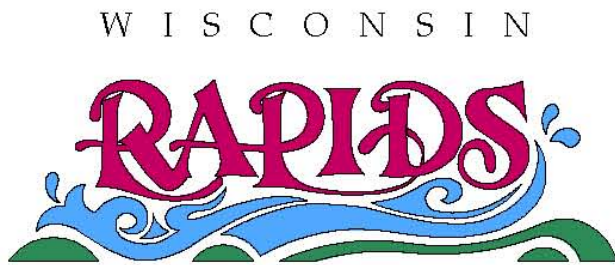
Tom Rayome, Chairperson
Jake Cattnach, Secretary
Jay Bemke

Notice is hereby given of a regular meeting of the Finance and Property Committee to be held in the Council Chambers at City Hall, 444 West Grand Avenue, Wisconsin Rapids, and via remote videoconferencing on Tuesday, February 1, 2022 at 4:30 p.m. **The public may listen to the meeting by calling 1-312-626-6799, Meeting ID: 891 1835 5129.** The meeting will also be streamed LIVE on the City of Wisconsin Rapids Facebook page. This meeting is also available after its conclusion on the City's Facebook page and Community Media's YouTube page, which can be accessed at www.wr-cm.org. If a member of the public wishes to submit comments to the Finance and Property Committee regarding an agenda item, please contact Tom Rayome at trayome@wirapids.org before the meeting.

Agenda

1. Call to Order
2. Review and approve the equipment replacement plan for 2022 and portion of 2023
3. Review and set rates for Contractors and Non-Resident Compost site passes for 2022
4. Consider a request from the Police and Fire Commission to allocate funding and approval of a budget transfer resolution for the recruitment of a Fire Chief
5. Review 2023 Budget timeline and procedure
6. Discuss possible American Rescue Plan Act grant projects
7. Audit of the Bills
8. Set next meeting date
9. Adjourn.

The City of Wisconsin Rapids encourages participation from all its citizens. If participation at any public meeting is not possible due to a disability, notification to the city clerk's office at least 48 hours prior to the scheduled meeting is encouraged to make the necessary accommodations. Call the clerk at (715) 421-8200 to request accommodations.



**PUBLIC WORKS
DEPARTMENT**

1411 CHASE STREET
WISCONSIN RAPIDS, WI 54495
(715) 421-8218 FAX (715) 421-8281

Requestors Name:

Paul Vollert, Public Works Superintendent

Referral Language:

Review and approve the equipment replacement plan for 2022 and portion of 2023.

Background Information:

Previous years each individual item was brought to the Finance Committee for approval. With today's volatile pricing, most pricing is not good for 60 days. The intent was to have the equipment replacement plan as part of the budget, similar to how other departments operate, but that did not happen in 2022. Looking for the committee and council to approve the 2022 plan, and approve the replacement of unit #4 and #5 in 2023. If approved, multiple proposals for each item would be requested and accepted. As long as the proposal amount is less than the replacement cost shown, it would be accepted and a contract written. If proposals was higher, the Public Works department would come back to Committee for addition approval on that item. Requesting approval of items in 2023 due to the current estimated lead time of twelve to sixteen months on multi axle trucks and bodies.

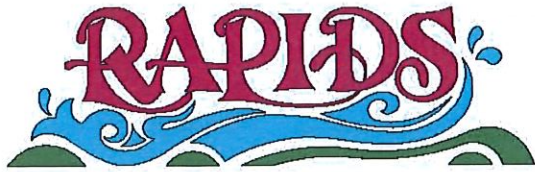
Recommendation:

Approve the 2022 equipment replacement plan as shown, and unit #4 and #5 for 2023.

If financing is needed, how will it be financed?

Financing for this plan would come out of the equipment replacement fund for Public Works.

W I S C O N S I N

**PUBLIC WORKS DEPARTMENT**

1411 CHASE STREET
 WISCONSIN RAPIDS, WI 54495
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EQUIPMENT REPLACEMENT PLAN 2021

11/1/2021

2020

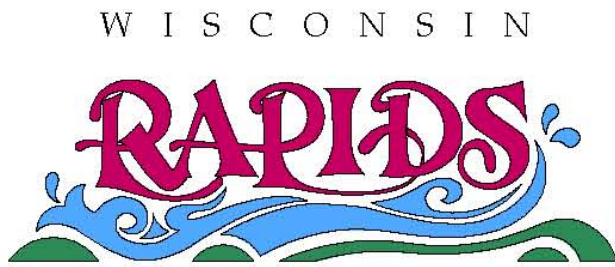
UNITS TO REPLACE	REPLACE WITH	TRADE IN ESTIMATE	REPLACEMENT COST
#151 1995 TORO 580 D GROUNDMASTER MOWER	4WD 15' DIESEL LAWNMOWER	\$4,000	\$87,890

2022**2022 RENTAL BUDGET**

UNITS TO REPLACE	REPLACE WITH	TRADE IN ESTIMATE	REPLACEMENT COST
#48 2007 FORD F 150	1/2 TON DOUBLE CAB 6' BOX	\$4,500	\$34,000
#73 2007 FORD F 150	3/4 TON REGULAR CAB	\$3,750	\$35,000
#15 2010 FORD F 450 WITH UTILITY BODY	F450 WITH UTILITY BODY	\$11,500	\$70,000
#80 2020 CHEVY CREW CAB	1/2 TON CREW CAB	\$39,000	\$39,500
#83 2020 CHEVY DOUBLE CAB	1/2 TON CREW CAB	\$33,805	\$39,500
#81 2020 CHEVY CREW CAB	1/2 TON CREW CAB	\$39,000	\$39,500
#100 2014 FORD F150	1/2 TON CREW CAB	\$15,000	\$39,500
	1/2 TON CREW CAB	\$0	\$39,500
#189 1996 DODGE BR1500 HALF TON TRUCK	1/2 TON DOUBLE CAB WITH TOPPER	\$2,500	\$36,000
#26 1985 CAT 130G GRADER	USED AWD GRADER UNDER \$125,000	\$20,000	\$125,000
#176 2000 CONSTRUCTION TRAILER	DACCO OFFICE TRAILER	\$2,000	\$28,000
#192 1991 HIGHWAY MODEL 245 PAINT STRIPER	TRUCK MOUNTED CENTER LINE SPRAYER	\$2,500	\$60,000
	SHOP SCANNERS	\$0	\$10,000

2023**2023 RENTAL BUDGET**

UNITS TO REPLACE	REPLACE WITH	TRADE IN ESTIMATE	REPLACEMENT COST
#4 2005 STERLING LT9513 QUAD AXLE DUMP TRUCK	QUAD AXLE DUMP TRUCK WITH HITCH	\$25,000	\$230,000
#5 2005 STERLING LT9513 QUAD AXLE DUMP TRUCK	QUAD AXLE DUMP TRUCK WITH HITCH	\$25,000	\$230,000
#36 1998 CAT 446B TRACTOR BACKHOE LOADER	SIMILAR SIZE TRACTOR BACKHOE	\$20,000	\$210,000
#355 2010 CHEVROLET EXPRESS SURVEY VAN	1/2 TON CREW CAB WITH SURVEY TOPPER	\$5,500	\$40,000
#324 1999 INGERSOLL RAND 50 KW GENERATOR	50 KW TOWABLE GENERATOR	\$5,000	\$45,000
#102 2014 FORD F150	3/4 TON REGULAR CAB	\$13,000	\$37,750
#177 2007 DODGE 3500 ONE TON PICKUP TRUCK	F550 DUMP BODY 4X4	\$10,000	\$70,000
#178 2007 DODGE 3500 ONE TON PICKUP TRUCK	ONE TON DUMP BODY 4X4	\$10,000	\$60,000
#356 2017 CHEVROLET SILVERADO HALF TON	1/2 TON CREW CAB 4X4	\$8,000	\$39,500
#190 2003 DODGE 3/4 TON UTILITY	1/2 TON DOUBLE CAB 4X4	\$4,000	\$38,000
#149 2003 GMC 6000 ONE TON PICKUP TRUCK	ONE TON DUMP BODY	\$2,500	\$55,000
	SKID STEER PAVER ATTACHMENT	\$0	\$54,000



**PUBLIC WORKS
DEPARTMENT**

1411 CHASE STREET
WISCONSIN RAPIDS, WI 54495
(715) 421-8218 FAX (715) 421-8281

Requestors Name:

Paul Vollert, Public Works Superintendent

Referral Language:

Review and set rates for Contractors and Non-Resident Compost site passes for 2022.

Background Information:

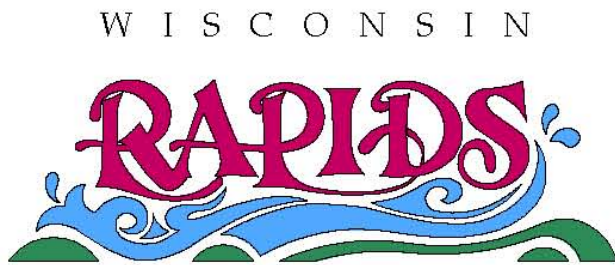
Each year Contractors and Non-Residents are sold Compost site passes to the City of Wisconsin Rapids sites. Periodically the rates are reviewed to make sure that rates are relative to the costs associated with operating the compost sites and the use. Compost sites usage has been reviewed for multiple years, and rates are being recommended base on usage.

Recommendation:

Approve the recommended rates as attached.

If financing is needed, how will it be financed?

No Financing needed.



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DEPARTMENT**

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Cost to run the Eastside and Westside Compost sites is approximately \$156,861.00 for the 2022 calendar year. Based off the gate attendants counting vehicles entering the gates the usage is as follows:

Westside 2020 Yearly Usage

Residents	10964
Non-Residents	2236
Contractors	3146
Total	16346

Eastside 2020 Yearly Usage

Residents	18728
Non-Residents	7237
Contractors	268
Total	26233

Westside 2021 Yearly Usage

Residents	9321
Non-Residents	1644
Contractors	2369
Total	13334

Eastside 2021 Yearly Usage

Residents	19176
Non-Residents	7845
Contractors	242
Total	27263

In review in the amount of tags that have been sold by municipalities for the Non-Resident tags 800 tags sold in 2020, and 650 tags sold 2021. Current price is \$50.00 per tag on an annually.

Recommend increasing tags to \$55.00 per tag annually.

In review in the amount of tags that have been sold to Contractors, 30 Contractors bought tags in 2020, and 28 Contractors bought tags in 2021. Current pricing is \$150.00 for the first tag and \$25.00 per tag for each additional tag.

Recommend increasing tags to \$300.00 annually for City of Wisconsin Rapids businesses. Non-Resident Contractor \$400.00 annually plus \$25.00 for each additional tag.

Recommend increasing the rate for disposing of stumps at the compost site from projects located within the city by **\$10.00** per level.



1. Call the meeting to order.

Commissioner Haasl called the meeting to order at 7:30 a.m.

2. Roll call.

Present by videoconferencing was Commissioners Albrecht and Haasl. Present in person at City Hall were Commissioners King and Yonkovich; and Mayor Shane Blaser, Sue Schill, Alderperson Jay Bemke, Police Chief Erman Blevins, Police Deputy Chief Brian Krzykowski, Interim Fire Chief Todd Eckes, Justin Pluess, Nikkilas Wix, Derek Matykowski, Trent Aldrich, Matt Feder and Ben Goodreau.

3. Approve the December 8, 2021 meeting minutes.

A motion was made by Commissioner Albrecht, seconded by Commissioner Haasl, to approve the December 8, 2021 meeting minutes. Motion carried.

4. Discuss the monthly report and activities of the Police Department with the Police Chief.

A motion was made by Commissioner Albrecht, seconded by Commissioner King, to approve the report of the Police Department. Motion carried.

5. Discuss the monthly report and activities of the Fire Department with the Fire Chief.

A motion was made by Commissioner King, seconded by Commissioner Yonkovich, to approve the report of the Fire Department. Motion carried.

6. Discuss the process for recruitment of new Fire Chief, due to the retirement of Fire Chief Scott Young.

A motion was made by Commissioner Albrecht, seconded by Commissioner Haasl, to approve the proposal from McGrath Consulting Group, Inc. for Assessment Center Testing at a cost of \$7,500. Motion carried with Commissioner Yonkovich voting in the negative.

7. Establish date for next meeting and discuss items for inclusion in next agenda.

The next monthly meeting will be held on February 9, 2022 at 7:30 a.m.

8. The Commission will vote to go into closed session pursuant to Section 19.85(1)(c) of the Wisconsin Statutes, which reads: "Considering employment, promotion, compensation, or performance evaluation data of any public employee over which the governmental body has jurisdiction or exercises responsibility."

In closed session, the Commission may consider employment for a public employee.

A motion was made by Commissioner Albrecht, seconded by Commissioner King, to go into CLOSED SESSION pursuant to Wisconsin Statutes Sec. 19.85 (1)(c), to consider employment, promotion,



CITY OF WISCONSIN RAPIDS POLICE & FIRE COMMISSION
MEETING MINUTES
January 12, 2022
7:30 A.M.

compensation or performance evaluation data of any public employee over which the Commission has jurisdiction or exercises responsibility. Roll call vote taken. Commissioners Albrecht, King, and Haasl voted in the affirmative; Commissioner Yonkovich abstained. Motion carried.

Present in the closed session were Commissioners Albrecht, Haasl, King and Yonkovich; and Mayor Shane Blaser, Sue Schill and Alderperson Jay Bemke. Interim Fire Chief Todd Eckes and Justin Pluess were invited into a portion of the closed session.

In closed session, the Commission discussed the employment of a public employee.

9. The Commission will adjourn in closed session.

A motion was made by Commissioner Haasl, seconded by Commissioner King, to adjourn in closed session. Motion carried.

Respectfully Submitted,
Lee Albrecht, Secretary

Proposal

To Conduct An

Fire Chief Executive Search

for the



City of Wisconsin Rapids

and the

Wisconsin Rapids Fire Department



Submitted by



September 2021



September 14, 2021

Mr. Gregory J. Jerabek SC
Nash Law Group
170 Third Street North
P.O. Box 997
Wisconsin Rapids, WI 54495-0997

Dear Mr. Jerabek,

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 Wisconsin Rapids Fire Department. We have had the opportunity to work with your City and Police and Fire Commission for both Fire and Police Chiefs executive searches. Our firm limits its executive search services to the top two administrative positions within the 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 21st year of consulting which includes 425 clients in 39 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 various testing scenarios.

This proposal will outline the methodology utilized by the consultants in determining the best candidate to become the Fire Chief for the City of Wisconsin Rapids. Included in the project is a video conferencing meeting with the hiring committee and/or Police & Fire Commission to identify traits, knowledge, and experience in the screening of the candidates.

Please contact us if you require any additional information.

Sincerely,

A handwritten signature in cursive script that reads "Tim McGrath".

Tim McGrath, Ph.D.
CEO McGrath Consulting Group, Inc.

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Company Qualifications

McGrath Consulting Group, Inc. is an organization that specializes in public sector consulting. McGrath Human Resources Group is a subsidiary and specializes in human resource services. 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 Wisconsin Rapids Fire Department. Our firm specializes in public sector management and recruitment projects in 39 states and has 21 years of consulting experience.

The principal of McGrath Consulting is Dr. Tim McGrath, retired fire chief, and Dr. Victoria McGrath, is 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/Police and Fire Commission in the following areas:

Planning:

Before a project begins, communication is established among the principals of the Hiring Committee/Police and Fire Commission to identify the specific qualifications of the candidate and collect information regarding the department. A specific work plan is developed for the recruitment in order to ensure a smooth and effective startup of the process.

Interviews can also be held with officers of the fire department, representatives of employees/union members, Board/Council 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 City of Wisconsin Rapids and the Wisconsin Rapids Fire Department.

Client Input

Our search methodology allows the client to have as much or little input as they desire. Inasmuch as we do all of the search steps for you, thus 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 City and Department. Our firm has had the opportunity of conducting executive searches and successfully placing highly qualified candidates as Chief Officers 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/Police and Fire Commission prior to final distribution.

Our firm will place the job announcement on government and fire professional websites to ensure a comprehensive distribution. 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 numbers of resumes; however, what is recommended is that the job should be posted in all of the fire stations.

Applicant Packet

If desired, the consultants will work with the Hiring Committee/Police and Fire Commission 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 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/Police and Fire Commission will be arranged to review the candidates' profiles. 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 state only for review by the Hiring Committee/Police and Fire Commission.

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/Police and Fire Commission. This check will be to verify employment, responsibilities, and answer any questions raised during the candidate review process. In addition, an internet search of the candidate 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/Police and Fire Commission 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.

Assessment Center Testing

An 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 to observe the candidate's 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 will be 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 four or five consultants). Assessment Center Testing has been found to be extremely beneficial in identifying candidates who are most apt to succeed.

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 of the three or four candidates
- 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

- All materials remain the property of the McGrath Consulting Group, Inc. 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 (one principle of the company)
- 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 challenges and opportunities facing the new Fire Chief.

Note: The Hiring Committee/Police and Fire Commission will be asked to identify a minimum of seven (7) candidates for selection; however, only three or four candidates will be brought to an assessment center. Assessment centers with more than four candidates need 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 three or four for the assessment center, as well as have two (2) or three (3) candidates as alternates.

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 member of the recruitment team.

Dr. Tim McGrath, CEO of McGrath Consulting Group, Inc. has retired as Fire Chief from two remarkably 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's 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.

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.

Assessors – Two or three retired or current fire department Chief Officers (one with experience in Wisconsin) and one Human Resource professional will be added to the assessment testing team, for a total consulting team of three or four assessors and one facilitator.

References

Sun Prairie Volunteer Fire Department, WI

Contact: Mr. Thane Westermeyer – Selection Committee Chair – email: thanewestermeyer@gmail.com
Cell: (608) 469-3915 or Aaron Oppenheimer – City Administrator: - email:
aoppenheimer@cityofsunprairie.com. (608) 825-1193.

Oxford Charter Township, MI

Contact: Fire Chief Peter Scholz – email: pscholz@oxfordfiredept.com Office: (248)-969-9483.

South Shore Fire Department, WI

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

Cy-Fair Volunteer Fire Department, TX

Contact: Fire Chief Amy Ramon – former ESD #9 General Manager – (281) 550-6663; email
amy.ramon@cyfairvfd.org.

City of O'Fallon, IL

Contact: Ms. Pamala Funk – Retired – Assistant City Administrator – email: pamalafunk@charter.net
Cell: (618) 971-8662

Braidwood Fire Protection District, IL

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

Other Services

Applicant Communication

The consultants will be the primary communication source for all applicants. They will keep candidates apprised of the process, notify 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/Police and Fire Commission 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/Police and Fire Commission, scheduling of dates, etc.

Costs

The executive recruitment including an assessment center testing activities, including all services outlined in this proposal: \$16,500.00.

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

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 the September 14, 2021.

Guarantee:

The Consultants will work with the Hiring Committee/Police and Fire Commission until an acceptable candidate is offered and accepts the position. If the Hiring Committee/Police and Fire Commission selects a candidate listed in the Category 1 grouping by McGrath Consulting Group, Inc., and the recruitment process needs to be repeated for either of 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 Wisconsin Rapids would only be responsible for the following costs: recruitment team and candidate travel expenses, advertisements, and assessor costs. 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/Police and Fire Commission to develop a recruitment process that fits the needs of the City and fire department. Please feel free to contact us if you have any questions regarding this proposal.

Tim McGrath

Tim McGrath, Ph.D.
CEO McGrath Consulting Group, Inc.

Proposal (Assessment Center Testing)

To Conduct An

Fire Chief Executive Search

for the



City of Wisconsin Rapids

and the

Wisconsin Rapids Fire Department



Submitted by



Revised December 18, 2021



December 18, 2021

Mr. Gregory J. Jerabek SC
Nash Law Group
170 Third Street North
P.O. Box 997
Wisconsin Rapids, WI 54495-0997

Dear Mr. Jerabek

McGrath Consulting Group, Inc., in partnership with our subsidiary company McGrath Human Resources Group, is pleased to submit this ***Revised Proposal*** for conducting an Assessment Center testing for the position of Fire Chief for the Wisconsin Rapids Fire Department. We have had the opportunity to work with your City and Police and Fire Commission (PFC) for both Fire and Police Chiefs executive searches in the past.

Having the two divisions of our corporation allows input from two very diverse perspectives. Together we approach this process as a unified team but from different perspectives and backgrounds. McGrath Consulting Group, Inc. is enjoying its 21st year of consulting which includes 425 clients in 39 states. This hiring process undertaken by McGrath Consulting Group Inc. provides for an assessment testing/evaluation in which the final four candidates appear before the hiring team/assessors/PFC to demonstrate their knowledge and experience utilizing various testing scenarios.

This proposal will outline the methodology utilized by the consultants in its assessment testing to identify the best candidate to become the Fire Chief for the City of Wisconsin Rapids.

Please contact us if you require any additional information.

Sincerely,

Tim McGrath

Tim McGrath, Ph.D.
CEO McGrath Consulting Group, Inc.

cc: Emily Kent EKent@wirapids.org

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Company Qualifications

McGrath Consulting Group, Inc. is an organization that specializes in public sector consulting. McGrath Human Resources Group is a subsidiary and specializes in human resource services. 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 Wisconsin Rapids Fire Department. Our firm specializes in public sector management and recruitment projects in 39 states and has 21 years of consulting experience.

The principal of McGrath Consulting is Dr. Tim McGrath, retired fire chief, and Dr. Victoria McGrath, is 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.

Applicant Packet

The City of Wisconsin Rapids will be responsible for the development of the requirements for the position of Fire Chief and provide an applicant package to perspective candidates.

Candidate Screening

The screening of all applicants will be conducted exclusively by the City of Wisconsin Rapids. Upon the closing date of the application period, the City will provide and forward their top six (6) candidates-along with complete application packets to McGrath Consulting Group for further evaluation. Upon this evaluation of each of the individual's education, training, experience etc. McGrath Consulting will rank the candidates and return their findings to the City/Police & Fire Commission.

Reference Checks

All background and reference checks will be the responsibility of the City of Wisconsin Rapids.

Interview

During the Assessment Center testing each candidate will participate in two interviews. One with the assessors and the other with an employee group overseen by our firms Human Resources professional.

Assessment Center Testing

An 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 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 will be 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 four or five consultants). Assessment Center Testing has been found to be extremely beneficial in identifying candidates who are most apt to succeed.

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 testing.

Assessment Center Testing Services:

The consultants will provide the following:

- A schedule for each of the four candidates
- 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
 - All materials remain the property of the McGrath Consulting Group, Inc. 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 (one principle of the company)
- 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 challenges and opportunities facing the new Fire Chief. Example of a most recent testing for a Wisconsin Fire Chief included by not limited to:

- *In-Basket exercise*
- *Structured oral interview*
 - *Assessment team*
 - *Employee group*
- *Budget exercise*
- *Management exercise*
- *Candidate-prepared oral presentation to Board*

Note: The Hiring Committee/PFC will be asked to identify (6) candidates for selection; however, only four candidates will be brought to the assessment center. Assessment centers with more than four candidates need 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. The two remaining candidates not chosen to participate in the assessment testing may serve as alternates.

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 member of the recruitment team.

Dr. Tim McGrath, CEO of McGrath Consulting Group, Inc. has retired as Fire Chief from two remarkably 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.

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.

Assessors – Two or three retired or current fire department Chief Officers (one with experience in Wisconsin) and one Human Resource professional will be added to the assessment testing team, for a total consulting team of three or four assessors and one facilitator.

References

Sun Prairie Volunteer Fire Department, WI

Contact: Mr. Thane Westermeyer – Selection Committee Chair – email: thanewestermeyer@gmail.com
Cell: (608) 469-3915 or Aaron Oppenheimer – City Administrator: - email: aoppenheimer@cityofsunprairie.com. (608) 825-1193.

Oxford Charter Township, MI

Contact: Fire Chief Peter Scholz – email: pscholz@oxfordfiredept.com Office: (248)-969-9483.

South Shore Fire Department, WI

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

Cy-Fair Volunteer Fire Department, TX

Contact: Fire Chief Amy Ramon – former ESD #9 General Manager – (281) 550-6663; email amy.ramon@cyfairvfd.org.

City of O'Fallon, IL

Contact: Ms. Pamala Funk – Retired – Assistant City Administrator – email: pamalafunk@charter.net
Cell: (618) 971-8662

Braidwood Fire Protection District, IL

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

Other Services

Applicant Communication

The City of Wisconsin Rapids will be the primary communication source for all applicants. They will keep candidates apprised of the process, notify 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/Police and Fire Commission and/or department's staff in coordinating facility/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 assessment testing materials. 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

An Assessment Center testing is completed in one day lasting about eight hours. At the end of the testing the hiring committee/PFC will be given a list of candidates in order of preference for the position of Fire Chief. The decision of the final choice of the best candidate is the responsibility of the city/PFC.

Costs

The executive recruitment including an assessment center testing activities, including all services outlined in this proposal: \$7,500.00

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

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 December 22, 2021.

Final Word

This proposal outlines a general scope of services for the Assessment Center testing for the position of the Fire Chief. Please feel free to contact us if you have any questions regarding this proposal.

Tim McGrath

Tim McGrath, Ph.D.
CEO McGrath Consulting Group, Inc.