

RESOLUTION NO. 2022-46

RESOLUTION ACCEPTING THE PROPOSAL FROM MCMAHON ASSOCIATES, INC. FOR A STUDY FOR SHARED SERVICES MODELS FOR FIRE/EMS SERVICES

WHEREAS, the Villages of Caledonia, Mount Pleasant and Sturtevant issued a Request for Proposals for a Study for Shared Services Models for Fire/EMS services; and

WHEREAS, five proposals were received in response to this request; and

WHEREAS, an evaluation team comprised of two members from each village and one member from the county met to evaluate and rate these proposals resulting in interviews of the two top scoring firms; and

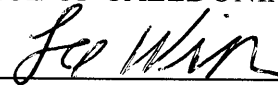
WHEREAS, the evaluation team, after rating and interviewing, unanimously chose McMahon Associates, Inc, as the firm to perform this study; and


WHEREAS, the Village of Caledonia has sufficient funding available within General Fund Contingency, account number 100-90-65100, to fund their portion of this project; and

NOW, THEREFORE, BE IT RESOLVED by the Caledonia Village Board that the proposal by McMahon Associates Inc. set forth in Exhibit A, which is attached hereto and incorporated herein, is accepted, and approved, and the Village Administrator is authorized to execute the proposal and approve contingencies with the total not to exceed \$20,000.

Adopted by the Village Board of the Village of Caledonia, Racine County, Wisconsin, this 9 day of May 2022.

VILLAGE OF CALEDONIA

By: 
Lee Wishau, Acting Village President

Attest: 
Joslyn Hoeffert, ~~Deputy~~ Village Clerk

Project Fee / Schedule

Project Fee

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

Complete Lump Sum Amount: \$43,500

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

We will complete the work tasks as defined in our proposal for the lump sum amount presented in the proposal. Only if the scope of the project changes would there be any additional hours billed to the project. These changes in project costs would only occur after approval by appropriate Community personnel.



McMAHON ASSOCIATES, INC.
GENERAL TERMS & CONDITIONS

Revised: March 19, 2020

- 1. McMAHON ASSOCIATES, INC. (hereinafter referred to as 'McMAHON') will bill the Owner monthly with net payment due in 30-days. Past due balances shall be subject to a service charge at a rate of 1.0% per month.
2. The stated fees and Scope of Services constitute our best estimate of the fees and tasks required to perform the services as defined.
3. The stipulated fee is firm for acceptance by the Owner for 60-days from date of Agreement publication.
4. Costs and schedule commitments shall be subject to re-negotiation for delays caused by the Owner's failure to provide specified facilities or information.
5. Reimbursable expenses incurred by McMAHON in the interest of the project including, but not limited to, equipment rental will be billed to the Owner at cost plus 10% and sub-consultants at cost plus 12%.
6. McMAHON will maintain insurance coverage in the following amounts:
Worker's Compensation..... Statutory
General Liability
Bodily Injury - Per Incident / Annual Aggregate..... \$1,000,000 / \$2,000,000
Automobile Liability
Bodily Injury \$1,000,000
Property Damage \$1,000,000
Professional Liability Coverage \$2,000,000
7. The Owner agrees to provide such legal, accounting and insurance counseling services as may be required for the project for the Owner's purpose.
8. Termination of this Agreement by the Owner or McMAHON shall be effective upon 7-days written notice to the other party.
9. Re-use of any documents or AutoCAD representations pertaining to this project by the Owner for extensions of this project or on any other project shall be at the Owner's risk.
10. Purchase Orders - In the event the Owner issues a purchase order or other instrument related to the Engineer's services, it is understood and agreed that such document is for Owner's internal accounting purposes only.
11. McMAHON will provide all services in accordance with generally accepted professional practices.
12. McMAHON intends to serve as the Owner's professional representative for those services, as defined in this Agreement, and to provide advice and consultation to the Owner as a professional.
13. This Agreement shall not be construed as giving McMAHON the responsibility or authority to direct or supervise construction means, methods, techniques, sequence or procedures of construction selected by Contractors or Subcontractors, or the safety precautions and programs incident to the work of the Contractors or Subcontractors.
14. The Owner shall be responsible for maintenance of the structure, or portions of the structure, which have been completed and have been accepted for its intended use by the Owner.

AGREEMENT
For PROFESSIONAL SERVICES

Villages of Mount Pleasant, Sturtevant and
Caledonia
8811 Campus Drive
Mount Pleasant, WI 53406

Date: April 26, 2022

McM. No. M0630-04-22-00310

PROJECT DESCRIPTION:

McMahon will perform the Feasibility study for shared Fire and EMS Services as described in the RFP dated February 28, 2022 and the McMahon Proposal dated March 25, 2022 for the Villages of Mount Pleasant, Sturtevant, and Caledonia.

SCOPE OF SERVICES:

McMahon Associates, Inc. agrees to provide the following Scope of Services for this project:

- Project Planning Meeting with Client.
- Initial Assessments and Observations.
- Continued Assessment, Documentation, Interviews & Observations.
- Project Status Meeting with Client.
- Analysis, Performance Review and Recommendations. Followed with a recommendations meeting with client.
- Document preparations and review.
- Draft report review meeting with client.
- Presentation to the Villages.

SPECIAL TERMS: (Refer Also To General Terms & Conditions - Attached)

The Scope of Services and fee is based upon the understanding that the Owner will provide the following:

- A single source contact with each Village whom all communication is to occur.
- Timely assistance with documentation requests

The Villages of Mount Pleasant, Sturtevant, and Caledonia agree that the Project Description, Statement of Understanding, Scope of Services and Compensation sections contained in this Agreement, pertaining to this project or any addendum thereto, are considered confidential and proprietary, and shall not be released or otherwise made available to any third party, prior to the execution of this Agreement, without the expressed written consent of McMahon Associates, Inc. However, nothing shall prevent the Villages from releasing any document related to this Agreement pursuant to Wis. Stat. §19.35, et. seq (hereinafter referred to as "the Wisconsin Open Record's Law"). The Villages, in their sole discretion, will determine whether any document related to this Agreement, including this Agreement, shall be made available to a requester under the Wisconsin Open Records Law and shall inure no liability to McMahon for such decisions to disclose pursuant to an open records request.

COMPENSATION: (Does Not Include Permit or Approval Fees)

McMahon Associates, Inc. agrees to provide the Scope of Services described above for the following compensation:

- Rates Per Attached Fee Schedule
- Lump Sum: **\$43,500**
- Other:

COMPLETION SCHEDULE:

McMahon Associates, Inc. agrees to complete this project as follows:

- This project will take approximately five (5) months to complete.
-

ACCEPTANCE:

The General Terms & Conditions and the Scope Of Services (Defined In The Above Agreement) Are Accepted, and McMahon Associates, Inc. Is Hereby Authorized To Proceed With The Services.

This Agreement Confirms Our Written Proposal, Dated: March 25, 2022

This Agreement Confirms Our Verbal Estimate Given On: _____

The Agreement Fee Is Firm For Acceptance Within Sixty (60) Days From Date Of This Agreement.

Village of Mount Pleasant

By:

Dave DeGroot

Title: Village President

Date: _____

McMAHON ASSOCIATES, INC.

Neenah, Wisconsin

By:

Jeffrey R. Roemer

Title: Public Safety Manager

Date: April 26, 2022

Village of Mount Pleasant

By:

Stephanie Kohlhagen

Title: Village Clerk

Date: _____

Village of Sturtevant

By:

Mike Rosenbaum

Title: Village President

Date: _____

Village of Sturtevant

By:

Cheryl Zamecnik

Title: Village Clerk

Date: _____

Village of Caledonia

By:

Lee Wishau

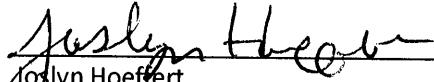
Lee Wishau

Title: Acting Village President

Date: 5/19/2022

Village of Caledonia

By:



Joslyn Hoeffert

Title:

Village Clerk

Date:

5/9/22

Please Return One Copy For Our Records

Street Address: 1445 McMAHON DRIVE - NEENAH, WI 54956
Mailing Address: P.O. Box 1025 - NEENAH, WI 54957-1025
PH 920-751-4200 ▪ FX 920-751-4284 ▪ WWW.MCMGRP.COM



McMAHON ASSOCIATES, INC.

GENERAL TERMS & CONDITIONS

1. McMAHON ASSOCIATES, INC. (hereinafter referred to as 'McMAHON') will bill the each Village (hereinafter referred to collectively as the 'Owner') monthly with net payment due in 30-days. Each Village agrees that it is responsible for a portion of the lump sum in the following amounts: Village of Mount Pleasant-\$19,250.00, Village of Caledonia-\$19,250.00, Village of Sturtevant-\$5,000.00. Each monthly invoice will reflect 25% of the apportioned lump sum provided for in this Agreement, with the final invoice submitted upon project completion. Past due balances shall be subject to a service charge at a rate of 1.0% per month. In addition, McMAHON may, after giving 48-hours notice, suspend service under any Agreement until the Owner has paid in full all amounts due for services rendered and expenses incurred. These expenses include service charges on past due invoices, collection agency fees and attorney fees incurred by McMAHON to collect all monies due McMAHON. McMAHON and Owner hereby acknowledge that McMAHON has and may exercise lien rights on subject property.
 2. The stated fees and Scope of Services constitute our best estimate of the fees and tasks required to perform the services as defined. This Agreement, upon execution by both parties hereto, can be amended only by written instrument signed by both parties. For those projects involving conceptual or process development services, activities often cannot be fully defined during initial planning. As the project progresses, facts uncovered may reveal a change in direction, which may alter the Scope. McMAHON will promptly inform the Owner in writing of such situations so changes in this Agreement can be negotiated, as required.
 3. The stipulated fee is firm for acceptance by the Owner for 60-days from date of Agreement publication.
 4. Costs and schedule commitments shall be subject to re-negotiation for delays caused by the Owner's failure to provide specified facilities or information, or for delays caused by unpredictable occurrences, including without limitation, fires, floods, riots, strikes, unavailability of labor or materials, delays or defaults by suppliers of materials or services, process shutdowns, infectious diseases, acts of God or the public enemy, or acts or regulations of any governmental agency. Temporary delay of services caused by any of the above, which results in additional costs beyond those outlined, may require re-negotiation of this Agreement.
 5. Reimbursable expenses incurred by McMAHON in the interest of the project including, but not limited to, equipment rental will be billed to the Owner at cost plus 10% and sub-consultants at cost plus 12%. When McMAHON, subsequent to execution of an Agreement, finds that specialized equipment must be purchased to provide special services, the cost of such equipment will be added to the agreed fee for professional services only after the Owner has been notified and agrees to these costs.
 6. McMAHON will maintain insurance coverage in the following amounts:

Worker's Compensation.....	Statutory
General Liability	
Bodily Injury - Per Incident / Annual Aggregate.....	\$1,000,000 / \$2,000,000
Automobile Liability	
Bodily Injury.....	\$1,000,000
Property Damage	\$1,000,000
Professional Liability Coverage.....	\$2,000,000
- If the Owner requires coverage or limits in addition to the above stated amounts, premiums for additional insurance shall be paid by the Owner. McMAHON's liability to Owner for any indemnity commitments, reimbursement of legal fees, or for any damages arising in any way out of performance of our contract is limited to ten (10) times McMAHON's fee not to exceed to \$500,000.
7. The Owner agrees to provide such legal, accounting and insurance counseling services as may be required for the project for the Owner's purpose. All unresolved claims, disputes and other matters in question between the Owner and McMAHON shall be submitted to mediation, if an agreement cannot be reached by Owner and McMAHON.
 8. Termination of this Agreement by the Owner or McMAHON shall be effective upon 7-days written notice to the other party. The written notice shall include the reasons and details for termination; payment is due as stated in paragraph 1. If the Owner defaults in any of the Agreements entered into between McMAHON and the Owner, or if the Owner fails to carry out any of the duties contained in these terms and conditions, McMAHON may, upon 7-days written notice, suspend its services without further obligation or liability to the Owner unless, within such 7-day period, the Owner remedies such violation to the reasonable satisfaction of McMAHON.
 9. Purchase Orders - In the event the Owner issues a purchase order or other instrument related to the Engineer's services, it is understood and agreed that such document is for Owner's internal accounting purposes only and shall in no way modify, add to or delete any of the terms and conditions of this Agreement. If the Owner does issue a purchase order, or other similar instrument, it is understood and agreed that the Engineer shall indicate the purchase order number on the invoice(s) sent to the Owner.
 10. McMAHON will provide all services in accordance with generally accepted professional practices. McMAHON will not provide or offer to provide services inconsistent with or contrary to such practices nor make any other warranty or guarantee, expressed or implied, nor to have any Agreement or contract for services subject to the provisions of any uniform commercial code. Similarly, McMAHON will not accept those terms and conditions offered by the Owner in its purchase order, requisition or notice of authorization to proceed, except as set forth herein or expressly accepted in writing. Written acknowledgment of receipt, or the actual performance of services subsequent to receipt, of any such purchase order, requisition or notice of authorization to proceed is specifically deemed not to constitute acceptance of any terms or conditions contrary to those set forth herein.
 11. McMAHON intends to serve as the Owner's professional representative for those services, as defined in this Agreement, and to provide advice and consultation to the Owner as a professional. Any opinions of probable project costs, approvals and other decisions made by McMAHON for the Owner are rendered on the basis of experience and qualifications and represent our professional judgment. Nothing contained in this Agreement shall create a contractual relationship with, or a cause of action, in favor of a third party against either the Architect or McMAHON.
 12. This Agreement shall not be construed as giving McMAHON the responsibility or authority to direct or supervise construction means, methods, techniques, sequence or procedures of construction selected by Contractors or Subcontractors, or the safety precautions and programs incident to the work of the Contractors or Subcontractors.

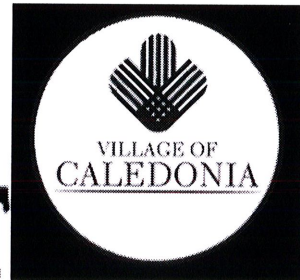
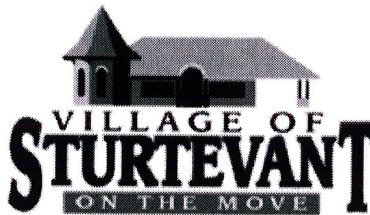
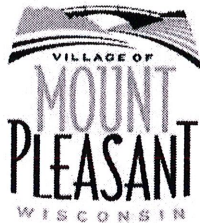
Proposal Feasibility Study: Shared Fire/EMS Service

Feasibility Study: Shared Fire/EMS Service

Prepared for

VILLAGES OF MOUNT PLEASANT, STURTEVANT, AND
CALEDONIA

RACINE COUNTY, WISCONSIN



March 25, 2022

M0032-04-99-00001\W:\WP: \Mount Pleasant

Prepared By

JEFFREY R. ROEMER

McMAHON
ENGINEERS ARCHITECTS

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

Public Safety & Municipal Management

Proposal Feasibility Study: Shared Fire/EMS Service

Feasibility Study: Shared Fire/EMS Service

Prepared for

VILLAGES OF MOUNT PLEASANT, STURTEVANT, AND CALEDONIA

RACINE COUNTY, WISCONSIN

Prepared By

McMahon Associates, Inc. | NEENAH, WISCONSIN

March 25, 2022

McM. No. M0032-99-02-00001\W:\WP: \Mount Pleasant

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Public Safety & Municipal Management

March 25, 2022

Racine County Executive Jonathan Delagrave
Courthouse (10th Floor)
730 Wisconsin Avenue
Racine, WI 53403

Dear Mr. Delagrave,

We are pleased to submit a proposal for the Feasibility Study: Shared Fire/EMS Service. Our teams' passion for Public Safety provides the basis for our interest in submitting this proposal. The McMahon Associates, Inc. (McMAHON) team of consultants will not only meet your expectations, but also has extensive Public Safety experience.

McMAHON's Public Safety and Municipal Management Group is a National and International consulting group whose focus is on Public Safety Consulting Services. Most of our clients are Public Sector Entities: Municipalities, Counties, Tribes, or Special Districts. Our team of consultants are all Senior Level staff and are either current or former Municipal Management Practitioners. An important component of our approach is frequent communication with our client and their project team.

Our extensive Operational and Strategic experience in the Public Safety and Municipal Management area uniquely qualifies us for a project of this nature. The team has Management, Operational, Technical, and Consulting experience with all types of Municipal and Public Safety operations.

Thank you again for the opportunity to submit this proposal. If you have any questions or desire to schedule a meeting where we can present our proposal in more detail and answer any questions, please feel free to contact me at 920-751-4200 ext. 401 or by email at jroemer@mcmgrp.com. We look forward to working with you on this important project!

Respectfully,
McMahon Associates, Inc.

A handwritten signature in black ink that reads "Jeffrey R. Roemer".

Jeffrey R. Roemer, CPM
Public Safety Manager

Description of the Firm & Qualifications

History of McMAHON

McMAHON provides full-service engineering, architecture, public safety, and municipal management to public and private sector clients. We are driven by service -inspired philosophy to achieve client satisfaction on every project. McMAHON started as a small civil engineering firm in 1909 providing services to those in the Wisconsin Fox River valley. After more than a century in business McMAHON remains rooted in the core values that founded us – providing unmatched services for our clients and building long-standing relationships. McMAHON now has offices in Illinois and Indiana in addition to our corporate headquarters in Neenah, WI.

In 2020, McMAHON expanded its client services portfolio to include Public Safety and Municipal Management (PS&MM) by acquiring RW Management Group, Inc., a long standing international public safety and municipal management consulting firm. The professionals in the PS&MM group are committed to the needs and issues of public safety and government. We're experts at what we do because we have real-life experience as law enforcement officers, fire officials, EMS providers, municipal administrative staff, military personnel, and public safety specialists.

By working with this team, communities can improve the services they deliver to their residents. We provide on-site assistance for municipal administrations, providing counsel, recommendations and help in implementation of those recommendations.

We also work collaboratively with our engineering and architectural design colleagues to enhance the safety and security of facilities – from design to day-to-day operations.

Our Public Safety and Municipal Management group is led by public safety manager Jeff Roemer who has more than 30 years of experience in public safety and municipal administration.

Size of the Firm

The McMAHON team consists of more than 150 professionals including engineers, architects, surveyors, consultants, and technicians. The PS&MM group has 18 consultants on staff, ready to begin any project immediately upon agreement by our clients.

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

- Wisconsin City/County Management Association
- International City/County Management Association
- American Society for Public Administration
- Wisconsin State Fire Chiefs Association
- International Association of Fire Chiefs
- International Association of Police Chiefs

- Association of Public Safety Communications Officials
- Paramedic Systems of Wisconsin
- National Emergency Number Association
- National Police Protection Association
- Wisconsin Society of Certified Public Managers
- Wisconsin State Police Chiefs Association
- Wisconsin Association of Public Safety Communications Officials

To date, the PS&MM group has completed over 300 separate public safety engagements, both multi and single agencies, and has worked with over 500 municipal clients.

Qualifications

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

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

Summary of the Proposal & Methodology

Our approach to this project requires a clear understanding of the current Fire and Emergency Medical Service organizations servicing Racine County, staffing, operations, administration, planning, and related concerns. The key elements of our methodology include:

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

Client Input

To complete the feasibility study and make specific recommendations, it is critical that we receive quality information from officials, staff, and members of the involved communities. Accordingly, our approach includes regular meetings with Community, Fire and EMS Administration, along with associated agencies that would have valuable information to communicate to the Service.

Practical Recommendations

Our goal is to provide you with recommendations that can be used now, and in the future, to improve the efficiency and effectiveness of the Community's public safety. These recommendations need to be based on industry standards and legal considerations.

Project Management

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

Quality Assurance

A Quality Control Plan (QCP) is established for every project. The purpose of the QCP is to ensure our consultants are following the McMAHON Way standard of quality during the project or study they are engaged in through implementation of quality processes early and throughout the project. The Consultants will achieve this by providing adequate time in the schedule for thorough reviews of the deliverables, using appropriately skilled personnel, and documenting review processes. In the end, McMAHON wants to ensure our service conforms to valid customer requirements including laws, rules, procedures, policies, and standards.

Work Plan: Scope of Work

Project Kickoff

- Develop a project team of appropriate users and stakeholders to oversee and participate in the project. The project team will coordinate project schedules, evaluate findings and recommendations, review and present the final documents.
- Prepare for and conduct Project Planning Meeting with McMAHON Project Manager, the Project Team and key project personnel. The purpose of the meeting will be to define scope and mission, discuss the work plans, establish liaison responsibilities, coordinate project schedules, and confirm other general arrangements.

Initial Assessment and Observations

- Obtain and review documentation pertaining to this project, such as existing Fire/EMS operationally related documentation, policies and procedures, detailed call volume statistics, community development plans, service contracts, surveys, capital improvement plans and previous studies.
- Develop and provide instructions for the completion of public safety operations questionnaires to assist McMAHON in gaining an understanding of the current Fire/EMS environment. Distribute questionnaires to the appropriate personnel. Upon completion, McMAHON will collect and analyze the questionnaires prior to conducting any on-site interviews or department observations.

Continued Assessment and Documentation

- Assess the current Fire/EMS operations and begin to assess future needs by conducting interviews and on-site observations with representatives of the agencies. The interviews and observations will be held in both group and individual settings with personnel from the following areas:
 - ✦ Elected or appointed officials
 - ✦ Fire/EMS Department Members
 - ✦ Surrounding Fire/EMS Departments
 - ✦ Medical Director
 - ✦ Police Department officials
 - ✦ Dispatch and Communications staff
 - ✦ Office of Emergency Management
 - ✦ Economic Development

Interviews and observations will primarily focus on the following areas:

- ✦ Fire Rescue administration and operations.
- ✦ Analysis of assets - including fleet and equipment, and maintenance.
- ✦ Personnel evaluation to support service expansion/consolidation.
- ✦ Current and anticipated budget issues – including funding, transitional costs, and potential cost savings.
- ✦ EMS billing - analysis.
- ✦ Economic development plans.
- ✦ Facilities.
- ✦ Licensing and inspections.
- ✦ Existing contracts for potential reassignment.
- ✦ Expansion of current service sharing agreements.
- ✦ Expansion of current South Shore Fire/EMS contract to include Caledonia.
- ✦ Consolidation of the South Shore Fire/EMS with Caledonia.
- ✦ Creation of a new South Shore Fire/EMS to include Mount Pleasant, Sturtevant, and Caledonia.

Scope of Work continued

- Prepare for and facilitate a project status meeting to discuss the results of the interviews and on-site observations and to review the next steps of the project.

Analysis, Performance Review and Recommendations

- Review present Public Safety workflows and processes to analyze and develop potential organizational and operational requirements. This review will be based on the Commission of Fire Accreditation International categories and criteria, and the Commission of Accreditation of Ambulance Services (CAAS).
- Determine any changes, or future trends, for public safety industry standards related to operational requirements. During the development of all recommendations, McMAHON will consider many factors and standards as a basis for recommendations, including:
 - ◆ State of Wisconsin Statutes and Administrative Code
 - ◆ National Highway Safety Traffic Administration (NHSTA)
 - ◆ Federal Emergency Management Association (FEMA)
 - ◆ Local Related Ordinances
 - ◆ Commission on Fire Accreditation International (CFAI)
 - ◆ Commission on Accreditation of Ambulance Services (CAAS)
 - ◆ National Fire Protection Association (NFPA)
- Prepare for and facilitate a Recommendations Meeting to present preliminary findings and obtain feedback from the Project Team.
- Develop a comprehensive detailed Shared or Cooperative Fire/EMS Service Analysis (Analysis), utilizing the information provided by the documentation received, the interviews and on-site observations. The projected growth and level of service needs will be considered during the development of these recommendations to include:
 - ◆ Operational and administrative assessment of the Fire/EMS Services
 - ◆ Service demand level and ability to meet the demand
 - ◆ Effectiveness and efficiency improvements
 - ◆ Evaluation of coordinated public safety operations
 - ◆ Evaluation of shared services options
 - ◆ Any other issues identified during the analysis

Scope of Work continued

Document Preparation and Review

- List and describe the findings and recommendations with regards to administration and public safety operations. Equipment, staffing, and training will be included in the recommendations.
- Prepare budget impact estimates by implementation recommendations, identifying initial and recurring costs in a separate category for each resource.
- Assemble the Study document by performing a detailed quality assurance review of the document to ensure that the document meets the expectations of the Project Team and conforms to McMAHON's standards.
- Prepare, produce, and deliver the draft Study to the Project Team for review. Facilitate a Report Delivery Meeting to review content as well as schedules and expectations for the remaining project steps.
- Facilitate a Study Review Meeting with the Project Team approximately one (1) week after initial delivery to answer questions regarding the content of the Study. Make any changes to the Study based on the discussions at the Study Review Meeting. Produce and deliver final document copies to the Project Team.
- Facilitate a Study review presentation for the multiple Village Boards.

Project Schedule

McMAHON has the staff available to begin this project immediately upon award. Based on our prior experience on similar projects, it is estimated that this analysis will take approximately five (5) months to complete. This timeline is contingent upon data being readily available and in a format that facilitates analysis.

Project Timeline

The project timeline, including dates for deliverables, will be established with the client team at the Project Kickoff meeting. Timelines are adjusted according to the complexity of the project and analysis. Listed below is an approximate timeline based on the scope known to date and deliverables.

Scope of Work	Deliverables	Approximate Timeline
Project Planning Meeting with Client	Appropriate users and stakeholders to oversee and participate in the project. Define scope and mission, discuss the work plans, establish liaison responsibilities, coordinate project schedules, and confirm other general arrangements.	Kickoff / Planning meeting is held within one week of awarding and executing Agreement with McMAHON.
Initial Assessments and Observations	Obtain and review documentation pertaining to this project and complete public safety operations questionnaires.	Generally, it takes approximately two weeks for the client to gather documentation and questionnaires to be returned.
Continued Assessment, Documentation, and Interviews & Observations	Interviews and onsite observations	Generally, interviews and onsite visits begin approximately 2 weeks following the client's submittal of documents and questionnaires.
Project Status Meeting with Client	Discussion and presentation of initial findings	Generally, the meeting is held approximately 2 weeks after the conclusion of interviews and onsite observations
Continued on next page...		

Scope of Work	Deliverables	Approximate Timeline
<p>Analysis, Performance Review and Recommendations</p> <p>Conduct a Recommendations meeting with client.</p>	<p>Analysis of workflows and processes compared to national accreditation standards, guidelines, and state statutes. Develop a comprehensive detailed Shared or Cooperative Fire/EMS Service Analysis.</p>	<p>This analysis phase begins immediately following the Project Status meeting with the client. The Recommendations meeting with the client project team takes place approximately one-month following the Project Status meeting</p>
<p>Document preparation and review</p> <p>Draft report review meeting with client</p> <p>Presentation to Villages</p>	<p>List and describe the findings and recommendations with regards to administration and public safety operations. Equipment, staffing, and training will be included in the recommendations. Prepare budget impact estimates. Conduct detailed quality assurance / control on the project. Prepare, produce, and deliver the draft Study to the Project Team for review. Facilitate a Study review presentation for the multiple Village Boards</p>	<p>This last phase of the project and subsequent meetings occur approximately 4-6 weeks following conclusion of the Recommendations meeting with the client.</p>

Staffing Plan / Resumes

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

Daniel B. Burns, RN, MBA – Public Safety Specialist

Dan will be the Project Manager for our Project Team and will coordinate the project work. He will advise on findings and recommendations. Dan is a proven healthcare leader with an intense focus on helping organizations and leaders improve quality, ensure positive financial impact, increase productivity, and enrich the customer experience. Key strengths include optimizing processes, service line management, financial and strategic planning, developing and nurturing new programs and business plans. He possesses a strong understanding of organizational structure and proven ability to align various stakeholders to business objectives. Dan spent 30 plus years of his career in Emergency Medical Services as a provider, educator and administrator of hospital-based EMS and prehospital care organizations.

Kevin Bierce, Public Safety Specialist

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

Robert C. Whitaker – Public Safety Specialist

Robert will assist the Project Team with review of project specific information and processes as well advise on findings and recommendations. He has over 25 years of experience in the fire, emergency medical and emergency management field and currently works as a Fire Chief/Administrator of a consolidated fire department in Wisconsin. Before his position as Fire Chief/Administrator, he worked as a Deputy Chief of Administration, Battalion Chief and Training Chief. Robert has worked as a consultant on a variety of public sector management projects, including multiple projects on fire service consolidation and shared service initiatives.

Kevin K. Kloehn – Public Safety Specialist

Kevin has over 29 years of experience in the Fire, Emergency Medical, and Emergency Management field. He currently works as a Fire Chief of a consolidated fire department in Wisconsin. Before his position as Fire Chief, he worked as a Shift Commander/Battalion Chief, Captain, and Driver. Prior to becoming a career Fire Chief, Kevin worked as a Fire Chief for a Volunteer Department in which he consolidated two (2) Fire Departments within a Community. Kevin has experience on two (2) major Consolidation Projects, Strategic Planning, Emergency Operations Planning, and developing Training Plans for new Firefighters.

Edmund M. Henschel – Public Management Specialist

Ed is a Public Management Specialist with 40 years of municipal management experience. Prior to joining McMAHON, he served as a City Manager for 30+ years, serving municipalities in Wisconsin and Michigan. He was the Executive Director of the Wisconsin City/County Management Association for 10 years. He also has 18 years of municipal consulting experience conducting municipal recruitments, consolidation studies, department operation reviews, and labor negotiations.

Jeffrey R. Roemer – Public Safety Manager

Jeff will assist the Project Team with review of project specific information and processes as well as advise on findings and recommendations. He has over 35 years of experience in public safety. Jeff is a certified public manager and has been providing full time public safety management consulting for the last 21 years. He worked as a Fire Chief, Police Chief, EMS Director, and Emergency Management Director before moving into public management consulting. He has worked with over 300 public safety clients nationwide and internationally.

BARABOO (City of)

Fire Dept. Organizational & Consolidation Feasibility Study
Contact: Edward Geick, City Administrator
Ph. 608.355.2715

GREEN BAY (City of)

Interim Fire Chief Services
Contact: Eric Genrick, Mayor
Ph. 920.448.3000

DE PERE (City of)

Interim Fire Chief Services
Contact: Larry Delo, City Administrator
Ph. 920. 339.4044

DOOR COUNTY

Interim Emergency Services Director
Contact: Ken Pabich, County Administrator
Ph. 920.746.2552

JOHNSON CREEK (Village of)

Interim Fire Chief Services
Contact: Sam Bell, Village Clerk
Ph. 920. 699.2296

Menominee Tribe of Wisconsin

Emergency Management, Tribal Rescue, Security in Design and Security Analysis and Training Projects
Contact: Ben Warrington, Emergency Management Coordinator
Ph. 715.799.5002

Village of Germantown, WI

Fire Dept. Management Counsel
Steven Kreklow, Village Administrator
(262) 250-4775

Holmen Fire District, WI

Interim Fire Chief, Fire Dept. Management Counsel Services
Patrick Barlow, Fire Board Chairman
(608) 526-6307

Village of Mukwonago, WI

Fire Dept. Organizational Analysis
Jeff Stein, Fire Chief
(262) 363-6426