

Village of Mukwonago  
Town of Mukwonago

**JOINT MEETING BETWEEN THE  
VILLAGE OF MUKWONAGO BOARD AND  
THE TOWN OF MUKWONAGO BOARD**

Amended Notice of Meeting and Agenda  
***Tuesday, September 24, 2019***

**AMENDED TIME**

Time: **6:00 p.m.**

Place: **Mukwonago Village Hall, 440 River Crest Ct., Mukwonago**

1. Call to Order
2. Comments from the Public
3. New Business  
*Discussion and Possible Action on the Following Items*
  - A. Fire Department 2020 Operational Budget
  - B. Fire Department 2020 Capital Budget
  - C. Fire Department Operational Study recommendation.
4. Adjournment

It is possible that members of, and possibly a quorum of, members of other governmental bodies of the municipality may be in attendance at the above stated meeting to gather information. No action will be taken by any governmental body at the above stated meeting other than the governmental body specifically referred to above in this notice. Please note that, upon reasonable notice, efforts will be made to accommodate the needs of individuals with disabilities through appropriate aids and services. For additional information or to request this service, contact the Village Clerk's Office, 440 River Crest Court, (262) 363-6420, or the Town Clerk's Office, W320S8315 Beulah Road, (262) 363-4555.



Committee/Board:	Protective Services
Topic:	Department Study
From:	Jeff Stien, Fire Chief
Department:	Fire Department
Presenter:	Jeff Stien
Date of Committee Action (if required):	09-16-19
Date of Village Board Action (if required):	09-18-19

**Information**

**Subject:**

Department Study proposal results.

**Background Information/Rationale:**

The Almont Study 10-2000, addressed policy, procedures and communications. No study has been done to analyze the fire department to address current and future staffing needs, funding and services provided. We need to get a baseline for the fire department and an outside independent review of current and future staffing needs and ways to increase efficiencies. RFP requests went to five consulting companies by email and contacted one by phone but no response. There were three respondents two that met the deadline and one that there was complications (see attached email).

**Key Issues for Consideration:**

To determine if there are any staffing deficiencies, to address any concerns on current and future needs of the department.

**Fiscal Impact (If any):**

\$18,900.00 up to \$22,475.00. The study would start in 2019 and finish in 2020. Funding would come out of Protective Services (\$40,000.00) 2020 Budget. No Union negotiations for 2020.

**Requested Action by Committee/Board:**

Recommend proceed with study and approve lowest bid.

**Attachments**

- Scope of Work Fire Staffing RFP Mukwonago
- Organizational Study Companies
- GovHR Proposal
- McGrath Consulting Proposal
- RW Management Group Proposal

## Organizational Study Companies

	Emailed	Received	Cost
<ul style="list-style-type: none"> <li>• RW Management Group, Inc.                             <ul style="list-style-type: none"> <li>○ 1256 Wrenfield Way Oconomowoc, WI 53066-2387</li> <li>○ 262-354-0731</li> <li>○ jroemer@rwmanagementgroup.com</li> </ul> </li> </ul>	07-29-19	08-20-19	\$18,900.00
<ul style="list-style-type: none"> <li>• GovHR USA                             <ul style="list-style-type: none"> <li>○ 630 Dundee Rd #130, Northbrook, IL 60062</li> <li>○ 847-830-3240</li> <li>○ jcademartori@govhrusa.com</li> </ul> </li> </ul>	07-29-19	09-03-19	\$22,475.00
<ul style="list-style-type: none"> <li>• Springsted, Inc.                             <ul style="list-style-type: none"> <li>○ 710 N Plankinton Ave, Milwaukee, WI 53203</li> <li>○ 414-220-4255</li> </ul> </li> </ul>	called 07-29-19 and 08-07-19		
<ul style="list-style-type: none"> <li>• WI Public Policy Forum      Barb, Rob Henken- President                             <ul style="list-style-type: none"> <li>○ 633 W Wisconsin Ave #406, Milwaukee, WI 53203</li> <li>○ 414-276-8240, 414-435-1105</li> <li>○ rhenken@wispolicyforum.org</li> </ul> </li> </ul>	07-30-19	Received email 09-06-19	
<ul style="list-style-type: none"> <li>• Resource Management Associates, Inc. (2012 \$7,850) Charles Hale                             <ul style="list-style-type: none"> <li>○ 17730-A Oak Park Ave, Tinley Park, IL 60477</li> <li>○ 708-444-2326</li> <li>○ <a href="mailto:Rma2500@gmail.com">Rma2500@gmail.com</a>, Rma9696@gmail.com</li> </ul> </li> </ul>	07-29-19		
<ul style="list-style-type: none"> <li>• McGrath Consulting Group, Inc. (2012 \$12,360)                             <ul style="list-style-type: none"> <li>○ PO Box 190, Wonder Lake, IL 60097</li> <li>○ 815-728-9111</li> <li>○ info@mcgrathconsulting.com</li> </ul> </li> </ul>	07-29-19	08-09-19	\$22,750.00



# Village of Mukwonago

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## AGENDA ITEM REQUEST FORM

Committee/Board:	Protective Services
Topic:	Department Study RFP
From:	Jeff Stien, Fire Chief
Department:	Fire Department
Presenter:	Jeff Stien
Date of Committee Action (if required):	07-15-19
Date of Village Board Action (if required):	07-17-19

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### Information

**Subject:**

Department Study RFP.

**Background Information/Rationale:**

The Almont Study 10-2000, addressed policy, procedures and communications. No study has been done to analyze the fire department to address current and future staffing needs, funding and services provided. We need to get a baseline for the fire department and an outside independent review of current and future staffing needs and ways to increase efficiencies.

**Key Issues for Consideration:**

To determine if there are any staffing deficiencies, to address any concerns on current and future needs of the department.

**Fiscal Impact (If any):**

No operating budget impact. This is a RFP. Once the quotes come back that information will be taken to committee to recommend to the respective boards to proceed or not and to address any study funding concerns.

**Requested Action by Committee/Board:**

Recommendation send out the proposed RFP.

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### Attachments

- Scope of Work Fire Staffing RFP Draft Mukwonago
  - Organizational Study Companies
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## **SCOPE OF WORK for Mukwonago Fire Department Study**

### **A. General**

The purpose of this RFP is to select a firm qualified to conduct a staffing study and analysis for the Mukwonago Fire Department. For this Fire Department staffing analysis the selected firm is expected to provide qualified and expert professional services, including, but not limited to:

#### **Current Department Funding and Staffing:**

1. Determine the number of firefighters, supervisors, and command officers currently required to enable a department to:
  - a. Respond to emergency demands of the communities being served;
  - b. Respond to non-emergency demands of the community;
  - c. Conduct prevention and other proactive community risk reduction activities;
  - d. Allow personnel to meet all administrative requirements satisfactorily, including report writing, training, and personal needs; and
  - e. Promote the safety of the public and members of the fire department.
  - f. Evaluate how productively personnel and other resources are used to conduct current operations.

#### **Efficiency and Effectiveness:**

2. Suggest a plan for deploying the required firefighters and supervisors most cost effectively, by shift and area in response to geographical incidence of emergencies and demands for non-emergency services.
3. Identify areas and services that require a more effective response.
4. Identify functions performed by a department that can be performed more effectively by alternative means and/or agencies.

#### **Future Needs:**

5. Assess staffing requirements for the immediate future.
6. Project future workload and service demands.
7. Specify appropriate levels of personnel needed to conduct future departmental operations.
8. Review organizational effectiveness of classifications with the Department and a recommendation for determining appropriate staffing based on current and future service demands.
9. As part of the departmental staffing review, consideration should be given to HR-related issues including career development, training, advancement, employee stress, etc. and issues related to overtime incurred due to understaffing, if any.

#### **Consideration and Costs for:**

1. Sustain current costs

2. Continue current services
3. Addressing staffing levels to meet future needs

**Executive Summary Report:**

1. Written Final Report
  - a. Recommendations
  - b. Plan to accomplish recommendations
  - c. Timeline to complete plan
  - d. Financial projections for recommendations
    - i. Evaluate municipal tax contribution to fees ratio

**Public Input and Board Meetings:**

1. Hold a minimum initial and midway process public input sessions
2. Hold a minimum of two public meetings to present draft report and champion ideas
3. Present draft report to Joint Board
4. Final edits, address questions and presentation of final draft to Joint Board for approval
5. Onsite visits with staff and command staff to understand daily operations

## Chief Jeff Stien

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**From:** Tim Sashko <tsashko@govhrusa.com>  
**Sent:** Tuesday, September 3, 2019 12:10 PM  
**To:** Chief Jeff Stien  
**Cc:** Joellen Earl  
**Subject:** Proposal  
**Attachments:** Mukwonago Study Proposal V.2.pdf

Chief, I apologize that you did not receive our proposal. I had sent it to the office for approval and they would normally send it from there. There was some apparent confusion that we both thought each other was sending it to you.

I fully understand if it is not accepted due to the due date having passed. If it is considered, I would greatly appreciate that. We rarely, if ever run into this and are focused on timely responses to our clients.

Respectfully,

Tim

T.E Sashko  
Vice-President



[630 Dundee Road, Suite 130](#)  
[Northbrook, IL 60062](#)

Direct Line: 847-380-3240

Mobile: 847-561-3886

Main Line: 847-380-3240

Fax: 866-401-3100

Email: [tsashko@govhrusa.com](mailto:tsashko@govhrusa.com)

[www.GovHRusa.com](http://www.GovHRusa.com)



**VILLAGE OF MUKWONAGO AND THE TOWN OF MUKWANAGO  
PROPOSAL FOR A FIRE DEPARTMENT EFFICIENCY STUDY  
August 15, 2019**

Thank you for the opportunity to provide you with a proposal for a Study related to an analysis of the current staffing of the Mukwonago Fire Department.

**Firm Background**

GovHR USA (“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 in the State of Illinois and work exclusively in the public sector. GovHR offers customized executive recruitment services and completes other management studies and consulting projects for communities.

GovHR is led by Heidi Voorhees, President, and Joellen Earl, Chief Executive Officer. Ms. Voorhees previously spent 8 years with the nationally recognized public-sector consulting firm, The PAR Group, and was President of The PAR Group from 2006 – 2009. Ms. Voorhees has 19 years of local government leadership and management service, with ten years as the Village Manager for the Village of Wilmette. Ms. Earl 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. Earl 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.

GovHR Vice President Tim Sashko will be responsible the Fire Department Efficiency Study, and he will be assisted by GIS Specialist Mark Gaunky. 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](mailto:TSashko@govhrusa.com)

Mr. Sashko has conducted similar studies in Quincy, Illinois (2017 – contact Chief Joe Henning, [jhenning@quincyl.gov](mailto:jhenning@quincyl.gov)); Lake Villa, Illinois (2016 – contact James Stout, Board President, [jstout@lakevillafpd.com](mailto:jstout@lakevillafpd.com)); and Zion/Beach Park (2016 – contact Chief John Lewis/Zion, [johnl@zion.il.us](mailto:johnl@zion.il.us), or Chief Paul Tierney/Beach Park, [tierneyp@beachparkfd.org](mailto:tierneyp@beachparkfd.org)).

**Project Summary**

Every day, local leaders, managers, and fire chiefs are faced with decisions that relate to providing fire protection, emergency medical services, and other services for their community. Now, more than ever, these leaders are faced with the constant pressure of properly aligned services to budget limitations. Many local governmental executives are hard-pressed to justify any increase in expenditures unless directly



attributed to improved or expanded service delivery in their community. This project will apply nationally accepted response and staffing standards to the Germantown Fire Department and will evaluate the current effectiveness of service delivery and staffing.

### **Scope of Work**

The objective of this project is to conduct a deployment and concentration analysis to determine if the level of fire, fire prevention, funding and EMS service provided under the current overall service delivery profile is efficient or in need of change.

Applying GIS analysis to three years of incident data, as well as the evaluation of current non-emergency related operations including training, standard operating procedures, Community Risk Reduction (CRR), department community outreach, municipal funding, the Consulting Team will assess:

The Analysis will determine the following:

- Current staffing of the department
- Station placement/ locations
- Apparatus typing, placement and reserve capabilities
- Closest Responses (response plan analysis)
- Travel time analysis
- Operational Staffing of Apparatus
- Station and company availability
- Fire Prevention practices
- Community outreach programs and initiatives
- Future call volumes and responsibilities
- Potential for outsourcing
- Consolidation of services

Objectives will be completed in steps as outlined below:

#### **Step #1 – Initiate Project (within 14-days of project award)**

Upon award of contract, initial meetings will be held with Village Administrator John S. Weidl, Town Administrator Kathy Karalewitz and Chief Jeffery R. Stein to develop the following:

1. Primary tasks to be performed (data collection)
2. Person(s) responsible for each task
3. Timetable for each task to be completed
4. Method of evaluating results
5. Resources to be utilized
6. Possible obstacles or problem areas associated with the accomplishment of each task
7. Establish desired timelines for the required public input sessions

From these interviews, the Consultant will obtain an additional perspective on operational, staffing, economics, and policy issues facing the fire service. In addition, the Consultant will learn more about availability of data necessary to meet projected goals.

**Step #2 - Conduct GIS Service Level Analysis (within 30 days of the start of the project)**

1. Gather Data
  - a. Pull response data from CAD systems from agency's dispatch center or department data (NFIRS)
  - b. Acquire the following additional GIS Data Shapefiles
    - i. Parcels for the both the Village of Mukwonago and the Town of Mukwonago
    - ii. Street Centerlines
    - iii. Lakes/Ponds/Rivers

These are necessary to provide the hot mapping of the efficiency in covering the Village and Town measured against NFPA 1710 and 1720 to evaluate the efficacy of call responses.

2. Analyze Data
  - a. Analyze data for statistical significance to ensure both validity and reliability of data.
  - b. Produce GIS maps and conduct spatial analysis of data
    - Apparatus / Staffing distribution
    - Community target hazards and "hot spots"

**Step #3 - Emergency Services Information Review – (during Step #2)**

Data received by GovHR will be evaluated in concert with additional documents received from the department, including but not limited to, information gathered at the kick-off meeting:

1. Strategic Plans
2. Annual Plans (including goals and objectives)
3. Organizational Charts
4. A Risk and Demand Analysis for each fire company to determine resources needed including, but not limited to:
  - a. Staffing
  - b. Equipment
  - c. Specialized equipment

**Step #4 – Prepare Draft Report – (within 90 days of start of project)**

A draft report will be submitted to the Village and Town Administrators in preparation for the two public presentation meetings to present the drafts and champion additional ideas. The editorial and critical comments obtained shall be considered as essential information in the final report. Once that is completed the draft report as edited will be presented to the "Joint Board" in preparation for the development of the final report.

**Step #5 – Prepare Final Report - (delivered within 120 days of project start)**

Adhering to the parameters as established, the GovHR consulting team will prepare and provide an electronic/PDF report, focused for stakeholders in the process and local elected officials. The report will detail the data and information acquired during the engagement and the Consultant's analysis and recommendations.



**Total Proposal Cost:**

<b>Consultant Fee – 171 hours @ \$125/hour</b>	<b>\$21,375</b>
<b>Expenses (not to exceed)</b>	<b>\$ 1,100 (including trip mileage)</b>
<b>Total:</b>	<b>\$22,475</b>

Professional fees and expenses will be invoiced as follows:

**1<sup>st</sup> Payment:** 1/2 of the Consultant Fee (invoice sent upon acceptance of our Proposal).

**2<sup>nd</sup> Payment:** The balance of the Consultant Fee plus expenses following completion of the Study (invoice sent following presentation of the Final Report.)

Payment is due within 30 days of receipt of invoice, after which a 2% monthly charge will accrue.

This proposal will remain in effect for a period of three months from the date of the Proposal. We look forward to working with you on this important project.

Sincerely,

A handwritten signature in black ink that reads 'Heidi Voorhees'.

Heidi J. Voorhees  
President  
GovHR USA

Attachment: Consultant Biography



## CONSULTANT BIOGRAPHY

### Tim Sashko

Chief T.E. Sashko (retired) is a Vice President with GovHR USA, and is a 38-year veteran of the fire service. 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 Chief in 2007. He was then selected to serve as the Fire Chief in the Village of Mundelein, IL from 2007 until April 30, 2015. He also served as the Emergency Management Coordinator for both municipalities while fire chief. Chief T.E. Sashko served as the Executive Director for the Illinois Fire Chiefs Association from 2015 until 2017. He has been a member of the Lake County Board of Health since 2003 and was honored to be elected as the President in November of 2013 and continues to function in that role. The Lake County Health Department is a \$75 million/year health care and prevention provider employing over 960 employees in Lake County, IL. During his tenure with the Board of Health he has served on the Environmental Health Advisory Committee, the Budget Committee, the Executive Committee and support for the Lake County Veterans and Family Services Foundation.

He is a Board Member for Operation North Pole, a 501(c)3 charity providing special programs to children suffering from cancer and other life-threatening diseases as well as other outreach programs. Additionally, he continues to serve as a member of the Greater Chicago Red Cross Heroes Program since 2004, which honors everyday heroes each year in the Chicagoland area who have made a difference in the lives of others. He also chairs the Blood Donation Committee for the Village of Mundelein working with LifeSource Blood Services (now Vilalant) and was honored by the Illinois Association of Blood Banks for continued efforts and innovation raising the awareness for blood donors in 2014 and ADRP for the Humanitarian Award in 2019.

He has held numerous executive officer positions including President of the Illinois Fire Chiefs Association, President of the Metropolitan Fire Chiefs Association, President of the Lake County Fire Chief's Association and Chairman of the Lake and McHenry Counties Specialized Response Teams as well as being the Chair of the Illinois Fire Chiefs Foundation Fund Raising Committee. Chief Sashko was recognized by the Illinois Fire Chief's Association as the "Chief of the Year" for 2006 and was also a nominee for the Chief of the Year for the International Fire Chiefs Association in that same year. He also was recognized as the Alumni of the Year from Buffalo Grove High School in 2002 and Firefighter of the Year award from the Grayslake, Mundelein, and Libertyville Exchange Club of America in 2011.

Chief Sashko has an extensive background in labor relations and has negotiated numerous contracts successfully. Through his responsibilities and focus on the future of the fire service and public safety, 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 active in providing a balance and professional approach to critical issues governed within Illinois. He was instrumental in creating succession plans for both municipalities he has served to provide the necessary guidance and direction for the development of personnel. He broadened initiatives that provided fiscal balance, while maintaining high-level service profiles within the communities he served. During his career, he has coordinated various strategic plans and operational plans as well as employee performance rating systems for current performance and predictive performance for personnel. Chief Sashko was one of the originators of the now successful Lake/Cook Critical Incident Protocol promoting public and private

630 Dundee Road, Suite 130, Northbrook, IL 60062

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partnerships in planning and preparedness for emergency management coordinated by Michigan State University. He also chaired a regional training facility shared between four governmental agencies and expanding the footprint of opportunities and programs during his tenure as chairman. Community outreach and engagement were two predominant areas of focus throughout much of his leadership career.

Chief Sashko holds a management degree from Southern Illinois University with honors, numerous state certifications and is a state certified Fire Officer III in Illinois.

**Professional Education, Training and Instruction, Memberships and Affiliations, Awards and Local Government Professional Background**

**Professional Education**

- Bachelor’s degree in Management, Southern Illinois University

**Memberships and Affiliations**

- President, Lake County Board of Health
- Board Member for Operation North Pole
- United Way of Lake County 2-1-1 Disaster Task Force Team Member – Stewardship Team Member
- Greater Chicago Red Cross Heroes Outreach Committee (former Selection Committee)
- Former President of the Illinois Fire Chiefs Association
- Former Executive Director Illinois Fire Chiefs Association
- Former President of the Metropolitan Fire Chiefs Association
- Former President of the Lake County Fire Chief’s Association
- Former Chairman of the Lake and McHenry Counties Specialized Response Teams
- Former Chair of the Illinois Fire Chiefs Foundation Fund Raising Committee
- Former Chairman, Combined Area Fire Training partnership
- Former Director, Illinois Fire Chiefs Educational and Research Foundation
- Former Committee Member, Trauma Region X

**Awards**

- Illinois Association of Blood Banks
- Chief of the Year, Illinois Fire Chief’s Association
- Alumni of the Year from Buffalo Grove High School
- Mundelein Exchange Club – Firefighter of the Year
- ADRP Humanitarian Service Award - 2019

**Local Government Professional Background**

- IChiefs Solutions, Mundelein, IL 2017-Present
- Lake County Board of Health 2003-Present
- Executive Director, Illinois Fire Chiefs Association 2015-2017
- Director, Metropolitan Fire Chiefs Association 2014-2015
- Fire Chief, Mundelein, IL 2007-2015
- Fire Chief, Buffalo Grove, IL 1979-2007

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# ***Proposal to Conduct***

***An Operational Assessment &  
Staffing Study of the***

## ***Mukwonago Fire Department***

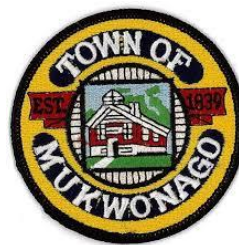
*for the*

The Village of

**Mukwonago**

Where life, leisure and business thrive.

*and*



*Submitted by*



*August 2019*



August 12, 2019

Mr. John S. Weidl - Administrator Village of Mukwonago  
440 River Crest Ct.  
Mukwonago, WI 53149

Ms. Kathy Karalewitz – Administrator Town of Mukwonago  
W320 S8315 Beulah Road  
Mukwonago, WI 53149

Dear Mr. Weidl and Ms. Karalewitz,

McGrath Consulting Group, Inc. is pleased to submit a proposal to the Village of Mukwonago and the Town of Mukwonago to conduct a comprehensive study/analysis of fire, rescue and EMS services provided by the Mukwonago Fire Department. The study would involve all objectives outlined in the RFP as provided by Fire Chief Jeffrey Stien.

This proposal outlines the project plan, methodology, consulting team assigned to this project, and other information. McGrath Consulting Group, Inc. utilizes consultants who are highly skilled individuals with both educational credentials and work experiences in the areas outlined in this proposal. Our consultants have an extensive understanding of the Fire/Rescue/EMS service and utilize proven study methodologies. The culmination is a report which addresses current and future opportunities while ensuring the provision of Fire/Rescue/EMS services is conducted in the most effective and efficient manner.

Our consulting team focuses on identifying areas of service excellence and providing opportunities to implement change that will result in improved services while ensuring cost-effective delivery of such services. Our project manager will communicate regularly with your designated individual to ensure a timely response to issues, questions, or requests you might have; as well as meetings during site visits. Our project team will remain intact during the duration of this project.

We understand the importance of this project and look forward to the opportunity of working with the city and town officials, fire department leadership, and other identified stakeholders.

Sincerely,

*Tim Mc Grath Ph. D.*

Dr. Tim McGrath, CEO

# Table of Contents

<b>General Information</b> .....	<b>4</b>
<b>Firm Identification &amp; Qualifications</b> .....	<b>4</b>
<b>Understanding the Project</b> .....	<b>4</b>
<b>Study Methodology</b> .....	<b>5</b>
<b>Stakeholders Input</b> .....	<b>5</b>
<b>Unique Approach</b> .....	<b>5</b>
<b>Scope of Study Objectives</b> .....	<b>6</b>
Objective - Development of Project Work Plan .....	6
Objective - Review of Background Information and Data .....	6
Objective - Governance & Management Component .....	6
Objective - Fire/EMS Department Overview/Operations.....	6
Objective – Data Analysis.....	7
Objective: Service Goals For The Future .....	7
Objective - Staffing.....	7
Objective - Mutual Aid / Automatic Aid.....	8
Objective - Fiscal/Capital Analysis.....	8
Objective - Draft Master Fire Protection Plan.....	8
Objective - Final Review/Master Fire Protection Plan .....	8
<b>Consulting Team</b> .....	<b>9</b>
<b>Project Consulting Team Members</b> .....	<b>9</b>
Fire/EMS Consulting Team.....	9
Dr. Tim McGrath – Project Manager.....	9
Chief Don Markowski – Lead Fire/EMS Consultant .....	10
Chief Mike Stried – Fire/EMS Consultant .....	11
BC. Larry Pieniazek – Fire/EMS Consultant.....	12
Fiscal/Administration Consultant.....	12
Mr. Robert Harrison – Fiscal Analysis/Administration.....	12
<b>References</b> .....	<b>13</b>
<b>Proposed Project Schedule</b> .....	<b>14</b>
<b>Service Expected from the Village/Town/Fire Department</b> .....	<b>15</b>
Sub-contractors.....	15
<b>Study Costs</b> .....	<b>15</b>
<b>Insurance</b> .....	<b>15</b>
<b>Final Word</b> .....	<b>16</b>



## General Information

McGrath Consulting Group, Inc. is an Illinois based organization that specializes in public sector consulting predominately in the field of fire, EMS, and human resource management. The principals of the company have over 50 years of public sector experience.

**Company:** McGrath Consulting Group, Inc.  
P.O. Box 190  
Wonder Lake, IL 60097

**Office:** Wonder Lake, IL

**Contact:** Phone: (815) 728-9111  
Fax: (815) 331-0215  
Web: [www.mcgrathconsulting.com](http://www.mcgrathconsulting.com)  
Email: [tim@mcgrathconsulting.com](mailto:tim@mcgrathconsulting.com)

**Federal Tax I.D. #:** 01-0774070

**CEO:** Dr. Tim McGrath – McGrath Consulting Group, Inc.

**CEO:** Dr. Victoria McGrath – McGrath Human Resources Group

## Firm Identification & Qualifications

McGrath Consulting Group, Inc. has approximately 375 clients in 40 states. Our firm currently employs 27 fulltime or independent contractors to assist in projects. It is the corporate policy that one of the principals of the firm actively participates in each awarded study.

McGrath Consulting Group, Inc. has conducted a number of Staffing Reviews/Department Audits/Fiscal Analysis for similar fire/EMS organizations. Our company prides itself on its innovative recommendations to maximize service in the most fiscally sound manner. We address current and future issues regarding cost-effectiveness and efficiency of services/programs (long-range strategic plans), program leadership/management, adequate staffing levels, organizational opportunities to improve services, resource needs, exploration of partnerships, alignment of the service provider's operations with the mission and vision of those that govern and revenue generating methods.

## Understanding the Project

The foundation of the study requires a comprehensive analysis (assessment/audit) of the fire department's: funding, staffing, efficiency, effectiveness, future needs, fiscal implications. provided by the Mukwonago Fire Department. The study will address the areas of excellence as well as identify opportunities for improvements. Public input will be assessed through a minimum of two public meetings; draft report reviewed by the Joint Board for input.

## Study Methodology

Our study methodology involves immersing a highly skilled team of consultants with expertise in the fire/EMS profession on site to conduct interviews, make observations, measure performance, determine expectations, and most importantly – listen to the stakeholders. McGrath Consulting also utilizes a GIS mapping program to illustrate and evaluate response times and station facility location(s).

McGrath Consulting Group, Inc. believes that it is important to meet with the Village/Town Officials-Elected and Appointed, fire department leadership, fire/EMS department and other key decision-makers to gain a clear understanding of current operations, as well as the future direction of the fire/EMS services. The outcome of the data analysis, interviews, and comparison with industry standards and practices is presented in a comprehensive fire/EMS assessment report identifying any issues and opportunities to address issues of concern. Our recommendations are prioritized in order to assist in planning for the fiscal impact of implementation.

This document will provide Village/Town officials with an independent non-biased assessment of the current fire/EMS services delivered by the Mukwonago Fire Department; as well as future opportunities considerations of staffing methodology, improve service delivery if desired, and identify future resource needs and their fiscal implication.

## Stakeholders Input

Stakeholder meetings will provide the consulting team the ability to identify the current issues and insight into the overall emergency services provided. Included in the study will be an analysis of resources needed, certification licensing requirements, organizational chart, and fiscal implications for recommendations.

The consulting team will schedule interviews with, but not be limited to, the following stakeholders:

- *Village elected and appointed officials*
- *Town elected and appointed officials*
- *Fire Department Leadership*
- *Fire Department officers & members*
- *EMS Oversight Officials*
- *Mukwonago Police Department 9-1-1 PSAP*

Stakeholder input is critical to the project's success; therefore, considerable amount of time will be dedicated to this endeavor. These meetings and interviews will provide the consulting team the ability to identify the culture of the organization, opportunities to improve existing services, identify service delivery options; and explore opportunities for the future. All stakeholders' interviews will be kept confidential with the consultants recapping the major themes discovered without the identification of a specific stakeholder.

## Unique Approach

Our firm does not utilize a cut-and-paste approach to our clients; rather, we take the time needed to learn the culture of the service provides. Learning the culture of the services providers sounds nice, but what does it mean and why does it make a difference in the outcome of a study?

Basically, organizational culture is the personality of the organization comprised of the assumptions, values, norms, and tangible signs (artifacts) of organization members and their behaviors. Each department has its own culture, most often both an espoused culture and an enacted culture; which might or might not align with the perceived culture of those who govern and its leadership. Our firm believes that understanding the culture is essential to identifying opportunities for change. We seek to understand the culture by viewing it at different levels.

## **Scope of Study Objectives**

The study will address the following objectives/topics which are briefly described below. Each objective has considerable depth and this outline is intended to illustrate the scope of work – not the breadth of the topic. These objectives will be addressed in both service provider organizations.

### **Objective - Development of Project Work Plan**

- Develop a project work plan based on the scope of work
- Conduct an initial meeting with the Mukwonago project team
- Gain an understanding of the organization's background, goals and expectations for the project
- Establish working relationships, make logistical arrangements, determine communication process and finalize contract arrangements
- Identify work plan specifics
  - Primary tasks to be performed
  - Person(s) responsible for each task
  - Time table for each task to be complete
  - Method of evaluating results
  - Resources to be utilized
  - Possible obstacles or problem areas associated with the accomplishment of each task

### **Objective - Review of Background Information and Data**

- Review and analyze pertinent information, data, maps and previous studies
- Assess and evaluate the information provided to the consultant by the fire department
- Utilize the appropriate information, data, maps and other information

### **Objective - Governance & Management Component**

- Assess the mission and functionality of the joint boards and department governance
- Assess and evaluate the functionality of the department's Organizational Structure
- Review and evaluate fire department critical issues and future challenges
- Evaluate the effectiveness of both internal and external communication processes
- Review existing policies and procedures – evaluate against industry best practice:
  - Standard Operating Guidelines/Procedures – emergency and non-emergency services

### **Objective - Fire/EMS Department Overview/Operations**

- Assess the current overall fire/EMS operations within in the fire department for efficiency and effectiveness – information used as the basis for recommendations

- Gain an understanding of the history and culture of the organization
- Provide a general overview of the fire department and respective protection area
- Assess the current operation within the fire department including fire, EMS, fire prevention, and safety education activities
- Analyze the organizational structure, design and administration

## **Objective – Data Analysis**

- Determine trends using data collection for the last three years to determine trends in:
  - Emergency responses
- Analyze current emergency operations:
  - Types of emergency incidents
  - Response times
  - Time of emergency alarms
  - Day of the week of emergency
  - Calls by month
  - Simultaneous call data
  - Location of responses
- Assess existing department strategic plan
- Review current deployment strategy and identify any opportunities for improvement
- Evaluate emergency medical services delivery and support functions
- Evaluate emergency medical non-emergency patient transports services (if provided)
- Assess current mutual aid and automatic response agreement(s) with surrounding jurisdictions

## **Objective: Service Goals For The Future**

- Consider the fire department’s vision for future service needs?
- What demographic changes can be expected in the Mukwonago Fire Departments long-range planning
- How adaptable are the governing boards of the organization to changes in the external environment of the areas to which they provide service?
- What fire/EMS model will be best suited for Mukwonago Fire Department in the future?

## **Objective - Staffing**

- Review and evaluate administration and support staffing levels
- Evaluate the appropriateness of staffing methods, numbers, and distribution of personnel
  - Administrative and support staff
  - Suppression staff including shift and fire company levels
  - Emergency medical technician and paramedic staff
  - Fire Prevention staff
  - Safety education staff
- Review staff scheduling methodology
  - Career/Part-time/Volunteer
- Evaluate the responsibilities and activity levels of personnel
- Evaluate department’s staffing levels compared to national standards
- Evaluate staffing/deployment options based on calls for service geographically, demand for service, or other factors

- Evaluate fiscal considerations for all aspects of increased staffing and their effect on municipal budgets

### **Objective - Mutual Aid / Automatic Aid**

- Does the department maximize the benefits of mutual/automatic aid?
- What opportunities exist to enter into additional partnerships both from an emergency and non-emergency perspective with other area service providers?

### **Objective - Fiscal/Capital Analysis**

- Analyze the governing board and the department's current fiscal condition
- Evaluate the operational and capital budget
- Review funding, fees, taxation and other financial resources for the fire department
- Review current capital assets and analyze future needs based on existing conditions for the department
- Review historical data (3-years) of the fire department's revenue and expenses
- Analyze the fire department governing board and their history of fiscal efficiency
- Identify future fiscal forecast and associated challenges
- Identify potential savings and costs both short and long term
- Identify future funding options for the fire department
- Identify cost recovery programs/options

### **Objective - Draft Master Fire Protection Plan**

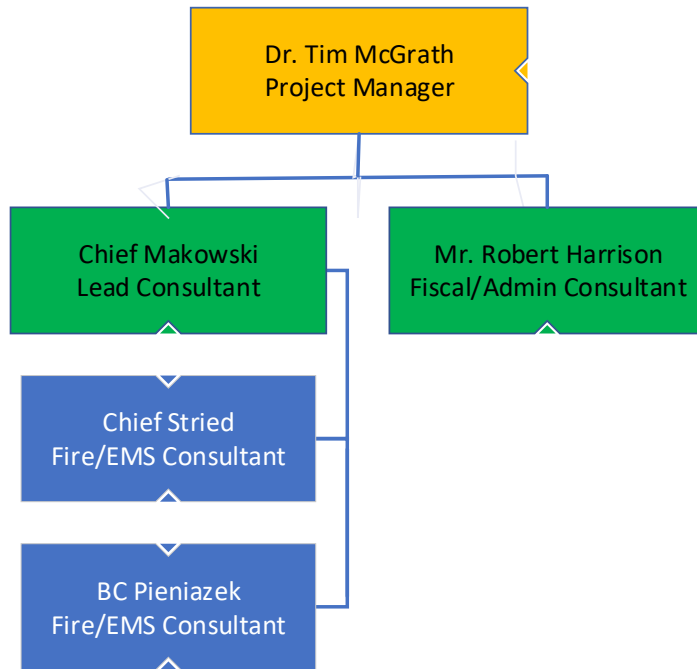
- Develop draft report and produce a PDF document for review by Village/Town administration and department head, who will provide feedback
- The report will include:
  - Detailed narrative analysis of each report component structured in easy-to-read sections and accompanied by explanatory support to encourage understanding by both staff and civilian readers
  - Clearly designated recommendations highlighted by easy reference and cataloged as necessary in a report appendix
  - Supportive charts, graphs and diagrams where appropriate
  - Supportive maps, utilizing GIS analysis as necessary

### **Objective - Final Review/Master Fire Protection Plan**

- Revise draft report as necessary and provide a PDF disk copy of the final versions of the report. Conduct a formal presentation for elected officials, staff and/or general public as necessary
- Assure that the formal presentation includes the following
  - Summary of the nature of the report, the methods of analysis, the primary findings and critical recommendations
  - Supportive audio-visual presentation
  - A review and explanation of primary supportive charts, graphs, diagrams and maps

- Provide an opportunity for questions and answers
- Provide all materials, files, graphics and written material to the department at the conclusion of the presentation

## Consulting Team



## Project Consulting Team Members

McGrath Consulting Group, Inc. employs approximately twenty-seven staff members (principals, consultants, and clerical). The following consultants will be assigned throughout the duration of this project.

### Fire/EMS Consulting Team

#### *Dr. Tim McGrath – Project Manager*

As CEO of McGrath Consulting Group, Inc. Dr. Tim McGrath is the visionary of the organization. His 33 years of experience in Fire and EMS as well as his ability to develop innovative solutions makes McGrath Consulting different than other firms. Dr. McGrath started his career as a volunteer firefighter and went through the transition of an informal group of civic minded individuals to an integral department within the Village of Gurnee, IL. During his tenure with Gurnee, the Village rapidly grew from a small bedroom community to one that hosts a Six Flag Great America, and at the time, the world’s largest shopping center – 2.2 million square feet under one roof. Dr. McGrath was in administrative positions during

both of the ventures, so he understands the opportunities and challenges growth brings to the fire service.

Dr. McGrath was part of the first paramedic pilot program in the State of Illinois. Through his leadership, he brought in the first non-education-based paramedic training program in the City of Brookfield fire department. Thus, the City of Brookfield Fire Department became a profit center training all paramedic personnel for Waukesha County, WI.

Dr. McGrath's passion is in consolidation of services. This can entail a wide range of relationships from simply sharing resources to full consolidation and integration of services. Thus, conducting an analysis of each department, Dr. McGrath is able to identify the areas for greater cooperative efforts that continue to provide quality services in a cost-efficient manner.

Through his experience and innovative mind set, Dr. McGrath is able to identify and address key issues – current and future. It is through this combination of education and work experience, as well as working with over 170 organizations in 39 states, he brings a vast amount of first-hand knowledge to the assessment of emergency services.

### ***Education Background***

Walden University

Doctorate – Administrative Management

Dissertation: Attitudes on Consolidation in the Fire Service

Webster University

Master of Arts – Public Administration & Management

University of Wisconsin – Stout

Bachelor of Science – Industrial Education

College of Lake County

Associate Degree – Fire Science Technology

### ***Chief Don Markowski – Lead Fire/EMS Consultant***

Chief Don Markowski is a senior consultant with McGrath Consulting Group, Inc. he has forty years of fire and EMS service experience and Chief of two large Fire Protection Districts in suburbs of Chicago. He has moved through the ranks from firefighter/EMT to Fire Chief/Administrator having experienced numerous service growth challenges.

Chief Markowski, has worked with volunteer, paid-on-call and career firefighters/paramedics during his tenure with the fire districts. He has developed and managed budgets in excess of 13 million dollars. He has been very successful with organized labor having completed union contracts on-time and without mitigation or arbitration. Prior to joining McGrath Consulting Group, Inc. he has served as a consultant with another firm which conducted fire/EMS studies and executive searches.

Chief Markowski, was a founding member and president of an Insurance COOP, a self-insurance pooling group for fire districts: medical, dental, prescription, vision, and life insurance for 18 area fire districts representing 15 million dollars in annual premiums.

Chief Markowski has been successful in obtaining a number of FEMA, state, and private grants. He has

developed fire/EMS training curriculums including competency documentation. In addition, he has been involved in all stages of facility renovation and new satellite facilities. Chief Markowski has been very active on the board of the Mutual Aid Box Alarm System (MABAS) of which Minnesota is interested in adopting. The Chief continues to present programs related to fire/EMS issues nationwide and was awarded Fire Chief of the Year in 2016. He remains active with the National Fallen Fire Fighters Foundation and other civic groups.

***Educational Background:***

- National-Louis University
  - Master Degree in Business Management
- Southern Illinois University
  - Bachelor Degree in Fire Science Management
- College of DuPage
  - Associates Degree in Fire Science
  - Center for Public Safety Excellence
  - Accredited Chief Fire Officer

***Chief Mike Stried – Fire/EMS Consultant***

Chief Stried has been with McGrath Consulting Group for more than ten years and has been a tremendous asset to all our public safety fire/EMS studies. Chief Stried has over 37 years in the fire service, starting as a volunteer firefighter/EMT and joining a career department while he continued to serve as the Chief of a volunteer fire/EMS department. Thus, Chief Stried brings an advantageous perspective of a volunteer/combination department as well as a career department.

During his career in the fire service, Chief Stried has worked in a variety of positions – firefighter/paramedic, rescue diver, safety officer, fire prevention director, and fire inspector as well as many officer level positions. He has worked on a referendum to establish a paramedic program, has written and obtained grants, and developed budgets, policies and procedures. Chief Stried brings a unique perspective in understanding all of the fundamentals of sound policies, procedures and best practices in volunteer and career fire and EMS organizations.

Chief Stried has served as an adjunct instructor for the National Fire Academy teaching in a number of courses and has served as a field instructor for the Illinois Fire Service Institute. He is a graduate of the National Fire Academy’s Executive Fire Officer Program and earned the Chief Fire Officer Designation. He is also a member of the Illinois Firefighters Association, Metropolitan Fire Chiefs Association of Illinois, and International Association of Fire Chiefs.

***Education Background***

- National Fire Academy
  - Executive Fire Officer
- Southern Illinois University
  - Bachelor of Science – Fire Science Management
- College of Lake County
  - Associates Degree – Fire Science Management



## ***BC. Larry Pieniasek – Fire/EMS Consultant***

Battalion Chief Pieniasek has been with McGrath Consulting Group almost since its inception. He has been a critical component to all of our studies, specializing in the development and analyzing of data; station and apparatus evaluation, and assessment of the department's training program. Battalion Chief Pieniasek has spent over 33 years in the fire service starting as a paid-on-call firefighter and working up the ranks to a career Battalion Chief. Thus, Battalion Chief Pieniasek brings the perspective of a volunteer/combo department as well as a career, unionized department.

Battalion Chief Pieniasek specialized in fire prevention, instructing and ensuring compliance with inspections, pre-plans and all associated records; and was instrumental in achieving an ISO review and ISO class 2 rating, as well as preparing for accreditation through the International Fire Chief Certification Program. Thus, he brings a unique perspective in understanding all of the fundamentals of sound policies, procedures, and best practices.

Battalion Chief Pieniasek was actively involved in the training division for 30 years being the training coordinator for six years. This included training with career, paid on call, and combination departments. He was responsible to ensure appropriate training to auto aid departments. Battalion Chief Pieniasek has been the coordinator of EMS disaster drills; coordinator of interdepartmental training at O'Hare International Airport regarding fuselage spill firefighting and passenger rescue.

He was also a team of three which oversaw maintenance of apparatus and equipment in the department; ISO preparation consultant; and coordinator of a multi departmental high-rise firefighting scenario. He is also an active member of the Illinois Firefighters Association and the Metropolitan Fire Chiefs Association of Illinois.

### ***Educational Background:***

National Louis University  
Masters of Business Administration  
Southern Illinois University  
Bachelor of Fire Science  
College of DuPage  
Associate in Applied Science

## **Fiscal/Administration Consultant**

### ***Mr. Robert Harrison – Fiscal Analysis/Administration***

Mr. Harrison is a consultant with McGrath Consulting that brings an Administrator/Fiscal perspective to our studies. Mr. Harrison has over 20 years of experience in municipal management. Mr. Harrison is currently the City Administrator of Issaquah, WA which is a full-service City that has grown from 4,000 population 15 years ago to 31,500 today. He served as City Manager of Wyoming, Ohio for 12 years, which is a full service residential suburban city on the border of Cincinnati, Ohio. In addition, he has served in City management positions with the City of Mosinee, WI and City of Wauwatosa, WI.

Through introduction of the Balanced Score Card evaluation, Mr. Harrison has effectively developed strategic plans that have resulted in economic growth to the community, as well as accountability within the organization. He has received GFOA awards as well as the State Auditors Award for excellence in financial reporting. He has implemented a successful LEAN initiative in the City of Issaquah directed at improving service and reducing costs.

***Educational Background:***

University of Wisconsin-Milwaukee  
Master of Arts – Public Administration  
Marquette University  
Bachelors of Arts

## References

**City of Sun Prairie, WI**

**Contact:** Mr. Aaron Oppenheimer, City Administrator – office (608) 825-1193, fax (608) 825-6879, email: [aoppenheimer@cityofsunprairie.com](mailto:aoppenheimer@cityofsunprairie.com) or Chief Christopher Garrison (608) 837-5066, email: [cgarrison@cityofsunprairie.com](mailto:cgarrison@cityofsunprairie.com)

**Project:** Fire Department Review/Assessment (Master Plan)

**South Shore Fire Department, WI**

**Contact:** Chief Robert Stedman (262) 995-1210 Email: [rstedman@mtpleasantwi.gov](mailto:rstedman@mtpleasantwi.gov). A Full Consolidation of the Mt. Pleasant Fire Department and the Sturtevant Fire Department, both municipal City departments.

**Project:** The State of Wisconsin does not allow consolidated departments to become their own taxing authority; therefore, a funding and governance model had to be developed and implemented. The consolidation has been very cost effective with the closing of one fire station and a significant decrease in overtime.

**City of O'Fallon, IL**

**Contact:** Ms. Pamala Funk – Assistant City Administrator Ret. – (618) 971-8662 email: [pamalafunk@charter.net](mailto:pamalafunk@charter.net)

**Projects:** (multiple projects) Comprehensive fire department audit and master plan; fire station location master plan; executive search Fire Chief; master plan EMS (3<sup>rd</sup> service).

**Cy-Fair Volunteer Fire Department, TX**

**Contact:** Chief Amy Ramon – Fire Chief (ESD General Manager at time of study) – office (281) 550-9649, fax (281) 550-7288, [aramn@hcesd9.org](mailto:aramn@hcesd9.org) or Mr. David Manley – President of ESD Board @ [dmanleylaw@aol.com](mailto:dmanleylaw@aol.com).

**Project:** Fire Department Review & Assessment (Master Plan) May – Executive Search – Fire Chief

**Cloquet Area Fire District, MN**

**Contact:** Kevin Schroeder, Fire Chief, CFO, (218) 499-4274, [kschroeder@cloquetafd.com](mailto:kschroeder@cloquetafd.com).

**Project:** Multiple projects. Comprehensive Fire Department Master Plan, emphasis placed on facilities, resource deployment, staffing, and training. Assessment of progress (one-year) of Master Plan. Officer training.

**Cypress Creek EMS, TX**

**Contact:** Mr. Bradley England – Executive Director – office (281) 378-0800, fax (281) 655-0414, email: [bengland@ccems.com](mailto:bengland@ccems.com). Or Mr. Lynn LeBouef – ESD 11- Board President, email: [lynn.lebouef@comcast.net](mailto:lynn.lebouef@comcast.net) (home phone) (281) 290-6538.

**Project:** Operational Assessment/Master Plan of both the ESD 11 Board and EMS provider Cypress Creek EMS.

## Proposed Project Schedule

Objective	1st Month	2nd Month	3rd Month	4th Month
Contract Completion/signing				
Data Request to Service Provider (allow 2 to 2.5 weeks)				
<b>First Site Visit</b>				
Data Review on Site				
Planning Meeting with District				
Key Stakeholders Interviews				
On-Site Assessment				
Data Analysis				
<b>Second Site Visit</b>				
Stakeholders Meeting (small group or individual)				
Public Stakeholder Meeting				
Develop Report Components				
Develop Options				
<b>Conference Call</b>				
Clarification/Questions				
<b>Off-Site</b>				
National Standard Comparison				
Analyze Data				
Write Draft Report				
Submit Draft Report				
Address Draft Input				
Compose Final Report				
Proofreader				
Submit Final Report				
<b>On-Site</b>				
Report Presentation				

## **Service Expected from the Village/Town/Fire Department**

The consultant team anticipates cooperation with elected officials/administration and departmental personnel in obtaining the necessary data. A list of the type of data will be sent to the appropriate individual(s) well in advance of the first site visit by the consulting team. In almost all cases, the data requested is readily available from the department's computerized data/reports or activity logs.

Minimum help is required in the initial identification of stakeholders, including phone numbers and/or addresses to reach those parties. Further assistance may be required in scheduling interviews.

## **Sub-contractors**

McGrath Consulting Group, Inc. will not utilize any sub-contractors on this project.

## **Study Costs**

The total cost for the objectives outlined in the proposal is \$22,750.00 which includes professional staff time, transportation and expenses, PDF draft reports for review, PDF disk copy of the report. The study cost is guaranteed not to exceed the above quoted figure.

The Village/Town of Mukwonago will be invoiced in three (3) payments: 15% (\$3,412.50) upon receipt of a signed contract; 75% (\$17,062.50) upon completion and submission of the draft report; and the balance of 10% (\$2,275.00) upon submission of the final report and presentation. The proposal price is good for 60 days from submittal. Payment is due within 30 days of receipt of invoice.

## **Insurance**

### **Professional Liability**

Admiral Insurance Company

### **General Liability**

State Farm Insurance

### **Worker's Compensation**

State Farm Insurance

## Final Word

Our company will develop recommendations that ensure high quality services within the fiscal capabilities of the Village and Town of Mukwonago. We approach each project as a new opportunity to identify opportunities for each service provider to improve services and prepare for future service needs.

The consulting team consists of fire and EMS professionals who have years of experience in career, volunteer and combination fire/ and EMS departments. The entire consulting team has extensive experience in conducting previous studies and developing reports involving Fire/EMS, departments.

Please feel free to contact us if you have any questions regarding this proposal.

Sincerely,

*Tim McGrath*

Tim McGrath, Ph.D. CEO

# PROPOSAL TO PROVIDE PROFESSIONAL CONSULTING SERVICES



## FIRE DEPARTMENT ORGANIZATIONAL ANALYSIS

*Organizational  
Management  
Studies*

*Equipment  
Analysis*

*Emergency  
Medical Plans*

*Emergency  
Management Plans*

*Response Time  
Analysis*

*Consolidation  
Studies*

*Executive and  
Staff Selection*

*Project  
Management*

*Municipal Labor  
Negotiations*

*Interim  
Management*



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Oconomowoc, WI 53066  
Office: 262.354.0731

[www.rwmanagementgroup.com](http://www.rwmanagementgroup.com)  
[jroemer@rwmanagementgroup.com](mailto:jroemer@rwmanagementgroup.com)

Date: August 15, 2019





**MUKWONAGO FIRE DEPARTMENT  
FIRE DEPARTMENT ORGANIZATIONAL ANALYSIS**

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<b>TABLE OF CONTENTS</b>	<b>PAGE</b>
Transmittal Letter.....	2
RW Management Group, Inc. Qualifications .....	3
RW Management Group, Inc. Methodology .....	3
Assigned Staff .....	4
Staff Biographies .....	6
Overall Project Approach.....	10
Project Timeline.....	11
Recent Related Engagements .....	12
Previous Client Work .....	15
Cost Quotation.....	18
Personal Services Contract.....	19



**MUKWONAGO FIRE DEPARTMENT  
FIRE DEPARTMENT ORGANIZATIONAL ANALYSIS**

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**TRANSMITTAL LETTER**

August 15, 2019

Chief Jeffrey R. Stien  
Mukwonago Fire Department  
1111 Fox Street  
Mukwonago, WI 53149

Chief Stien:

Thank you for the opportunity for RW Management Group, Inc. to submit a proposal to conduct a Fire Department Organizational Analysis for the Mukwonago Fire Department. We understand that the Department would like to have a study conducted of the Fire Department to assist with planning for the necessary changes to staffing, practices, organizational structure, equipment and facilities in order to improve efficiency and prepare for continued future growth. RW has the unique background to assistance the Department in determining the most efficient and cost-effective approach to manage future growth and needs and provide the Department with realistic organizational and facilities planning, recommendations and implementation.

Accordingly, RW has prepared the enclosed proposal including details regarding our approach for providing a comprehensive analysis to the Department.

RW believes that our extensive operational and strategic experience working with municipalities of all sizes uniquely qualifies us for a project of this nature. The RW project manager has over 35 years of combined municipal operational experience working directly with, or for, public agencies. The team has management, operational, technical and consulting experience with all types of public operations and with all levels of staffing within these agencies.

We recently completed similar project work for the Village of Germantown, WI, the Village of Bellevue, WI, the City of Baraboo, WI, Village of Hartland, WI, the City of De Pere, WI, the City of Green Bay, WI, and Cambria Community Fire Department. These projects reviewed organizational, staffing, major equipment, incident analysis, shared services and facility requirements for the municipality's Fire and EMS Departments.

Thank you again for this opportunity. The enclosed proposal addresses the goals of the Community. If you have any questions about our proposal, please feel free to contact me at 262-354-0731 or by email at [jroemer@rwmanagementgroup.com](mailto:jroemer@rwmanagementgroup.com). We look forward to the opportunity to work with the Department, Village and Town on this important project.

Sincerely,

*Jeffrey R. Roemer*

Jeffrey R. Roemer  
President  
RW Management Group, Inc.





## **MUKWONAGO FIRE DEPARTMENT FIRE DEPARTMENT ORGANIZATIONAL ANALYSIS**

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### **RW MANAGEMENT GROUP INC. QUALIFICATIONS**

RW Management Group, Inc. (RW) is a Wisconsin based consulting firm providing professional, high quality police, fire, emergency medical service, dispatch, safety and emergency management consulting, project management and other related services to organizations throughout the United States and internationally. RW consultants have served the needs of numerous municipalities and emergency services in the United States. RW consultants remain very active with many 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
- American Academy of Certified Public Managers
- Paramedic Systems of Wisconsin
- National Police Protection Association
- Wisconsin Society of Certified Public Managers
- Wisconsin State Police Chiefs Association
- Wisconsin Association of Public Safety Communications Officials.

RW's mission statement is "To provide the highest quality, independent professional public safety consulting, project management and services, as measured by the successful implementation of recommendations and services to our clients." We accomplish this mission by providing a team of professionals committed to the needs and issues of public safety and government. RW's consultants are active practitioners in the public safety area and understand the issues, challenges, standards and responsibilities of public safety and provide proven methods to improve efficiency and effectiveness.

All RW's consultants possess in-depth knowledge of all relevant aspects of municipal services, which includes administration, communications, organization, labor relations, economics and standards. This knowledge allows RW 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.

### **RW MANAGEMENT GROUP INC. METHODOLOGY**

Our approach to this project requires a clear understanding of the District 's growth, environment, services and related concerns. The key elements of our methodology include:

- A clear understanding of the District 's background, community profile and the goals and objectives of the project.



## MUKWONAGO FIRE DEPARTMENT FIRE DEPARTMENT ORGANIZATIONAL ANALYSIS

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- 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 perform a comprehensive assessment and make specific recommendations, it is critical that we receive quality information from elected officials, management and staff. Accordingly, our approach includes meetings with individuals representing management, Town and Village Administration and Boards, line firefighters, neighboring departments and other stakeholders.

**Practical Recommendations** – Our goal is to provide our client with recommendations, which will assess the current and future needs and provide implementation as needed to accomplish the recommendations.

**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 project team assignments and frequent communications with the client.

### ASSIGNED STAFF

Personnel assigned to this project are selected from the staff of RW Management Group, Inc. The project manager supervises the project team and clerical support personnel support the team. The combined resources assure that the client receives the best possible combination of professional attention.

#### Project Manager

The project manager will oversee, direct, coordinate and control all work that is done on the project. The project manager will also provide liaison with the client project team, be responsible for the content and quality of the project, make necessary presentations and ensure that the project is completed according to the time line established.

#### Project Team Members

Project staff is selected for their relevant experience in the service to be provided. Each is assigned with specific responsibilities related with the elements of the project. The work of the project staff is provided to the project manager for review, collation and for interface with the client's project team.

**Project Manager: Mr. Jeffrey R. Roemer** – Mr. Roemer has over 35 years of experience in public safety. Mr. Roemer is a certified public manager and has been providing full time public safety management consulting for the last twenty (20) years. He worked as Fire Chief for the City of Menasha from 1995 to 1998, Public Safety Director for the Village of Allouez from 1988 to 1995, and shift commander for the Village of Ashwaubenon for seven (7) years. He has worked on numerous public safety projects for the last twenty (20) years, as project manager, in communities nationwide. He recently served as the Fire Chief and Emergency Management



## MUKWONAGO FIRE DEPARTMENT FIRE DEPARTMENT ORGANIZATIONAL ANALYSIS

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Director for the City of Green Bay, where he had responsibility for all aspects of emergency management including preparedness, response, recovery, and mitigation. Mr. Roemer just completed serving as Interim Emergency Service Director for the County of Door, WI. Mr. Roemer is also part of the East Central Regional Incident Management Team and the State All Hazard Team and assisted the City with the apartment explosion incident.

**Project Team Member: Edmund M. Henschel** – Mr. Henschel is a senior manager with RW Management Group, Inc. Prior to joining RW, he served as a city manager for over 30 years, serving municipalities in Wisconsin and Michigan. He also has 15 years of municipal consulting experience conducting consolidation studies, department operation reviews, and labor negotiations (representing municipal management). As a consultant he has specialized in shared service and consolidation studies as well as management reviews for a wide range of municipal departments. As a city manager, he was instrumental in forming one of the first police consolidations in the State of Michigan in the 1970s. He has conducted numerous consolidation studies in the past ten years. He was the lead consultant in a police consolidation that involved a total of seven municipalities in Michigan. He has spoken at national and regional conferences and written several articles on the subject of municipal consolidations. He has also drafted several inter-governmental cooperation agreements.

**Project Team Member: Mr. Robert Whitaker** – Chief Whitaker's experience in fire and rescue service spans more than 25 years. He currently serves as the Fire Chief/Administrator for North Shore Fire/Rescue, just outside of Milwaukee, WI. As Fire Chief/Administrator, Mr. Whitaker's responsibilities focus on strategic direction of the organization, fiscal management, information technology and intergovernmental relations between the department and the multiple municipalities served by the organization.

**Project Team Member: Mr. Kevin Bierce** - Mr. Bierce has been actively engaged in the fire and emergency service operations for the past 25 years including both fire suppression and life safety inspections. He currently serves as Fire Chief for City of Pewaukee, in central Waukesha County in southeastern Wisconsin. The Department is a combination department, fully accredited by Commission of the Fire Accreditation (CFAI), ISO Class 2 agency delivering both fire and paramedic level response. His primary responsibilities are strategic planning and direction of the organization as it continues its transition to a fully career agency. Mr. Bierce also serves as the MABAS Wisconsin President.



## MUKWONAGO FIRE DEPARTMENT FIRE DEPARTMENT ORGANIZATIONAL ANALYSIS

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### STAFF BIOGRAPHIES

**Jeffrey R. Roemer, CPM**  
**Principal Officer**  
**RW Management Group, Inc.**



#### *Professional Summary*

Mr. Roemer has an extensive background in the Public Safety area. For more than 35 years he has served with municipal governments in various duties, including Fire Chief for the City of Menasha, WI. Before serving with the City of Menasha, he was Public Safety Director for the Village of Allouez, WI. He has worked in nearly all facets of Public Safety, as a Police Officer, Firefighter, and Emergency Medical Technician, and as a supervisor and department head in each of the disciplines.

As Police and Fire Chief, Mr. Roemer was responsible for all activities in the municipal Public Safety environment. He has provided departmental support for planning and implementing Information Systems, Dispatch Centers, Emergency Operations Centers, Budgeting, Shared Services, and Command Post and ICS operations, along with many other administrative and supervisory duties. His broad knowledge base allows a unique perspective and understanding of the varied requirements found in the municipal environment. Serving at this level of the organization provided Mr. Roemer with the opportunity to recommend, plan and manage change within the organization and often, outside of his organization.

As a Public Safety Consultant, Mr. Roemer has been a project manager for numerous Public Safety related organizational, communication, dispatch center, consolidation, information system, operational, and emergency operation center projects. Mr. Roemer has served as Interim Public Safety Director and Fire Chief for several agencies in the last 19 years, including the City of Green Bay, Wisconsin. Mr. Roemer also serves as an active member of the International Association of Fire Chiefs, the Wisconsin Society of Certified Public Managers, the American Academy of Certified Public Managers, and the Associated Public Safety Communications Organizations.

Mr. Roemer's knowledge of Public Safety in a municipal setting has gained him recognition both at a local, national and international level. He has served as Secretary-Treasurer to the Great Lakes Division of the International Association of Fire Chiefs, Past President of the Wisconsin Society of Certified Public Managers and numerous other positions with Police, Fire and Rescue Boards and Committees. Mr. Roemer has been recognized as the 2001 "Manager of the Year" by the Wisconsin Society of Certified Public Managers. He currently serves on the State of Wisconsin All Hazards Incident Management Team and the Northeast Wisconsin Regional Incident Management Team. Jeff Roemer also serves on the newly consolidated Western Lakes Fire Department Oversight Board and was voted in as Vice President of the Board.

#### ***Education***

Northeast Wisconsin Technical College  
National Fire Academy  
University of Wisconsin  
Northwestern University

Associate Degree in Police Science  
Executive Fire Officer Graduate  
Certified Public Manager  
School of Police Staff and Command Graduate



**MUKWONAGO FIRE DEPARTMENT  
FIRE DEPARTMENT ORGANIZATIONAL ANALYSIS**

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**Edmund M. Henschel**  
**General Manager/Senior Consultant**  
**RW Management Group, Inc.**



***Professional Summary***

Ed Henschel is the General Manager for RW Management Group, Inc. Prior to joining RW Management Group he served as a city administrator and village manager for 30 years, serving municipalities in Wisconsin and Michigan. He also has 18 years of municipal consulting experience conducting 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.

Ed successfully created one of the first consolidated police departments in Michigan in the 1970s. Since then he has been involved in a number of shared service projects throughout the Midwest, both as a municipal manager and a consultant. He has also written articles and spoken at state, regional and national conferences on this subject.

As a labor negotiator he has represented management to bargain contracts with unions representing a number of different departments of various sizes. He negotiated the first as well as successor contracts for a newly created consolidated fire department. He also has negotiated a very complex contract to transition municipal employees from a private pension fund to a state Retirement System.

As a result of his many years managing municipal governments, Ed has extensive experience with personnel matters, overtime analysis, department operations, strategic planning, budgeting, financial planning and shared service studies.

In addition to his responsibilities as a consultant, Ed has also served as the Executive Director of the Wisconsin City/County Management Association. He is a member of the International City/County Management Association and is on the board of directors of the Public Policy Forum, which conducts regional public policy analysis. He was on the Advisory Board for the Masters in Public Administration Program at Northern Illinois University, is a member of the Waukesha County Sheriff's Department Grievance Committee and currently teaches a graduate level course at the University of Wisconsin - Milwaukee.

***Education***

Central Michigan University

Bachelor of Science in Education

Master of Arts in Political Science

University of Minnesota

Carlson School of Management - Management Training Program



## MUKWONAGO FIRE DEPARTMENT FIRE DEPARTMENT ORGANIZATIONAL ANALYSIS

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**Robert Whitaker**  
**Senior Consultant**  
**RW Management Group, Inc.**



### ***Professional Summary***

Mr. Whitaker has worked in fire, emergency medical and emergency management settings for 24 years. He currently serves as the Fire Chief/Administrator for North Shore Fire/Rescue, just outside of Milwaukee, WI. As Fire Chief/Administrator, Mr. Whitaker's responsibilities focus on strategic direction of the organization, fiscal management, information technology and intergovernmental relations between the department and the multiple municipalities served by the organization.

Mr. Whitaker has worked in several roles within the fire and emergency medical/service field. He started his career as a paid-on call firefighter, moving to career firefighter, firefighter/paramedic, Fire Lieutenant, Operations Battalion Chief, Battalion Chief of Training and Emergency Medical Services, Deputy Chief of Administration and now, Fire Chief/Administrator. Throughout his career, he has managed programs that included transition of records management systems, professional development and training for the organization and transition of 911 PSAP and Communications/Dispatch responsibilities to a newly consolidated center.

Mr. Whitaker is an active member of the International Association of Fire Chiefs, Wisconsin Fire Chiefs Association, the Great Lakes Fire Accreditation Managers Association, the International City/County Managers Association, serves as a member of Curriculum Committee for the Wisconsin Fire Chiefs Education Association and as the Secretary/Treasurer of the Milwaukee County Association of Fire Chiefs.

Mr. Whitaker has recently been employed by RW Management Group, Inc. to provide his expertise in public safety consolidation and accreditation. He was involved in the functional consolidation efforts needed to combine the North Shore Fire Departments and Dispatch center. The North Shore Fire Department recently completed the accreditation process of the Commission on Fire Accreditation International (CFAI).

### ***Education***

Oklahoma State University  
Masters of Science, Fire & Emergency Management  
Southern Illinois University  
Bachelor of Science, Fire Service Management



**MUKWONAGO FIRE DEPARTMENT  
FIRE DEPARTMENT ORGANIZATIONAL ANALYSIS**

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**Kevin Bierce  
Senior Consultant  
RW Management Group, Inc.**



***Professional Summary***

Mr. Bierce has been actively engaged in the fire and emergency service operations for the past 25 years including both fire suppression and life safety inspections. He currently serves as Fire Chief for City of Pewaukee, in central Waukesha County in southeastern Wisconsin. The Department is a combination department, fully accredited by Commission of the Fire Accreditation (CFAI), ISO Class 2 agency delivering both fire and paramedic level response. His primary responsibilities are strategic planning and direction of the organization as it continues its transition to a fully career agency.

Mr. Bierce has served in variety of positions from fire chief to senior building official during his tenure in the fire service. As a senior building official Mr. Bierce was responsible for the integration of the building inspection and fire inspection into joint operation providing code management, inspection and planning. This integration created a more seamless life safety procedure enhancing the community risk management model. He holds both commercial and residential building certification along with expertise in both flammable and combustible liquids storage. Mr. Bierce has appointed to the Wisconsin Commercial Code Council by the Governor of Wisconsin.

Mr. Bierce draws heavily on his past military experience, Mr. Bierce is a retired military officer with both active and reserve components tours serving in a multitude of positions from company command to Brigade level staff positions, a graduate of both the Officer Advance Courses and the Army Command College. Mr. Bierce Continues to work with the Military in a variety of roles as a Subject Matter Expert in Incident Command and Disaster Response. He has actively served in both the planning and execution of several large-scale training exercises coordinating both interagency responses to variety of both man-made and natural disasters. He is staff trainer for Wisconsin REACT (Regional Emergency All Climate Training) center at Volk Field Wisconsin. He has been appointed by the Governor of Wisconsin as the Fire Representative to the Wisconsin Homeland Security Council.

Mr. Bierce is the Past President of the Waukesha County Chiefs Association, Past President of the Wisconsin State Chiefs and current President of Wisconsin MABAS. He was awarded the Fire Chief of the Year by the Wisconsin State Chiefs in 2017.

***Education***

University of Wisconsin, Stevens Point  
US Army  
US Army

Bachelor of Science Degree in Physical Sciences  
Officer Basic and Advanced Courses  
US Command College



## MUKWONAGO FIRE DEPARTMENT FIRE DEPARTMENT ORGANIZATIONAL ANALYSIS

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### OVERALL PROJECT APPROACH

The most effective method for presenting RW's methodology when approaching a project of this nature is to provide an accurate and comprehensive work plan for its completion. The following work plan has been developed to accomplish the objectives and to achieve the Department's goals.

### DETAILED WORK PLAN

#### Study Work Plan and Project Analysis

Our approach to this project will, at a minimum include:

1. **Project Kickoff Meeting:** RW Management will conduct a kickoff meeting with the Project Team and key stakeholders of the Department. The purpose of this meeting will be to confirm project scope and timelines, obtain project contact information, and develop a schedule of Project Team meetings and other logistical arrangements.
2. **Data Collection and Analysis:** RW will provide the Project Team with a comprehensive data request that will be used as the foundation for analysis. The data request will include, at a minimum:
  - Copies of previous study documents
  - Current public safety programs and initiatives provided by the Department
  - Fire-EMS Budgets
  - Department staffing levels, training and workloads
  - EMS Operational Plan
  - ISO Rating Schedule
  - Department Policies, procedures, standard operating guidelines and directives.
  - Emergency Response Plan
  - Others as needed
3. **Community Focus Meeting:** This will be a public input session to gather information relating to the fire department from the citizens in the district.
4. **On-Site Review and Interviews:** Assess the current Fire operations and begin to develop future needs by performing interviews and on-site observations with representatives of the fire departments and related organizations. The interviews and observations will be held in both group and individual settings. This proposal is based on interviews and observations being conducted with personnel from the following areas:
  - Fire Officers
  - Fire Administration
  - Firefighters
  - Fire Department Facility and Equipment Review
  - Town and Village Administration
  - Town and Village Boards
  - Community Development Personnel
  - Neighboring Municipalities





## MUKWONAGO FIRE DEPARTMENT FIRE DEPARTMENT ORGANIZATIONAL ANALYSIS

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Interviews and observations will primarily focus on the following issues, utilizing the Center for Public Safety (CPSE) Accreditation Standards as the benchmarks:

- Governance and Administration
  - Assessment and Planning
  - Goals and Objectives
  - Financial Resources
  - Programs
  - Physical Resources
  - Human Resources
  - Training and Competency
  - Essential Resources
  - External Systems Relationships
5. **Status Meeting:** The RW project team will meet with the Department project team and review the information obtained from the interviews and documentation review. This assists with communications and will provide RW the ability to verify the findings.
  6. **Community Focus Meeting:** This will be a second public input session to gather information relating to the fire department from the citizens in the district. We will provide findings and information regarding the Fire Department at this meeting.
  7. **Service Delivery Analysis:** RW will analyze current public safety services being provided in the community, the method of service delivery and compare it to current best practices and recognized standards. A long range view of these services will be provided based on growth, development, changing demographics, etc. as projected for the next 10 years. A high level analysis of opportunities to work collaboratively with neighboring communities will also be conducted.
  8. **Facilities Analysis:** RW will conduct a thorough facilities analysis that focuses on current needs and services. Based on current needs, future facility needs will be addressed based on population, growth projections, environmental impacts, development type, etc.
  9. **Operating Costs:** Upon the completion of the current and future staffing analysis, RW will develop long range department operating costs based on staffing needs as the result of projected growth and community changes.
  10. **Equipment Needs:** RW will conduct a review of current Fire, EMS and Rescue equipment and compare it to current services provided. We will also provide a projection of future equipment needs taking into consideration growth, opportunities to share equipment with neighboring communities, and projected service changes.
  11. **Recommendations Meeting:** The RW project team will meet with the Department Project Team to review the findings and recommendations of the Study. This meeting provides the Department with draft recommendations before they are put into a draft document.
  12. **Project Draft Report:** RW will develop a draft report that will include findings, recommendations, and implementation plan. The draft report will be presented to the Project Team and Joint Board for review and comment. Comments will be incorporated into the final report, as appropriate.



## **MUKWONAGO FIRE DEPARTMENT FIRE DEPARTMENT ORGANIZATIONAL ANALYSIS**

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13. **Project Final Report:** After a review and input from Village and Town staff, RW will prepare a final report and present it to the Joint Board. Additional presentations would be considered outside of the scope of services provided here, would be provided at our normal billing rate for the consultants involved.

### **Project Timeline**

In order to conduct a comprehensive and professional review such as that included in this proposal, the Department should anticipate a three - four month study period.

### **RECENT RELATED ENGAGEMENTS**

RW Management has conducted numerous studies similar to that requested by the Village of Mukwonago. A sample of such references includes:

#### **Village of Germantown, WI**

RW provided management counsel services to the Village of Germantown for more than one year. Jeff Roemer provided Management Counsel Services to the Village after their Fire Chief resigned. There were major organizational and staffing issues facing the department and RW assisted the interim fire and village administration work their way through correcting those issues, determining organizational structure, staffing and equipment needs.

Contact: Steven R. Kreklow  
Village Administrator  
Germantown, WI 53022  
Phone 262-250-4775  
E-mail – [skreklow@village.germantown.wi.us](mailto:skreklow@village.germantown.wi.us)

#### **Village of McFarland, WI**

RW Management Group, Inc. was retained by the Village of McFarland to conduct a Public Safety Facilities Analysis. The scope of the project was to perform a Staffing, Equipment and Facility Analysis of Police, Fire and EMS in the Village, to assist the Village in developing a long-range plan for facility improvements.

Contact: Matt Schuenke  
Village Administrator  
Village of McFarland  
5915 Milwaukee Street  
McFarland, WI 53558  
Phone 608-838-3153  
Email: [Matt.Schuenke@mcfarland.wi.us](mailto:Matt.Schuenke@mcfarland.wi.us)

#### **City of Baraboo, WI**

RW Management Group, Inc. was retained by the City of Baraboo to conduct a Fire Department Organizational and Consolidation Feasibility Analysis. The scope of the project was to perform a Feasibility Analysis to assist the City in developing a long-range plan for administrative and managerial improvements of its Fire and EMS Departments. This study was completed and RW



## **MUKWONAGO FIRE DEPARTMENT FIRE DEPARTMENT ORGANIZATIONAL ANALYSIS**

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was retained to provide management counsel and implementation management for the studies recommendations.

Contact: Edward Geick  
City Administrator  
City of Baraboo  
135 4<sup>th</sup> Street  
Baraboo, WI 53913  
Phone 608-355-2715  
Email: [egeick@cityofbaraboo.com](mailto:egeick@cityofbaraboo.com)

### **City of DePere, WI**

RW Management Group, Inc. was retained by the City of De Pere to conduct a Fire Department Organizational and Consolidation Feasibility Analysis and provide Interim Fire Chief Services. The scope of the project was to perform a Feasibility Analysis to assist the City in developing a long-range plan for administrative and managerial improvements of its Fire and EMS Departments. Including a review of current administration, operations, rules, regulations, personnel procedures, operating procedures and provide recommendations on future departmental needs, both short and long term. Further, an evaluation of the consolidation and public safety feasibilities was completed.

Contact: Larry Delo  
City Administrator  
City of De Pere  
335 S. Broadway  
De Pere, WI 54115  
Phone 920-339-4044  
Email: [ldelo@mail.de-pere.org](mailto:ldelo@mail.de-pere.org)

### **Door County, WI**

Jeff Roemer, President of RW has been retained by Door County to serve as the Door County Interim Emergency Services Director. RW is providing professional interim emergency services direction to the Commission. As Interim Director, we are working with County Administration and the Emergency Services Department to maximize the efficiency of current EMS operations and emergency management during the interim period and make recommendations to improve efficiencies and operations.

Contact: Ken Pabich  
County Administrator  
421 Nebraska St.  
Sturgeon Bay, WI 54235  
Phone: 920-746-2552

### **City of Green Bay, WI**

RW Management Group provided long term management of the Green Bay Fire Department for a period of almost four years. Jeffrey R. Roemer served as Fire Chief from April of 2008 until December 31, 2011. Chief Roemer also provided the City with an Executive Selection process and multiple Assessment Centers for promotions, which included training department personnel



## **MUKWONAGO FIRE DEPARTMENT FIRE DEPARTMENT ORGANIZATIONAL ANALYSIS**

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as assessors. Mr. Roemer also served as the City Emergency Management Director during this time and established a joint Emergency Operations Center with the County and wrote an Emergency Operations Plan for the City.

Contact: Mayor Jim Schmitt  
City of Green Bay  
100 N. Jefferson  
Green Bay, WI 54301  
Phone 920-448-3005

### **Town of Greenville, WI – Fire Department**

RW recently completed multiple projects for the Town of Greenville. The first was a Fire Department Needs Analysis, which was basically an organizational review of the department and based on that review made recommendations regarding their future needs for station placement and major equipment. RW was then asked to assist with project management for the implementation process of those recommendations.

Contact: Town Administrator  
W6860 Parkview Drive  
Greenville, WI 54952  
Phone: (920) 757-5151 Ext. 4

### **Village of Bellevue Fire Department, Wisconsin**

RW provided contracted management to the Village of Bellevue as Fire Chief and Emergency Management Director. During a period of one year, RW provided major organizational change recommendations and provided implementation of those changes. RW assisted with changes in the Village Employee Handbook, the redrafting of the Emergency Operation Plan, hiring, promotions, and provided the Executive Selection Process for the selection of a new Fire Chief as a separate project.

Contact: Village Administrator  
2828 Allouez Ave.  
Bellevue, WI 54311  
Office - 920-593-5512

### **PREVIOUS CLIENT WORK**

RW Management employees have performed consulting services for the following clients over the past twenty-one years:

Albert Lea, MN	McFarland, Village of, WI
Algoma, WI	Menomonee Tribal EMS, WI
Town of Algoma, WI	Miller, Wagner, Coenen, McMahan, Neenah, WI
Allouez, WI	
Appleton, WI	Milton, WI



**MUKWONAGO FIRE DEPARTMENT  
FIRE DEPARTMENT ORGANIZATIONAL ANALYSIS**

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Appleton Marine, Appleton, WI	Milton-Milton Township Fire Department, WI
Arenz, Molter, Macy, Riffle & Larson, S.C., Milwaukee, WI	Milwaukee Brewers, Milwaukee, WI Milwaukee, WI
Arlington, WI	Milwaukee Area Technical College, WI
Ashland, OR	Milwaukee County, WI
Ashland, WI	Milwaukee Metropolitan Sewerage District
Baraboo, WI	Milwaukee Regional Medical Center
Bay City, MI	Moraine Park Tech.College, Fond Du Lac, WI
Bell County, TX	Morton Grove, IL
Bellevue, WI	Motorola Corp., Schaumburg, IL
Beloit, WI	Mukwonago, WI, Village of
Berlin, WI	Mukwonago, WI. Town of
Broward County, FL	Mundelein, IL
Brown County, WI	Nashville, TN
Bristol-Kendall Fire Protection District, IL	Neenah, WI
Calumet County, WI	Neenah-Menasha Fire Rescue, WI
Cambria, WI	New Berlin, WI
Camden, AR	New Jersey State Police
Cape Girardeau, MO	New Jersey Attorney General
Cedarburg, WI	North Carolina State University, Raleigh, NC
Central Lake County Communications, IL	Northeast WI Tech.College, Green Bay, WI
Cert. Public Manager Program, Madison, WI	Oak Creek, WI
Chicago, IL	Oconomowoc, WI
Chippewa County, WI	Oconto County, WI
Clarinda Regional Health Center, Iowa	Odell Associates, Inc., NC
Clay County, FL	Ogden Plumbing, Neenah, WI
Clayton, Town of, WI	Oneida Tribe of Indians, Oneida, WI
Clinton, CT	Osborn, Town of, WI
Comm. Orientated Policing Consortium, D.C.	Ozaukee County, WI
Corvallis, OR	Palmyra, WI
Dane County, WI	Palmyra, Village of, WI
Dayton, OH	Para Tran Medical Transport, Door Co., WI
DeForest, WI	Pasadena, CA
DeKalb, IL	Pewaukee, WI (City)



**MUKWONAGO FIRE DEPARTMENT  
FIRE DEPARTMENT ORGANIZATIONAL ANALYSIS**

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Delafield, WI	Pewaukee, WI (Village)
Delavan, WI	Platteville, WI
Delaware County, OH	Police Exec. Research Forum, DC
Delray, FL	Presto Products, Appleton, WI
De Pere, WI	Prince Georges County, MD
Destin, FL	Pulaski Tri-County Fire, WI
Door County, WI	Qassim University, Buraydah, Saudi Arabia
Eagan, MN	Racine, WI
East Chicago, IN	Raleigh, NC
East Troy, WI	RED Center, IL
Energy Control and Design, Inc. Appleton, WI	Reedsburg, WI
ERS, Marinette, WI	Royal Oak, MI
Eugene, OR	Rye Tech. Consulting, Riyadh, Saudi Arabia
Evanston, IL	St. Mary's Medical Center, Racine, WI
Fishers, IN	Sandy Springs, GA
Fond du Lac, WI	Sarasota County, FL
FOXCOMM, Appleton, WI	SEECOM, IL
Fox Valley Technical College, Appleton, WI	SEH, Appleton, WI
Freedom, Town of, WI	SESCO, LLC, Manitowoc, WI
Gary, IN	Seymour, Town of, WI
Genoa Township, OH	Shawano, WI
McFarland, WI	Sheboygan, WI
Grand Chute, WI	Shelby County, TN
Green Bay, WI	Shifman Law Firm, Birmingham, MI
Green Bay Packers, Green Bay, WI	Shorewood, WI
Greenville, WI	Southeast McHenry County, IL
Gries Architectural Group, Neenah, WI	Sparta, WI
GSA, Office of Inspector General, D.C.	Stafford Rosenbaum Attorneys, WI
Grass Valley, CA	Stevens Point, WI
Hamilton Cty 911 Comm. Dist. -	St. Louis, MO
Chattanooga, TN	Stora Enso North America
Hammond, IN	Suamico, WI
Hanover Park, IL	Superior, WI
Harlem Township, OH	Tallahassee, FL



**MUKWONAGO FIRE DEPARTMENT  
FIRE DEPARTMENT ORGANIZATIONAL ANALYSIS**

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Harrison, WI	Tri-State Fire, IL
Hartland, WI	Tulsa, OK
Hazel Crest, IL	University of Wisconsin – Madison, WI
Hobart, IN.	USAID, Washington, D.C.
Ho Chunk Tribal Nation	U.S. Capital Police, Washington, D.C.
Inter. Assoc. of Fire Chiefs–Great Lakes Div.	U. S. Dept. of Homeland Security
Iron Ridge, WI	University of Illinois, Chicago, IL
Jacksonville, FL	Verona, WI
Jefferson County, KY	Viking Rescue, Denmark, WI
JG Samuels, Inc., North Prairie, WI	Virchow Krause & Company, Madison, WI
Johnson Creek Fire Protection District, WI	Walworth County, WI
Joy Bertrand Esq., LLC, Milwaukee, WI	Wanasek, Scholze, Ludwig, Ekes & Iselin, S.C.
Kansas City, MO	Washington, D.C.
Kaukauna, WI	Waterford, WI
Kenosha Medical Center, Kenosha, WI	Waukesha County, WI
Kent County, MI	Waukesha County Technical College
Kiel, WI	Wausau Hospital, Wausau, WI
Killeen, TX	Wausau Insurance, WI
Lake Forest, IL	WESCOM, IL
Lake Geneva, WI	West Bend, WI
Lake Mills, WI	West Chicago, IL
Lakeshore Technical College, Cleveland, WI	West Milwaukee, WI
Ledgeview, WI	West Palm Beach, FL
Library of Congress, Washington, D.C.	Wheaton Franciscan Healthcare, Waterloo, IA
Lincoln County, WI	Whiting, IN
Lindner & Marsack, S.C., WI	Whitefish Bay, WI
Lodi EMS, Lodi, WI	Will County, IL
Logan Township, PA	Wilmington, NC
Madison Area Technical College, Madison, WI	Winnebago County, WI
Madison, Town of, WI	Winnetka, IL
Manawa, WI	Wis. Dept. of Justice, Madison, WI
Marathon County, WI	Wood Dale, IL
Maryland Police Corps, MD	



**MUKWONAGO FIRE DEPARTMENT  
FIRE DEPARTMENT ORGANIZATIONAL ANALYSIS**

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Maryland Transportation Authority, MD	Woodland, WI
Maximus, Reston, VA	Yarmouth, MA
Menasha, City of, WI	Ypsilanti, MI
Menominee Falls, WI	Yuma, AZ

**COST QUOTATION**

RW Management's fees for professional services to conduct this study as outlined in the scope of services would be a not to exceed amount as follows:

	<b>Not-To-Exceed Amount</b>
Fire Department Organizational Analysis	\$ 18,900.00
Expenses	Included
<b>TOTAL FEE INCLUDING ALL EXPENSES</b>	<b>\$ 18,900.00</b>





**MUKWONAGO FIRE DEPARTMENT  
FIRE DEPARTMENT ORGANIZATIONAL ANALYSIS**

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**PERSONAL SERVICES CONTRACT**

This agreement made this \_\_\_\_\_ day of \_\_\_\_\_, 2019, by and between the \_\_\_\_\_ Mukwonago Fire Department, and RW Management Group, Inc. (RW) doing business as a corporation in Oconomowoc, Wisconsin.

**WITNESSETH**

That for and in consideration of the payment and agreements hereinafter mentioned and attached to be made and performed by the Mukwonago Fire Department and RW, hereby agree to commence and complete the consultation and to provide the work described in the proposal and comply with the terms of the contract documents for the:

**FIRE DEPARTMENT ORGANIZATIONAL ANALYSIS**

Hereafter called the “project” for the sum not to exceed \$18,900.00, which includes expenses.

RW will furnish all labor and other services necessary to complete the work relating to and including the development and administration of the planning process. RW hereby agrees to perform the work as specified by the Mukwonago Fire Department.

The Mukwonago Fire Department shall pay RW:

**Payment schedule:**

- 33% payment due within 10 days of signing contract
- 33% payment due upon completion of the Recommendations Meeting
- 34% payment due upon receipt of invoice after completion of project

This agreement shall be binding upon all parties hereto and their respective heirs, executors, administrators, successors, and assigns.

The laws of the State of Wisconsin shall govern this agreement.

The agreement is an integrated writing, executed by the parties after negotiation and discussions of all material provisions. Either party has relied upon no inducements, concessions or representations of the fact, except as set forth in this agreement and the RW proposal.

IN WITNESS WHEREOF, the parties hereto have executed, or caused to be executed by their duly authorized officials, the agreement is two (2) copies, each of which shall be deemed an original, on the first date written above.

**Mukwonago Fire Department**

**RW Management Group, Inc.**

By: \_\_\_\_\_  
Signature

By: \_\_\_\_\_  
Jeffrey R. Roemer, President

By: \_\_\_\_\_  
Signature

## Chief Jeff Stien

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**From:** Rob Henken <rhenken@wispolicyforum.org>  
**Sent:** Friday, September 6, 2019 1:56 PM  
**To:** Chief Jeff Stien  
**Subject:** Re: FW: RFP

Good afternoon, Chief Stien. I just discovered that your e-mails have been going into my Spam folder, which is why I failed to respond. I appreciate your letting us know about this RFP but we would not have responded anyway, as we do not have the staff capacity to respond to RFPs. Typically, when we are commissioned to do work for municipalities and counties, it is because they have reached a determination that the Forum -- as a nonpartisan, nonprofit research organization dedicated to efficient government -- is a good fit for the project they had in mind.

Best of luck with your study!

Rob

**Rob Henken | President**  
**Wisconsin**  
**Policy Forum**

633 West Wisconsin Avenue, Suite 406 | [Milwaukee, WI 53203](#)

P: (414) 276-8240 Ext. 1 | C: (414) 708-4392

[rhenken@wispolicyforum.org](mailto:rhenken@wispolicyforum.org)

[wispolicyforum.org](http://wispolicyforum.org)

On Fri, Aug 30, 2019 at 1:32 PM Chief Jeff Stien <[chiefstien@mukwonagofire.org](mailto:chiefstien@mukwonagofire.org)> wrote:

Deadline is 3pm today

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**From:** Chief Jeff Stien  
**Sent:** Monday, August 5, 2019 1:43 PM  
**To:** '[rhenken@wispolicyforum.org](mailto:rhenken@wispolicyforum.org)' <[rhenken@wispolicyforum.org](mailto:rhenken@wispolicyforum.org)>  
**Subject:** FW: RFP

Confirming you received this request

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**From:** Chief Jeff Stien  
**Sent:** Tuesday, July 30, 2019 10:25 AM

**To:** '[rhenken@wispolicyforum.org](mailto:rhenken@wispolicyforum.org)' <[rhenken@wispolicyforum.org](mailto:rhenken@wispolicyforum.org)>

**Subject:** RFP

Please see attached letter and request for proposal. Please submit proposal by 08-30-2019 by 3:00pm. Proposals can be submitted by responding to this email or by mailing address 440 River Crest Court, Mukwonago, WI 53149 Att: Chief Jeffrey R. Stien.

Thanks

Chief Jeff Stien

Mukwonago Fire Department

1111 Fox St.

440 River Crest Ct.

Mukwonago, WI 53149

Business: 262-363-6426 VM: 3401

Mobile: 262-441-0723

Fax: 262-363-6454

Email: [ChiefStien@mukwonagofire.org](mailto:ChiefStien@mukwonagofire.org)