

# Fire Department Review and Assessment for Future 24/7 Coverage

*for the*



*Submitted by*



Revised May, 2014



May 22, 2014

Mr. Aaron Oppenheimer  
Sun Prairie City Administrator  
300 E. Main Street  
Sun Prairie, WI 53590

Dear Mr. Oppenheimer,

McGrath Consulting Group, Inc. is pleased to submit a revised proposal to conduct an independent audit/assessment of the Sun Prairie Volunteer Fire Department (SPVFD) with emphasis placed on identifying goals and benchmarks in providing 24/7 services to the City of Sun Prairie.

The intent of this project is to identify areas of service excellence and challenges associated with the transition of providing on-duty personnel available to provide immediate 24/7 response. The project will identify the expectations of the city and the resources needed by the SPVFD to meet those expectations.

McGrath Consulting Group, Inc. has conducted a number of fire department studies in Wisconsin and are confident we can provide a quality report that addresses the fire department's current and future needs. This proposal outlines the project study plan, methodology, and consulting team assigned to this project.

McGrath Consulting Group, Inc. utilizes consultants who are highly skilled individuals with both educational credentials and work experience in the areas outlined in this proposal. Our consultants have an extensive understanding of the fire and EMS service and utilize proven study methodologies. We are confident we can provide a quality assessment of the proposals and ultimately, identify the most advantageous means of providing future fire protection services.

Our firm will partner with our subsidiary company McGrath Human Resources Group to address opportunities/issues related to human resources. Dr. Victoria McGrath brings her expertise in the public and private sector dealing with the human element of the project. Dr. McGrath has consulting experience in career, volunteer, FLSA, labor, contracts, compensation, and all aspects of human resources. Dr. McGrath teaches in the Master of Public Policy Administration for Northwestern University.

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 participate as a

consultant 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 governing officials (mayor and city council), city administration, fire department leadership, SPVFD board, fire advisory committee, and other identified stakeholders. We have conducted a number of fire and/or EMS assessments throughout many states and are eager to address the opportunities for the City of Sun Prairie and the SPVFD.

Sincerely,

*Tim McGrath, Ph.D.*

Tim McGrath, Ph.D.

CEO

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## **Firm Background**

McGrath Consulting Group, Inc. was founded in May 2000 with a mission to assist municipal agencies that wish to provide cost-effective, high quality services in public safety.

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

**CEO: McGrath Consulting Group, Inc. - Dr. Tim McGrath**  
**CEO: McGrath Human Resources Group – Dr. Victoria McGrath**

**Insurance:** Professional Liability – Admiral Insurance Company  
General Liability – State Farm Insurance

## **Firm Identification & Qualifications**

McGrath Consulting Group, Inc. specializes in public sector consulting predominately in the fields of fire, EMS, police, and human resource management. The principals of the company have over 50 years of public sector experience. McGrath Consulting employs approximately 27 staff members (principals, consultants, and clerical) who may be used on any study depending on the area of expertise required.

McGrath Consulting Group, Inc. has conducted a number of fire department studies addressing effectiveness, leadership, governance, station location, staffing methodologies, standard of coverage, resource deployment, personnel management, and a department's operations in providing quality services within its fiscal capabilities. Our firm prides itself on its innovative recommendations that maximize service in the most cost-effective manner. We address current and future issues regarding: service delivery, cost, adequate staffing levels, opportunities to

improve services, resource needs, facility needs, exploration of partnerships, and alignment of the department's operations with the mission, vision, and fiscal ability of those who govern.

## **Understanding of the Project**

The scope of the revised study will result in a comprehensive auditing/assessing the SPVFD with the intent of assisting the fire department to identify cost-effective methods of providing future 24/7 on-duty personnel. The project shall result in a professional assessment and study addressing the current level of fire, emergency medical services, and prevention services being provided to the City of Sun Prairie.

## **Stakeholder Input**

The consultants will strive to obtain input and gather information by conducting interviews with key external and internal stakeholders representing the city, SPVFD, and the fire advisory committee. The interviews will be utilized as one method of gathering information from all stakeholders regarding their perspective with the current level of fire protection services being provided; as well as to determine their expectations for future fire protection services.

The consulting team will meet with governing officials (mayor and city council), city administration, police chief, EMS director, fire department leadership, SPVFD board, fire advisory committee, and service providers. Stakeholder input is critical to the project's success; therefore, considerable amount of time will be dedicated to this endeavor. These meetings will provide the consulting team the ability to identify the culture of the organization, opportunities to improve existing services, ability to identify service delivery options, and explore opportunities in providing 24/7 protection services.

## **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 municipality as well as the service providers. Learning the culture of the city and service 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 city and 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 administration.

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:



Source: Svinicki, J. *Wisconsin State Fire Chiefs' Association; Winter 2013. Vol 7, No.4 (P.7)*

**Organization Identity** – Organizations have a inherent identity which is reinforced Observations of this identity are not always a clear indicator of the culture of the organization; however by taking the time to listen to the internal stakeholder we can learn the culture of the organization.

**Collective Commitment** – Shared perspectives. What are the underlying rules or norms that guide the organization's members? Thus, we take the time to understand how the organization approaches problems and opportunities.

**Social System** – The organization develops a synergy representing the patterned series of interrelationships existing between individuals, groups, and institutions and forming a coherent whole.

**Sense Making** – Does the espoused culture align with the enacted culture? We gain an understanding of the stakeholder reality of “this is how we do it here”. We determine

*how strong these assumptions are held by the organization in order to identify the most prudent and successful way to introduce change.*

Thus, our unique approach is to ensure an in-depth understanding of the department's culture; thereby, utilizing this information to recommend traditional and innovative approaches in providing cost-effective, efficient services.

## **Scope of Services**

The study will address the following 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.

### ***Objective – Department Overview/Operations***

- Assess the current overall department operations for efficiency and effectiveness – information used as the basis for recommendations
- Gain an understanding of the history and culture of the organization
- General overview of the department and protection area
- Assess the current departmental operations
- Analyze the department's organizational structure
- Evaluate the department's operations for compliance with commonly accepted standards
- Review current trends in emergency and non-emergency demands

### ***Objective – Suppression/EMS Delivery System***

- Data collection for the last three years to determine trends in:
  - Emergency responses
    - Fire
    - Rescue
- Analysis of current emergency operations:
  - Types of emergency incidents
  - Response times
  - Time of emergency alarms
  - Day of the week of emergency
  - Simultaneous call data
- Assessment of existing department strategic plan
- Assessment of current mutual aid and automatic response agreement(s)

### ***Objective – National Standards Comparison***

- Impact of national emergency response trends
- Significance of national, state, and local fire service standards:
  - National Fire Protection Association (NFPA): includes NFPA 1710 &/or NFPA 1720



- Insurance Service Offices, Inc. (ISO) rating significance to the community
- Occupational Safety and Health Administration (OSHA)
- Center for Public Safety Excellence (CPSE) – formerly the Commission of Fire Accreditation International (CAFI)
- Assessment of the department’s compliance with industry standards

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

- Review and evaluate the fire department’s management processes including mission, vision, strategic planning, goals and objectives
- Assess and evaluate the functionality of the SPVFD structure
- Examine fire department’s leadership effectiveness
- Determine the managerial leadership philosophy:
  - Alignment with the governing strategic initiatives
  - Best practices to ensure a unified team in providing services
- Gain an understanding of past management practices and impact on the culture of the organization
- Review and evaluate the department’s critical issues and future challenges
- Evaluate the effectiveness of both internal and external communication processes
- Review and assess the fire department’s policies and/or procedures for reporting and record keeping including document control and security processes

***Objective – Personnel Management***

- Audit of human resource policies and practices
- Assessment of employees record management systems
- Assessment of current compensation, payroll, and benefits
- Examination of compensation practices as it relates to the Fair Labor Standards Act, if applicable
- Examination of current employee contractual agreements (if appropriate)
- Assessment of management/labor relationship
- Examination of recruiting and hiring practices
- Assessment of employee retention programs
- Appraisal of the promotional process
- Review existing ranks and titles of the leadership team
- Review disciplinary process

***Objective – Staffing***

- Evaluation of existing and potential future staffing philosophy
  - Career
  - Part-time
    - Paid-On-Premise
  - Future staffing needs
- Appropriateness of staffing methods, numbers, and distribution of personnel
  - Administrative and support staff

- Suppression/EMS staff
- Fire Prevention staff
- Staffing deployment in station and on apparatus
- Evaluation of callback/overtime procedures
- Evaluate the responsibilities and activity levels of personnel
- Assess span of control of officers

### ***Objective – Facilities***

- Evaluation of the current stations location – utilizing GIS mapping
- Evaluation of the current facility and its limitations – both support and emergency appropriateness
- Illustrate travel time/distance utilizing GIS mapping from the current station
- Determine if the existing fire stations are located in the most advantageous location
- Compliance of existing facility to industry safety standards (i.e., ADA)
- Identify future facility needs including additional, reduction, or relocation of station(s)

### ***Objective – Apparatus/Equipment***

- Assess and evaluate the current condition and limitations of apparatus/equipment
- Assess types of apparatus, age, and appropriateness for the protection area
- Evaluate the apparatus replacement plan – if needed develop a replacement plan
- Identify the service provider’s current and future apparatus and equipment needs; including reduction of apparatus/equipment if warranted

### ***Objective – Public Safety Answering Point (PSAP) – a.k.a. Dispatch***

- Assess the effectiveness of the current Public Safety Answering Point (dispatch)

### ***Objective – Training***

- Evaluate training records for the past three years
- Assessment of the training program
  - Facilities
  - Resources
  - Programs/Curriculums
  - Schedules
  - Records
    - Certificates
    - Record keeping procedures
- Assess and evaluate training facilities
- Evaluate the training program outcomes

### ***Objective – Fire Prevention/Public Safety Education Programs***

- Review of current fire prevention and fire inspection programs
  - Types of inspections
  - History of inspections
  - Number and types of re-inspections
  - Trends in inspection demands

- Trends in permits
- Plan review procedure
- Departments sharing of information and resources
- Existing or future impact of fire codes
- Evaluate construction trends in the department's response area
- Assess public safety education programs
- Identify opportunities in partnerships in public safety education

***Objective – Planning for Future Fire Protection/EMS***

- Assessment of department's planning for risk related to fire service needs
- Current demographics and future projections for growth (service area) and its impact on the fire department
- Future transportation implications and traffic congestion issues and its impact on the fire department
- Identify future resource needs (personnel and apparatus) for projected service area

***Objective – Fiscal Analysis/Forecast***

- Analyze the department's current fiscal condition
- Evaluate the operational and capital budgets
- Review historical data (3-years) of the department revenue and expenses
- Analyze the department's fiscal efficiency
- Identify future fiscal forecast and associated challenges
- Identify potential savings and costs both short and long term
- Identify future funding options
- Identify potential additional funding sources for fire and EMS
- Identify cost recovery programs/options
- Identify future (short and long term) capital programs
- Identify methods for financing capital needs
- Identify funding methods for apparatus/vehicle replacement

***Objective – Implementation***

- Develop an implementation plan
- Identify time frame for implementation of each recommendation

**Project Consulting Team**

McGrath Consulting Group, Inc. and McGrath Human Resources Group will both participate in the study in their respective areas of expertise. The following consultants will be assigned throughout the duration of the project:

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

As CEO of McGrath Consulting Group, Inc. Dr. Tim McGrath is the visionary founder 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 Flags 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 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, by 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. It is through this combination of education and work experience, as well as working with over 180 organizations in 21 states, he brings a vast amount of first-hand knowledge to the assessment of emergency services.

#### **Education**

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 Paul Guilbert, Jr. – Lead Fire Consultant***

Chief Guilbert has been with the McGrath Consulting Group since 2003, serving in a variety of capacities. He has made significant contributions to our public safety studies. During his career in the fire/EMS service, Chief Guilbert has worked in a variety of positions: firefighter, firefighter/ EMT, firefighter/paramedic, training officer, fire inspector, fire prevention and code enforcement director as well as a number of officer level positions. The first half of his professional career was with a volunteer department and then he advanced within a career department to the position of deputy chief. During the second half of Chief Guilbert's career he served as the chief of a Wisconsin fire & rescue department that experienced explosive area growth. His leadership and administrative skills successfully oversaw an organization of 45 personnel (19 career/25 paid-on-call) in a \$3.2 million unionized department.

Chief Guilbert continues to have a passion for instructing firefighters and emergency medical personnel having served as the chief instructor for the Connecticut State Fire School. He continued his instructional endeavors having served as an adjunct faculty member at a technical college in the Fire Protection Technician program.

Among his accomplishments has been the ability to develop staffing and resource deployment models that have resulted in a well-managed, highly productive, and cost-efficient fire/EMS department. He has proposed staffing models, which combined and maximized various staffing methodologies including volunteer, paid-on-call, paid-on-premise, career, and contractual members.

While chief, he was able to procure federal and state grants to address the growing service demands that result from rapid community growth in residential, commercial, and industrial areas. The community he served was ranked as the fifth largest manufacturing municipality (based on property values) in the State of Wisconsin.

He has attended courses at the National Fire Academy and has earned nationally accredited certifications in both fire and EMS. He is a member of the Wisconsin Society of Fire Service

Instructors, MABAS-Wisconsin, the Wisconsin State Fire Chiefs Association, and the International Association of Fire Chiefs. Has served on the legislative committee of Wisconsin Mutual Aid Box Alarm System (MABAS) and has been instrumental in enhancing the relationship and cooperative efforts between Illinois and Wisconsin MABAS.

### **Education**

National Fire Academy

Southern Illinois University

Completed core studies in Fire Science Management

Milwaukee Area Technical College

Associates in Applied Science Degree – Fire Technology

### ***Chief Robert Stedman – Fire Consultant***

Chief Robert Stedman is a Senior Consultant with McGrath Consulting Group, Inc. Prior to joining McGrath Consulting, Chief Stedman spent 23 years in the fire service starting as a firefighter, then moving up the ranks to fire chief for the City of Waukesha, WI. As fire chief for the city, he supervised a career staff of 98 members serving approximately 22 square miles of a growing community which included residential, commercial, and retail areas. Recently Chief Stedman has returned to the rank as fire chief for the South Shore Consolidated Fire Department.

Chief Stedman was responsible for all activities of a metropolitan fire department. He provided leadership and support to strategic planning, budgeting, basic life support and advanced life support (Paramedic), communications, and special teams – serving as the county's Level B hazardous materials coordinator as well as the fire suppression and prevention.

In addition to actively serving in the fire service, Chief Stedman has also been involved in the education of public safety as the college dean for six major program areas including fire/EMS, law enforcement, and homeland security. These positions included coordinating and planning the curriculum, faculty, and program evaluation. He was also employed by the Milwaukee Area Technical College system as manager of the Emergency Management Grant Project.

To add diversity to his experience, Chief Stedman served as a town board supervisor for one of Wisconsin's largest townships. In his capacity as supervisor, he served as the chairperson of the

finance committee which included the automation of departments, and the remodeling of the town hall.

Chief Stedman is a member of the International Fire Chiefs Association; Wisconsin Department of Commerce; chair of Southeastern WI COAD (Citizens and Organizations Active in Disasters); vice president of St. Joseph's Medical and Dental Clinic, and City of Waukesha Information Technology Advisory Committee.

### **Education**

University of Wisconsin – Stout

Masters of Science – Vocational & Technical Education

Southern Illinois University

Bachelors of Science – Fire Science Management

Gateway Technical College

Associate Degree – Fire Science

### ***Battalion Chief Larry Pieniasek – Fire Consultant***

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

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

Battalion Chief Pieniasek was actively involved in the training division for 30 years being the training coordinator for six years. This included training with career, paid-on-call, and

combination departments. He was responsible to ensure appropriate training to auto aid departments. Battalion Chief Pieniasek has been the coordinator of EMS disaster drills and the 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.

### **Education**

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

### ***Dr. Victoria McGrath – Personnel Management***

Dr. Victoria McGrath has an extensive background in the field of human resources, predominately in the public sector; but also has a number of years in the private sector having worked in health care, banking, and education. In 2012, due to the ability to serve organizations in human resources beyond public safety, McGrath Human Resources Group was formed and Dr. McGrath serves as CEO of this subsidiary organization of McGrath Consulting Group, Inc. She brings over 29 years of experience in all phases of human resources.

Her professional experience includes the City of Brookfield, WI, which had in excess of 500 employees, including five labor unions; the Elmbrook School District, WI – the 2<sup>nd</sup> largest school district in Wisconsin, also with five labor unions; and Citicorp Banks. Thus, she has dealt with labor/employee relations; policy, procedure and labor compliance; benefits and compensation; recruitment and staff development.



As a labor negotiator, Dr. McGrath has represented management while utilizing consensus style bargaining for a variety of public sector unions. During contract negotiations with the Fire Union, the entire contract was re-written in order to accommodate the first paramedic training center located outside an educational institution.

Through her education and experience in both working and consulting in human resources, she has developed an extensive background in analysis and development of compensation systems, overtime analysis and FLSA compliance, labor contract analysis, and development of integrated human resource systems – recruitment, compensation, policies & procedures, and performance management. In addition to the evaluation of all aspects of a department/organization's personnel systems, she has also worked with department supervisory personnel to ensure efficiency in job responsibilities either within a single department, or across departments within an organization. When called upon, she has then integrated these recommended position changes within the organization's compensation system.

In addition to her role as CEO of McGrath Human Resources Group, Dr. McGrath is an adjunct professor at Northwestern University teaching in the Masters of Public Policy, a member of the Society for Human Resource Management, Wisconsin City/County Management Association, International Public Management Association for Human Resources. and World at Work.

### **Education**

University of Wisconsin – Milwaukee

Ph.D. Administrative Leadership

Dissertation: The Learning Organization: Lessons and implications for municipal government

Cardinal Stritch College

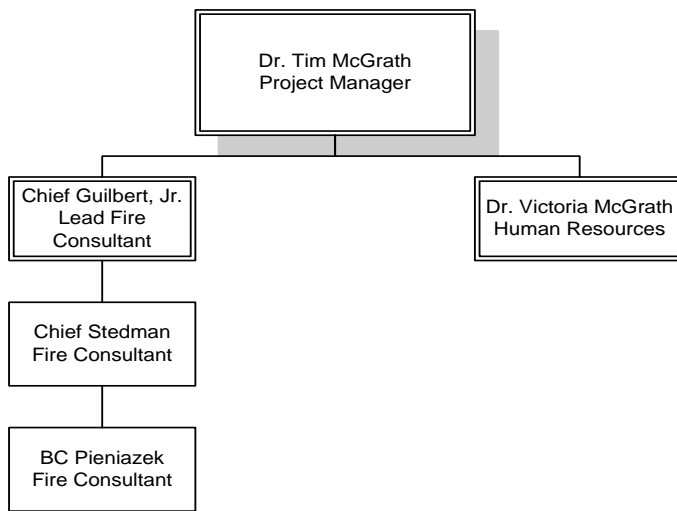
Masters of Management

University of Wisconsin – Milwaukee

Bachelor of Science – Industrial Relations/ Finance

Federal Labor Relations Administration – Labor/Management Relations Training

## Consulting Team Organization Chart



## Project Schedule

McGrath Consulting Group, Inc. suggests a project schedule as shown in the table below. Site visits might vary slightly depending on the schedule of those to be interviewed and findings during the interviews.

Task	May	Jun	Jul	Aug	Sep
Contract Completion/Signing					
Data Request to Service Provider					
First Site Visit					
-Data Review on Site					
-Key Stakeholder Interviews					
-Mayor Council					
-City Administration					
-SPVFD Chief & Board					
-Fire Advisory Committee					
Data Analysis					
2nd Site Visit					
Continue Audit of SPVFD					
Develop Report Components					
Clarify Questions/Issues					
Write Draft Report					
Submit Draft Report					
Address Draft Report Clarifications					

Task	May	Jun	Jul	Aug	Sep
Send Report to Proofreader					
Submit Final Report					
<i>Present Report as Needed</i>					

## References

### City of Ashland, WI

**Contact:** Chief Wayne Chenier – Fire Chief – (715) 682-7052 – email [wchenier@coawi.org](mailto:wchenier@coawi.org).

**Project:** FD assessment with emphasis on station, facilities, and partnerships with contractual towns for providing service.

### City of Lake Mills, WI

**Contact:** Mr. Steve Wilke – City Manager – (920) 648-2344 – email [swilke@ci.lake-mills.wi.us](mailto:swilke@ci.lake-mills.wi.us) or DC Todd Yandre – Deputy Fire Chief – (920) 988-0121 cell.

**Project:** Daytime staffing needs for a volunteer fire department and FD participation in providing EMS.

### City of Ashland, KY

**Contact:** Mr. Stephen W. Corbitt – Former City Manager – cell (606) 922-4135 – email: [stevecorbitt@hotmail.com](mailto:stevecorbitt@hotmail.com)

**Project:** Comprehensive assessment of fire department; special areas of concern were staffing and means to improve the fiscal efficiency of the department.

### Fox Lake Fire Protection District, IL

**Contact:** District Board President – Linda Walleck (office) (815) 675-1130 – Ms. Walleck is more difficult to contact. Email: [lindawalleck@pruvisionsrealty.com](mailto:lindawalleck@pruvisionsrealty.com) or Fire Chief Ronald Hoehne – (847) 587-3973. Email: [ronhoehne@flfpd.org](mailto:ronhoehne@flfpd.org)

**Project:** Multiple projects related to reorganization of a contractual fire department to a Municipal Fire District.

### Village of Roselle, IL

**Contact:** Mr. Jeffrey O’Dell – Village Administrator (630) 671-2828 – email: [jodell@roselle.il.us](mailto:jodell@roselle.il.us)

**Project:** Comprehensive fire department audit with special on staffing, resource deployment, and costs.

### City of O’Fallon, IL

**Contact:** Ms. Pamala Funk – Assistant City Administrator – (618) 624-4500 email: [pfunk@ofallon.org](mailto:pfunk@ofallon.org) or Fire Chief Brent Saunders – (618) 622-1461 email: [bsaunders@ofallon.org](mailto:bsaunders@ofallon.org)

**Projects:** (multiple projects) Comprehensive fire department audit and master plan (standard of coverage). Fire station location master plan with emphasis on staffing.

## **Services Expected From the City and Fire Department**

The consulting team anticipates cooperation with City of Sun Prairie officials and the SPVFD personnel in obtaining the necessary data. Cooperation with the SPVFD is essential inasmuch as they are a private corporation and not subject to Freedom of Information request. A list of the type of data required will be sent to the appropriate individual well in advance of the first site visit by the consulting team. In almost all cases, the data requested is readily available from previous division reports or computer activity logs.

Minimum help is required in the initial identification of stakeholders; however, assistance in scheduling interviews will be needed.

## **Deliverables**

McGrath Consulting Group, Inc. will deliver a draft report to a designated Sun Prairie City individual for review prior completion of the final report. The intent of the draft report is to allow review of the document to assure that all areas outlined in the proposal have been addressed, the report is clear and concise, the consultants have not misinterpreted any data, and there are no obvious errors.

The consultants will communicate with the city on any issue raised during the draft review. Upon approval of the draft report the consultants will provide one PDF disk copy for reproduction by the client. If the client requests hardbound copies of the report, they will be provided and the city will be charged the cost of printing and shipping only.

## **Insurance**

### **Professional Liability**

Admiral Insurance Company

### **General Liability**

State Farm Insurance

### **Worker's Compensation**

State Farm Insurance

## **Project Cost**

The total cost for the project is \$22,346 which includes professional staff time, transportation and expenses, a draft report for review and one disk copy PDF of the final report for reproduction.

The study cost is guaranteed not to exceed the above quoted figure.

The city will be invoiced in three (3) payments: \$5,000 upon receipt of a signed contract; \$14,346 upon completion and submission of the draft report; and the balance of \$3,000 upon submission of the final report. Payment is due within 30 days of receipt of invoice.

The proposal cost is valid for 90 days from May 26, 2014.

## **Final Word**

Our company will develop recommendations tailored to your needs. We are confident we can provide a quality audit/assessment of SPVFD and identification of methodologies in providing 24/7 protection services. The combined experience and expertise of the consulting team will clearly identify options in providing high quality services within fiscal capabilities; as well as, providing a comprehensive assessment of the department's current operations and future opportunities and resource needs.

The consulting team consists of fire/EMS professionals who have years of experience in career and combination fire/EMS departments. The expertise of our fiscal and human resource professionals will integrate the abilities of the personnel to the opportunities identified in the study, and bring field experience in dealing with employee issues. The entire consulting team has extensive experience in conducting previous studies and developing master plans involving fire/EMS departments. Please feel free to contact us if you have any questions regarding this proposal.

Sincerely,

*Tim McGrath*