

Village: Brill
Johnson
Vermeulen

Town: Topczewski, Chair
Boucher
Wrasman

Village of Mukwonago
Town of Mukwonago
PROTECTIVE SERVICES COMMITTEE MEETING
FIRE AND AMBULANCE DEPARTMENT
Notice of Meeting and Agenda
Monday, September 16, 2019

Time: **6:30 p.m.**

Place: **Mukwonago Town Hall, W320S8315 Beulah Rd., Mukwonago**

1. Call to Order

2. Comments from the Public

3. New Business

Discussion and Possible Action on the Following Items

A. Fire Department Operational Study Proposals

B. Fire and Ambulance Reports for August, 2019

(This item is a report from Staff to Committee members. No discussion or action shall take place by Committee members unless otherwise listed below.)

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, Option 4 or the Town Clerk's Office, W320S8315 Beulah Road, (262) 363-4555.



Village of Mukwonago

AGENDA ITEM REQUEST FORM

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

Chief Jeff Stien

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

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

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

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EXECUTIVE RECRUITMENT INTERIM STAFFING MANAGEMENT AND HUMAN RESOURCE CONSULTING



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:

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

Professional fees and expenses will be invoiced as follows:

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

2nd 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, appearing to read '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

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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

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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
Email: 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

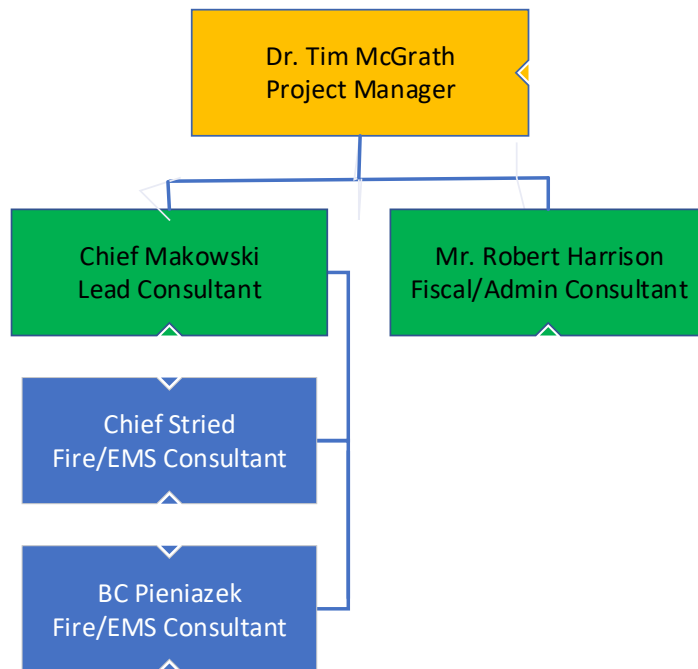
- Develop draft report and produce a PDF document for review by Village/Town administration and department head, who will provide feedback
- The report will include:
 - Detailed narrative analysis of each report component structured in easy-to-read sections and accompanied by explanatory support to encourage 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 Pieniazek – Fire/EMS Consultant

Battalion Chief Pieniazek 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 Pieniazek 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 Pieniazek brings the perspective of a volunteer/combination department as well as a career, unionized department.

Battalion Chief Pieniazek 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 Pieniazek 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 Pieniazek 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 or Chief Christopher Garrison (608) 837-5066, email: 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. 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

Projects: (multiple projects) Comprehensive fire department audit and master plan; fire station location master plan; executive search Fire Chief; master plan EMS (3rd 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 or Mr. David Manley – President of ESD Board @ 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.

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. Or Mr. Lynn LeBouef – ESD 11- Board President, email: 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)				
First Site Visit				
Data Review on Site				
Planning Meeting with District				
Key Stakeholders Interviews				
On-Site Assessment				
Data Analysis				
Second Site Visit				
Stakeholders Meeting				
(small group or individual)				
Public Stakeholder Meeting				
Develop Report Components				
Develop Options				
Conference Call				
Clarification/Questions				
Off-Site				
National Standard Comparison				
Analyze Data				
Write Draft Report				
Submit Draft Report				
Address Draft Input				
Compose Final Report				
Proofreader				
Submit Final Report				
On-Site				
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,

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

Tim McGrath, Ph.D. CEO

PROPOSAL TO PROVIDE PROFESSIONAL CONSULTING SERVICES



FIRE DEPARTMENT ORGANIZATIONAL ANALYSIS



RW Management Group, Inc.
1256 Wrenfield Way
Oconomowoc, WI 53066
Office: 262.354.0731

www.rwmanagementgroup.com
jroemer@rwmanagementgroup.com

Date: August 15, 2019



*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*



MUKWONAGO FIRE DEPARTMENT FIRE DEPARTMENT ORGANIZATIONAL ANALYSIS

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**MUKWONAGO FIRE DEPARTMENT
FIRE DEPARTMENT ORGANIZATIONAL ANALYSIS**

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 assist 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. 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

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

- 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

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

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

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

**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

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

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

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

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

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

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

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

Contact: Edward Geick
City Administrator
City of Baraboo
135 4th Street
Baraboo, WI 53913
Phone 608-355-2715
Email: 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

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

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

Algoma, WI

Town of Algoma, WI

Allouez, WI

Appleton, WI

McFarland, Village of, WI

Menomonee Tribal EMS, WI

Miller, Wagner, Coenen, McMahon, Neenah,
WI

Milton, WI



MUKWONAGO FIRE DEPARTMENT FIRE DEPARTMENT ORGANIZATIONAL ANALYSIS

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

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

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

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:

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



**MUKWONAGO FIRE DEPARTMENT
FIRE DEPARTMENT ORGANIZATIONAL ANALYSIS**

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

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

wispolicyforum.org

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

Deadline is 3pm today

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

Confirming you received this request

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

To: 'rhenken@wispolicyforum.org' <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

09/05/2019
 CALTILIN
 MEDINTERV2
 Financial Class

Year to Date Intercept Report
 VILLAGE OF MUKWONAGO
 Posting Dates: 01/01/2019 - 08/31/2019
 Encounters Procedures Charges

Page: 1

	Encounters	Procedures	Charges	Payments	Adjustments	Proc/Enc	Chg/Enc
BIG BEND VERNON FIRE DEPT	0	0	.00	1,485.00	.00	.00	.00
EAGLE FIRE DEPT	1	1	495.00	1,980.00	400.00	1.00	495.00
EAST TROY EMS	45	45	22,275.00	20,790.00	360.00	1.00	495.00
NORTH PRAIRIE	0	0	.00	1,485.00	490.00	.00	.00
PALMYRA FIRE DISTRICT	0	1-	450.00-	.00	940.00	.00	.00
WATERFORD TOWN - FIRE DEPT	0	0	.00	.00	485.00-	.00	.00

Report Total	46	45	22,320.00	25,740.00	725.00	.98	485.22
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ebix, Inc.

	Charges	Minutes	Payments	Adjustments
DNG A0380 BLS - BASIC LIFE SUPPORT MILEAGE	0	0	.00	2.08-
DNG A0382 BASIC SUPPORT ROUTINE SUPPLIES	111	11,559	643.33	64.20-
DNG A0384 BLS DEFIBRILLATION SUPPLIES	4	440	254.80	5.96-
DNG A0390 ALS - ADVANCED LIFE SUPPORT MILEAGE	0	0	.00	111.28-
DNG A0392 ALS DEFIBRILLATION SUPPLIES	63	6,892	6,333.79	89.79-
DNG A0394 ALS IV DRUG THERAPY SUPPLIES	5	582	38.77	.80
DNG A0398 ALS ROUTINE DISPOSABLE SUPPLIES	354	39,533	11,130.61	56.52-
DNG A0422 AMBUANCE 02 LIFE SUSTAINING	456	50,147	4,447.00	34.74
DNG A0425 DNG MILEAGE	7,705	51,668	53,021.75	1,151.47
DNG A0426 GROUND MILEAGE	51	134	662.81	709.07-
DNG A0426 NON EMERGENCY ALS 1	0	0	.00	2.046.25-
DNG A0427 ALS1-EMERGENCY DNG	239	26,475	97,678.48	784.63
DNG A0427 ALS1-EMERGENCY INTERCEPT	1	112	827.42	.00
DNG A0427 ALS1-EMERGENCY RESIDENT	2	0	1,650.00	2.078.56-
DNG A0429 BLS-EMERGENCY DNG	117	12,203	39,166.34	632.74-
DNG A0429 BLS-EMERGENCY INTERFACILITY	0	0	.00	.00
DNG A0429 BLS-EMERGENCY NON RESIDENT	0	0	.00	.00
DNG A0429 BLS-EMERGENCY RESIDENT	0	0	.00	.00
DNG A0434 CRITICAL CARE DNG	110	12,592	572.00	578.19-
DNG A0434 INTERFACILITY CRITICAL CARE TRANSP	4	420	78,700.69	1,631.43-
DNG U7030 NORMAL SALINE SOLUTION INFUS	1	118	2,897.72	1,290.88-
DNG U7040 NORMAL SALINE SOLUTION INFUS	2	205	4.51	5.04-
DNG 93005 ELECTROCARDIOGRAM TRACING	8	830	617.62	.17
DNG 94760 NONINVASIVE EAR OR PULSE OXIMETRY	12	1,712	108.25	12.60
TOTAL	9,245	215,622	297,113.29	7,135.77-

Other A0380 BLS - BASIC LIFE SUPPORT MILEAGE	1	0	116.76	261.92
Other A0382 BASIC SUPPORT ROUTINE SUPPLIES	4	0	44.74	.10
Other A0390 ALS - ADVANCED LIFE SUPPORT MILEAGE	71	99	2,567.51	370.66
Other A0392 ALS DEFIBRILLATION SUPPLIES	25	0	1,199.50	10.50
Other A0394 ALS IV DRUG THERAPY SUPPLIES	4	0	125.36	.00
Other A0398 ALS ROUTINE DISPOSABLE SUPPLIES	10	99	369.71	26.38
Other A0422 AMBUANCE 02 LIFE SUSTAINING	13	99	109.11	6.78
Other A0425 GROUND MILEAGE	134	0	2,197.95	243.99
Other A0427 ALS-EMERGENCY INTERFACILITY	10	297	10,544.77	905.62
Other A0427 ALS1-EMERGENCY INTERCEPT	1	0	.00	230.89
Other A0427 ALS1-EMERGENCY RESIDENT	0	0	.00	1,301.97-
Other A0428 INTERFACILITY BLS	0	0	.00	1,128.37-
Other A0429 BLS-EMERGENCY DNG	0	0	.00	798.16
Other A0429 BLS-EMERGENCY INTERFACILITY	1	0	151.84	52.87
Other A0429 BLS-EMERGENCY RESIDENT	3	0	2,486.70	10.50-
Other A0434 INTERFACILITY CRITICAL CARE TRANSP	0	0	.00	.00
Other U7030 NORMAL SALINE SOLUTION INFUS	4	0	4,007.52	2,312.16
Other U7040 NORMAL SALINE SOLUTION INFUS	1	0	11.00	.00
Other 93005 ELECTROCARDIOGRAM TRACING	1	0	10.00	.00
Other 94760 NONINVASIVE EAR OR PULSE OXIMETRY	3	0	180.00	84.00
Other TOTAL	0	0	.00	35.00
TOTAL	285	594	23,122.47	3,898.19

TOTAL

9,530 337,099.58 216,216 320,235.76 3,237.58-
ebix, Inc.

Current
Charges

Current
Payments

VILLAGE OF MUKWONAGO
ERF Summary
Posting Dates: 08/01/2019 - 08/31/2019
YTD
Quantity

YTD
Charges

YTD
Payments

YTD
Adjustments

1	625.00	625.00	625.00	13	8,125.00	4,075.00	8,746.14
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09/05/2019

User: CAITLIN

Qty: MPDAISBLSA

Year Run Category

VILLAGE OF MUKWONAGO
Five Year Run Summary

Page: 1

Year Run Category	Run Type	Qty	Charges	Amount Paid	Amount Adjusted	Balance
2019 DNG	ALSI BLS CRIT CARE Subtotal	241 1117 1114 472	104,933.85 42,578.64 84,120.36 231,632.85	91,882.06- 36,377.30- 75,933.29- 204,192.65-	1,857.61- 744.87- 1,534.17- 4,136.65-	11,194.18 5,456.47 6,652.90 23,303.55
Intercept	Intercept Subtotal	74 74	36,630.00 36,630.00	29,605.50- 29,605.50-	495.00- 495.00-	6,529.50 6,529.50
Interfacility	ALSI BLS CRIT CARE Subtotal	12 3 5 20	12,440.00 2,925.00 3,696.05 19,061.05	6,477.26- 1,511.70- 2,327.52- 10,316.48-	2,544.53- 529.32- 3,073.85-	3,418.21 1,413.30 839.21 5,670.72
Non-Resident	ALSI BLS Subtotal	66 39 105	61,510.00 27,045.00 88,555.00	24,267.54- 7,979.77- 32,247.31-	22,209.39- 6,936.12- 29,145.51-	15,033.07 12,129.11 27,162.18
Non-Transport	BLS Non-Transpo Lift Assist Non-Transport Subtotal	1 72 17 90	105.00 7,560.00 1,785.00 9,450.00	69.00- 4,172.00- 644.35- 4,885.35-	36.00- 393.00- 140.00- 569.00-	.00 2,995.00 1,000.65 3,995.65
Resident	ALSI BLS Subtotal	175 129 304	152,230.00 84,395.00 236,625.00	62,000.95- 32,267.17- 94,268.12-	54,425.35- 31,355.69- 85,781.04-	35,803.70 20,772.14 56,575.84
TOTAL		1,065	621,953.90	375,515.41-	123,201.05-	123,237.44
2018 DNG	ALSI BLS CRIT CARE Subtotal	357 170 224 751	150,336.12 60,091.90 160,528.18 370,956.20	148,417.86- 59,265.25- 157,692.72- 365,375.83-	2,666.88- 703.33- 2,835.46- 6,205.67-	748.62- 123.32 .00 625.30-

ebix, Inc.

Incident Type Report (Summary)

Basic Incident Type Code And Description (FD1.21)	Total Incidents	Total Incidents Percent of Incidents	Total Property Loss	Total Content Loss	Total Loss	Total Loss Percent of Total
Incident Type Category (FD1.21): 1 - Fire						
111 - Building fire	7	3.61%				
113 - Cooking fire, confined to container	1	0.52%				
118 - Trash or rubbish fire, contained	1	0.52%				
132 - Road freight or transport vehicle fire	1	0.52%	5,000.00	250.00	5,250.00	53.85%
138 - Off-road vehicle or heavy equipment fire	1	0.52%	2,500.00		2,500.00	25.64%
142 - Brush or brush-and-grass mixture fire	2	1.03%				
143 - Grass fire	1	0.52%				
Total: 14		Total: 7.22%	Total: 7,500.00	Total: 250.00	Total: 7,750.00	Total: 79.49%
Incident Type Category (FD1.21): 2 - Overpressure Rupture, Explosion, Overheat (No Fire)						
251 - Excessive heat, scorch burns with no ignition	3	1.55%				
Total: 3		Total: 1.55%	Total: 0.00	Total: 0.00	Total: 0.00	Total: 0.00%
Incident Type Category (FD1.21): 3 - Rescue & Emergency Medical Service Incident						
311 - Medical assist, assist EMS crew	6	3.09%				
322 - Motor vehicle accident with injuries	23	11.86%				
324 - Motor vehicle accident with no injuries.	22	11.34%				
341 - Search for person on land	1	0.52%				
351 - Extrication of victim(s) from building/structure	1	0.52%				
353 - Removal of victim(s) from stalled elevator	1	0.52%				
360 - Water & ice-related rescue, other	1	0.52%				
Total: 55		Total: 28.35%	Total: 0.00	Total: 0.00	Total: 0.00	Total: 0.00%
Incident Type Category (FD1.21): 4 - Hazardous Condition (No Fire)						
411 - Gasoline or other flammable liquid spill	2	1.03%				
412 - Gas leak (natural gas or LPG)	6	3.09%				
413 - Oil or other combustible liquid spill	2	1.03%				
424 - Carbon monoxide incident	4	2.06%				
441 - Heat from short circuit (wiring), defective/worn	4	2.06%				
442 - Overheated motor	1	0.52%				
443 - Breakdown of light ballast	2	1.03%				
444 - Power line down	6	3.09%				
445 - Arcing, shorted electrical equipment	5	2.58%				
Total: 32		Total: 16.49%	Total: 0.00	Total: 0.00	Total: 0.00	Total: 0.00%
Incident Type Category (FD1.21): 5 - Service Call						
500 - Service call, other	1	0.52%				
522 - Water or steam leak	3	1.55%				
531 - Smoke or odor removal	5	2.58%		2,000.00	2,000.00	20.51%
542 - Animal rescue	1	0.52%				
551 - Assist police or other governmental agency	3	1.55%				
553 - Public service	1	0.52%				
561 - Unauthorized burning	1	0.52%				
571 - Cover assignment, standby, moveup	2	1.03%				
Total: 17		Total: 8.76%	Total: 0.00	Total: 2,000.00	Total: 2,000.00	Total: 20.51%
Incident Type Category (FD1.21): 6 - Good Intent Call						
600 - Good intent call, other	2	1.03%				

Basic Incident Type Code And Description (FD1.21)	Total Incidents	Total Incidents Percent of Incidents	Total Property Loss	Total Content Loss	Total Loss	Total Loss Percent of Total
611 - Dispatched and cancelled en route	19	9.79%				
651 - Smoke scare, odor of smoke	3	1.55%				
652 - Steam, vapor, fog or dust thought to be smoke	1	0.52%				
653 - Smoke from barbecue, tar kettle	1	0.52%				
Total: 26		Total: 13.40%	Total: 0.00	Total: 0.00	Total: 0.00	Total: 0.00%
Incident Type Category (FD1.21): 7 - False Alarm & False Call						
700 - False alarm or false call, other	2	1.03%				
733 - Smoke detector activation due to malfunction	4	2.06%				
735 - Alarm system sounded due to malfunction	7	3.61%				
736 - CO detector activation due to malfunction	14	7.22%				
743 - Smoke detector activation, no fire - unintentional	6	3.09%				
745 - Alarm system activation, no fire - unintentional	12	6.19%				
Total: 45		Total: 23.20%	Total: 0.00	Total: 0.00	Total: 0.00	Total: 0.00%
Incident Type Category (FD1.21): 8 - Severe Weather & Natural Disaster						
814 - Lightning strike (no fire)	2	1.03%				
Total: 2		Total: 1.03%	Total: 0.00	Total: 0.00	Total: 0.00	Total: 0.00%
Total: 194		Total: 100.00%	Total: 7,500.00	Total: 2,250.00	Total: 9,750.00	Total: 100.00%

Runs by City

Scene Incident City Name (eScene.17)	Number of Runs	Percent of Total Runs
Village of Mukwonago	1,050	80.21%
Town of Mukwonago	116	8.86%
East Troy	81	6.19%
Eagle	23	1.76%
Village of North Prairie	16	1.22%
Big Bend	10	0.76%
Palmyra	4	0.31%
Vernon	3	0.23%
Waterford	3	0.23%
	2	0.15%
Town of Waukesha	1	0.08%
	Total: 1,309	Total: 100.00%

Report Filters

Incident Date: is between '01/01/2019' and '08/31/2019'

Runs by Destination Name

Disposition Destination Name Delivered Transferred To (eDisposition.01)	Disposition Destination Code Delivered Transferred To (eDisposition.02)	Number of Runs	Percent of Total Runs
		158	12.07%
Aurora Lakeland Medical Center	132	10	0.76%
Aurora Medical Center - Summit	316	2	0.15%
	53066	21	1.60%
Aurora Medical Center - West Allis	149	3	0.23%
Aurora Mem Hosp of Burlington	14	7	0.53%
Children's Hospital of Wisconsin (CHOW)	135	17	1.30%
Clement J Zablocki VA Medical Center	53295	3	0.23%
Elmbrook Memorial Hospital	183	1	0.08%
Fort Memorial Hospital	133	1	0.08%
Froedtert Memorial Lutheran Hospital	232	19	1.45%
Mooreland Reserve Health Center	233	1	0.08%
Not Transported	6024	170	12.99%
Oconomowoc Memorial Hospital	113	5	0.38%
St. Lukes Medical Center	160	9	0.69%
VA Milwaukee (Clement J Zablocki Veterans Affairs)	125503	2	0.15%
Waukesha Memorial Hospital	41	709	54.16%
Waukesha Memorial Outpatient Center	42	169	12.91%
WHEATON FRANCISCAN HEALTHCARE-ELMBROOK	262	2	0.15%
		Total: 1,309	Total: 100.00%

Report Filters

Incident Date: is between '01/01/2019' and '08/31/2019'

Runs by Primary Role of Unit

Response Primary Role Of Unit (eResponse.07)	Number of Runs	Percent of Total Runs
ALS Ground Transport	603	46.07%
Non-Transport	241	18.41%
Critical Care Ground Transport	233	17.80%
BLS Ground Transport	232	17.72%
Total: 1,309		Total: 100.00%

Report Filters

Incident Date: is between '01/01/2019' and '08/31/2019'

PERIOD ENDING 09/30/2019

GL NUMBER	DESCRIPTION	2019 AMENDED BUDGET	YTD BALANCE 09/30/2019	AVAILABLE BALANCE	% BDGT USED
Fund 150 - FIRE/AMBULANCE FUND					
Revenues					
Dept 4100 - TAXES					
150-4100-411100	GENERAL PROPERTY TAX	218,484.00	127,449.00	91,035.00	58.33
Total Dept 4100 - TAXES		218,484.00	127,449.00	91,035.00	58.33
Dept 4300 - INTERGOV T REVENUES					
150-4300-434200	STATE AID OR GRANT	0.00	1,716.63	(1,716.63)	100.00
150-4300-434400	EMS ACT102 GRANT	6,000.00	0.00	6,000.00	0.00
Total Dept 4300 - INTERGOV T REVENUES		6,000.00	1,716.63	4,283.37	28.61
Dept 4600 - PUBLIC CHARGES FOR SERVICES					
150-4600-430400	TREASURER S FEES	4,000.00	24.00	3,976.00	0.60
150-4600-471600	PARAMEDIC RIDE-ALONG FEE	50.00	0.00	50.00	0.00
Total Dept 4600 - PUBLIC CHARGES FOR SERVICES		4,050.00	24.00	4,026.00	0.59
Dept 4620 - PUBLIC SAFETY					
150-4620-432000	FIRE DEPT CHARGES FOR SERVICES	3,000.00	1,050.00	1,950.00	35.00
150-4620-432500	AMBULANCE COUNTY COLLECTIONS	20,000.00	22,854.63	(2,854.63)	114.27
150-4620-473000	EBIX AMBULANCE REVENUE	536,175.00	574,692.08	(38,517.08)	107.18
150-4620-473700	EBIX FIRE REVENUE	10,500.00	0.00	10,500.00	0.00
150-4620-474100	EBIX INTERFACILITY ALS& BLS	327,051.00	0.00	327,051.00	0.00
150-4620-474200	EBIX INTERFACILITYCRITICALCARE	88,620.00	0.00	88,620.00	0.00
Total Dept 4620 - PUBLIC SAFETY		985,346.00	598,596.71	386,749.29	60.75
Dept 4700 - INTERGOV T CHARGES FOR SERVICE					
150-4700-473100	FIRE/AMBULANCE SERVICE TO TOWN	218,484.00	127,449.00	91,035.00	58.33
Total Dept 4700 - INTERGOV T CHARGES FOR SERVICE		218,484.00	127,449.00	91,035.00	58.33
Dept 4800 - MISC REVENUE					
150-4800-489000	DONATIONS RECEIVED	0.00	2,310.00	(2,310.00)	100.00
150-4800-489900	MISC. REVENUES	0.00	228.56	(228.56)	100.00
Total Dept 4800 - MISC REVENUE		0.00	2,538.56	(2,538.56)	100.00
Dept 4810 - INTEREST REVENUE					
150-4810-487100	INTEREST REVENUE	700.00	1,180.86	(480.86)	168.69
Total Dept 4810 - INTEREST REVENUE		700.00	1,180.86	(480.86)	168.69
Dept 4820 - COMMERCIAL REVENUE					
150-4820-488000	SALE OF OWNED PROPERTY	0.00	9,650.00	(9,650.00)	100.00
Total Dept 4820 - COMMERCIAL REVENUE		0.00	9,650.00	(9,650.00)	100.00

PERIOD ENDING 09/30/2019

GL NUMBER	DESCRIPTION	2019 AMENDED BUDGET	YTD BALANCE 09/30/2019	AVAILABLE BALANCE	% BDGT USED
Fund 150 - FIRE/AMBULANCE FUND					
Revenues					
TOTAL REVENUES		1,433,064.00	868,604.76	564,459.24	60.61
Expenditures					
Dept 5140 - ADMINISTRATIVE & GENERAL					
150-5140-511000	SALARIES & WAGES	20,610.00	15,457.50	5,152.50	75.00
150-5140-511200	SOCIAL SECURITY	1,605.00	1,203.75	401.25	75.00
150-5140-512000	RETIREMENT	1,650.00	1,237.50	412.50	75.00
150-5140-515400	HEALTH	1,940.00	1,793.80	146.20	92.46
150-5140-515900	OTHER FRINGE BENEFITS	22.00	16.47	5.53	74.86
150-5140-539900	OTHER	0.00	16.50	(16.50)	100.00
Total Dept 5140 - ADMINISTRATIVE & GENERAL		25,827.00	19,725.52	6,101.48	76.38
Dept 5221 - FIRE ADMINISTRATION					
150-5221-511000	SALARIES & WAGES	461,092.00	283,299.28	177,792.72	61.44
150-5221-511100	OVERTIME	37,575.00	36,199.19	1,375.81	96.34
150-5221-511200	SOCIAL SECURITY	38,148.00	23,520.16	14,627.84	61.66
150-5221-515200	RETIREMENT	53,457.00	34,250.32	19,206.68	64.07
150-5221-515400	HEALTH	109,873.00	60,107.79	49,765.21	54.71
150-5221-515900	OTHER FRINGE BENEFITS	3,802.00	346.11	3,455.89	9.10
150-5221-521900	PROFESSIONAL SERVICES	40,726.00	39,002.82	1,723.18	95.77
150-5221-522100	WATER-SEWER	2,200.00	1,603.96	596.04	72.91
150-5221-522200	ELECTRIC	19,000.00	14,284.49	4,715.51	75.18
150-5221-522500	TELEPHONE	14,000.00	9,911.82	4,088.18	70.80
150-5221-522600	INSURANCE PREMIUMS	54,000.00	61,931.56	(7,931.56)	114.69
150-5221-531100	SUPPLIES	6,000.00	4,972.98	1,027.02	82.88
150-5221-531300	FIRE PREVENTION MATERIALS	2,750.00	1,607.01	1,142.99	58.44
150-5221-532400	MEMBERSHIP DUES	2,000.00	1,055.00	945.00	52.75
150-5221-533500	TRAINING & TRAVEL	7,000.00	1,417.17	5,582.83	20.25
150-5221-534600	CLOTHING ALLOWANCE	3,500.00	1,416.85	2,083.15	40.48
150-5221-539500	REPAIRS & MAINTENANCE	500.00	425.82	74.18	85.16
150-5221-539900	OTHER	0.00	348.75	(348.75)	100.00
Total Dept 5221 - FIRE ADMINISTRATION		855,623.00	575,701.08	279,921.92	67.28
Dept 5222 - FIRE SUPPRESSION					
150-5222-511000	SALARIES & WAGES	15,000.00	9,574.63	5,425.37	63.83
150-5222-511200	SOCIAL SECURITY	1,148.00	746.39	401.61	65.02
150-5222-515200	RETIREMENT	650.00	408.71	241.29	62.88
150-5222-531100	SUPPLIES	6,000.00	3,492.19	2,507.81	58.20
150-5222-534600	CLOTHING ALLOWANCE	3,000.00	257.38	2,742.62	8.58
150-5222-535100	MOTOR FUEL & OIL	7,000.00	5,638.05	1,361.95	80.54
150-5222-539500	REPAIRS & MAINTENANCE	35,000.00	9,612.05	25,387.95	27.46
Total Dept 5222 - FIRE SUPPRESSION		67,798.00	29,729.40	38,068.60	43.85
Dept 5223 - FIRE TRAINING					
150-5223-511000	SALARIES & WAGES	37,000.00	17,416.84	19,583.16	47.07
150-5223-511200	SOCIAL SECURITY	2,831.00	1,326.01	1,504.99	46.84
150-5223-515200	RETIREMENT	1,800.00	510.63	1,289.37	28.37
150-5223-531100	SUPPLIES	1,000.00	181.66	818.34	18.17
150-5223-533500	TRAINING & TRAVEL	2,000.00	892.98	1,107.02	44.65

GL NUMBER	DESCRIPTION	2019 AMENDED BUDGET	YTD BALANCE 09/30/2019	AVAILABLE BALANCE	% BDGT USED
Fund 150 - FIRE/AMBULANCE FUND					
Expenditures					
Total Dept 5223 - FIRE TRAINING		44,631.00	20,328.12	24,302.88	45.55
Dept 5231 - AMBULANCE					
150-5231-511000	SALARIES & WAGES	180,785.00	134,010.24	46,774.76	74.13
150-5231-511200	SOCIAL SECURITY	13,830.00	10,264.61	3,565.39	74.22
150-5231-515200	RETIREMENT	8,000.00	2,038.05	5,961.95	25.48
150-5231-515400	HEALTH	1,000.00	788.89	211.11	78.89
150-5231-515900	OTHER FRINGE BENEFITS	0.00	2.30	(2.30)	100.00
150-5231-521900	PROFESSIONAL SERVICES	68,700.00	45,585.46	23,114.54	66.35
150-5231-531100	SUPPLIES	50,000.00	32,396.33	17,603.67	64.79
150-5231-531500	POSTAGE	600.00	143.19	456.81	23.87
150-5231-535100	MOTOR FUEL & OIL	12,000.00	8,385.38	3,614.62	69.88
150-5231-539500	REPAIRS & MAINTENANCE	15,000.00	2,540.36	12,459.64	16.94
Total Dept 5231 - AMBULANCE		349,915.00	236,154.81	113,760.19	67.49
Dept 5232 - AMBULANCE TRAINING					
150-5232-511000	SALARIES & WAGES	15,000.00	3,905.48	11,094.52	26.04
150-5232-511200	SOCIAL SECURITY	1,224.00	288.89	935.11	23.60
150-5232-515200	RETIREMENT	800.00	121.15	678.85	15.14
150-5232-531100	SUPPLIES	1,000.00	427.24	572.76	42.72
150-5232-532400	MEMBERSHIP DUES	500.00	0.00	500.00	0.00
150-5232-533500	TRAINING & TRAVEL	2,200.00	893.69	1,306.31	40.62
Total Dept 5232 - AMBULANCE TRAINING		20,724.00	5,636.45	15,087.55	27.20
Dept 5700 - CAPITAL OUTLAY EXPENDITURES					
150-5700-571300	FIRE DEPT CAPITAL EQUIP	17,000.00	14,681.01	2,318.99	86.36
150-5700-571400	AMBULANCE CAPITAL EQUIP	17,000.00	3,615.00	13,385.00	21.26
150-5700-572100	FIRE ADMINISTRATION	2,000.00	1,406.96	593.04	70.35
150-5700-580500	ACT 102 EXPENSES	0.00	3,761.30	(3,761.30)	100.00
Total Dept 5700 - CAPITAL OUTLAY EXPENDITURES		36,000.00	23,464.27	12,535.73	65.18
Dept 5880 - USE OF GRANTS/DONATIONS					
150-5880-580600	DONATED FUND EXPENDITURES	0.00	2,856.54	(2,856.54)	100.00
Total Dept 5880 - USE OF GRANTS/DONATIONS		0.00	2,856.54	(2,856.54)	100.00
Dept 5900 - OTHER FINANCING USES					
150-5900-592500	TRANSFER TO DESIGNATED FUNDS	32,546.00	0.00	32,546.00	0.00
Total Dept 5900 - OTHER FINANCING USES		32,546.00	0.00	32,546.00	0.00
TOTAL EXPENDITURES		1,433,064.00	913,596.19	519,467.81	63.75
Fund 150 - FIRE/AMBULANCE FUND:					

GL NUMBER	DESCRIPTION	2019 AMENDED BUDGET	YTD BALANCE 09/30/2019	AVAILABLE BALANCE	% BDGT USED
Fund 150 - FIRE/AMBULANCE FUND					
TOTAL REVENUES		1,433,064.00	868,604.76	564,459.24	60.61
TOTAL EXPENDITURES		1,433,064.00	913,596.19	519,467.81	63.75
NET OF REVENUES & EXPENDITURES		0.00	(44,991.43)	44,991.43	100.00