

## Executive Selection for Village Administrator

Prepared for The



MAARATHON COUNTY | WISCONSIN

OCTOBER 3, 2024

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



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McMahon Associates, Inc. | NEENAH, WISCONSIN  
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October 3, 2024

Village of Kronenwetter  
Attn: Lisa Kerstner, Finance Director/Treasurer  
1582 Kronenwetter Drive  
Kronenwetter, WI 54455

Dear Ms. Kerstner,

We are pleased to submit a proposal for Executive Selection for the Village Administrator of the Village of Kronenwetter. 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, but we also have 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 Village 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](mailto: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

Jeffrey R. Roemer  
Public Safety Manager

JRR:kmh



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 Village of Kronenwetter 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 Village of Kronenwetter. Accordingly, our approach includes regular meetings with the 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 Village of Kronenwetter 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 Village Administration.

## **Preliminary Planning and Development of Candidate Profile**

- Meet with the Village Board 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 Village Board.
- Interview the members of the Village Board, Department Heads, and other appropriate officials and staff for input on needed Village Administrator 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 Village'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 Village Administrator position and a community profile to attract top quality applicants.

## **Advertising/Candidate Search**

- Develop the Village Administrator position advertisement based on the Village'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 and the Village Board, 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 Village Board or Search Committee to review.

## **Pre-Qualify Candidates**

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

- We will facilitate a meeting with the Village Board or 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 Village Board or 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 Village Board or Search Committee after the interviews are completed.
- Offer our professional observations and assist the Village Board 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 Village Board 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 Village Board.
- Draft the formal employment agreement for consideration by the Village Board and applicant.

### **Employment Transition**

- We will meet with the current Village Finance Director/Treasurer and Village Board (separately if desired) to discuss immediate and on-going issues in which the Village is involved.
- We will work with the Village Administrator 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

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

*Time & Expense estimated at:            \$14,000 to \$18,000*

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 Village 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 May 10, 2024, which will be incorporated into the Agreement for reference.

Invoices will be sent every month based on the previous months' time and expenses.



## 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, an administrator recruitment 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 act as project manager and 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.

### Russ M. Van Gompel – Public Management Specialist

Russ will assist the Project Team and has over 39 years of experience in local governments serving in the States of Wisconsin and Minnesota. His experience includes working in the governments of large cities to smaller units of government and includes public cooperation agreements, public private partnerships and impact fee analysis and forecasting. Russ currently serves as the Finance Director for the City of Oshkosh.

### Henry B. Veleker – Public Management Specialist

Henry is a forward thinking, pragmatic public manager bringing 30 years of public management experience to the challenges facing local governments and their respective communities. A collaborative leader who values the commitment and work of local government elected officials and staff. He is a professional who appreciates that successful local governments must always strive to be strategic, transparent, fiscally prudent and action oriented.

### Ray C. Maurer – Public Management Specialist

Ray is an experienced and dedicated municipal parks, recreation and forestry professional with over 30 years of experience. He is a Certified Park and Recreation Professional through the National Recreation and Park Association. He is responsible for the management and administration of the City of Oshkosh Parks Department. His responsibilities also include administrative direction over full time staff, development of annual and capital improvement budgets, and development of short and long-term comprehensive plans. His strong relationship building skills were instrumental in developing many public/private partnerships that have resulted in cost-saving measures throughout his career. He has the ability to connect with elected officials, citizens and others to build trust and establish lasting relationships. He has extensive experience in municipal parks, recreation and forestry operations, capital project management and process improvement.

### Jeffrey R. Roemer – Public Safety Manager

Jeff has over 35 years of experience in public safety and is currently Public Safety Manager of the Public Safety & Municipal Management Group for McMahon. He 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.

## CITY OF WEYAUWEGA

### **Executive Selection and Management Counsel**

Rich Luedke, Mayor

[rluedke@cityofweyauwega-wi.gov](mailto:rluedke@cityofweyauwega-wi.gov)

109 E, Main Street

Weyauwega, WI 54983

920-284-0110

## VILLAGE OF PALMYRA

### **Executive Selection, Public Safety Director**

Kathleen Weiss, Village President

[villpres@vi.palmyra.wi.gov](mailto:villpres@vi.palmyra.wi.gov)

100 Taft Street

Palmyra, WI 53156

262-495-8294

## TOWN OF BUCHANAN

### **Executive Selection and Management Counsel**

Karen Lawrence, Supervisor 1

[Supervisor1@townofbuchanan.wi.gov](mailto:Supervisor1@townofbuchanan.wi.gov)

N178 County Road N

Appleton, WI 54915

920-734-8599

## CITY OF WAUPACA

### **Execute Selection and Management Counsel**

Aaron Jenson, City Administrator

[ajenson@cityofwaupaca.org](mailto:ajenson@cityofwaupaca.org)

111 S. Main Street

Waupaca, WI 54981

715-258-4411

## VILLAGE OF UNION GROVE

### **Executive Selection**

Steve Wicklund, Village President

[swicklund@uniongrove.net](mailto:swicklund@uniongrove.net)

925 15<sup>th</sup> Avenue

Union Grove, WI 53182

262-878-1818

VILLAGE OF BAYSIDE

**Executive Selection and Management Counsel**

Andy Pederson, Village Manager

[apederson@baysidewi.gov](mailto:apederson@baysidewi.gov)

414-206-3925

CITY OF WISCONSIN DELLS

**Executive Selection and Police Management Counsel**

Karen Terry, Administrator

[kterry@dellscitygov.com](mailto:kterry@dellscitygov.com)

300 La Crosse Street

Wisconsin Dells, WI 53965

608-254-2012 X403

CITY OF CHILTON

**Organizational Analysis/Review and Executive Recruitment and Interim Services**

Executive Recruitment and Interim Services

Tom Reinl, Mayor

[chiltonmayor@chiltonwi.com](mailto:chiltonmayor@chiltonwi.com)

42 School Street

Chilton, WI 53014

920-849-2451

VILLAGE OF JOHNSON CREEK

**Executive Selection and Management Counsel**

John Swisher, Village President

[johns@johnsoncreekwi.org](mailto:johns@johnsoncreekwi.org)

125 Depot Street

Johnson Creek, WI 53038

414-659-6105