



MUNICIPALITY OF SKAGWAY

GATEWAY TO THE KLONDIKE
P.O. BOX 415, SKAGWAY, ALASKA 99840
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MCGRATH CONSULTING GROUP INC. AND MUNICIPALITY OF SKAGWAY/ PROFESSIONAL SERVICES AGREEMENT FOR ASSESSMENT OF THE SKAGWAY VOLUNTEER FIRE DEPARTMENT

THIS agreement made and entered into this XXst day of July, 2021 by and between the Municipality of Skagway, an Alaska municipal corporation (hereinafter MUNICIPALITY) and McGrath Consulting Group Inc. (hereinafter CONTRACTOR).

Section 1. Employment of CONTRACTOR.

The MUNICIPALITY agrees to engage the CONTRACTOR and the CONTRACTOR agrees to perform the services in this Agreement.

Section 2. CONTRACTOR'S Representation and Warranty and Manner of Performance.

- (A) CONTRACTOR represents and warrants to the MUNICIPALITY, and the MUNICIPALITY relies upon the representations and warranties, that CONTRACTOR is a professional in the subject area in which services are to be provided and that CONTRACTOR has adequate experience, skill, knowledge and competence to perform the services set forth in this Agreement.
- (B) CONTRACTOR accepts the relationship of trust and confidence between CONTRACTOR and the MUNICIPALITY. CONTRACTOR agrees to perform his/her services under this Agreement with due diligence, due care, and in a good and professional manner.

Section 3. Scope of Services.

The CONTRACTOR shall perform all the services provided for by this Agreement, CONTRACTOR'S Written Proposal dated April 30, 2021 (Attachment "A").

Section 4. Personnel.

CONTRACTOR'S personnel shall be limited to CONTRACTOR and those persons approved by the Municipal Manager.

Section 5. Time of Performance.

The services of the CONTRACTOR shall commence upon execution of this Agreement by CONTRACTOR and the MUNICIPALITY and shall terminate, subject to Sections 8 and 9, on the completion of the project. The period of performance may be extended for additional periods only by the mutual written agreement of the parties.

Section 6. Compensation.

- (A) Subject to the provisions of the Agreement, the MUNICIPALITY shall pay the CONTRACTOR a total sum for all services and expenses for the term of this Agreement in accordance with the provisions of Attachment “A”. This total sum is a not to exceed amount. The total sum in Attachment A is not an estimate and is not a time and materials amount.
- (B) Except as otherwise provided in this Agreement and Attachment “A”, the MUNICIPALITY shall not provide any additional compensation, payment, use of facilities, services or other things of value to the CONTRACTOR in connection with the performance of his/her duties under this Agreement. The parties understand and agree that, except as otherwise provided in this section, administrative overhead and other indirect or direct costs the CONTRACTOR may incur in the performance of its obligations under this Agreement, including but not limited to any mobilization and demobilization, have already been included in computation of the CONTRACTOR’S fee and may not be charged to the MUNICIPALITY.
- (C) Total compensation for all of Option B services and expenses (Not including travel) to CONTRACTOR arising under this Agreement shall not exceed the fixed amount of \$46,975.00 (Forty-Six thousand, Nine Hundred Seventy-Five Dollars and No/100), unless otherwise agreed to by written amendments and signed by the MUNICIPALITY and the CONTRACTOR. CONTRACTOR shall submit an invoice on the 1st of each month. The payments will not necessarily fall on the 1st of each month, but will follow the Assembly check run approval process (on the 1st and 3rd Thursday of each month). CONTRACTOR understands and agrees that any additional payment shall only be for new services not within the Scope of Work in Attachment A and only as fees and expenses pre-approved in writing by the MUNICIPALITY. The MUNICIPALITY shall not pay any fees or expenses claimed by the CONTRACTOR to have been agreed to orally by any employee, consultant, representative or assembly member or the mayor of the MUNICIPALITY.
- (D) The MUNICIPALITY shall not be responsible for any compensation to or fees of any consultants or subcontractors of the CONTRACTOR.
- (E) CONTRACTOR’S travel for Option B services in CONTRACTOR’S written proposal dated April, 30 2021 (Attachment A) shall be purchased by the Municipality upon Borough Manager approval of CONTRACTOR’S requested itinerary.

Section 7. Method and Time of Payment.

- (A) The MUNICIPALITY will compensate the CONTRACTOR in accordance with Attachment “A”, which compensation shall constitute the full and complete compensation for the CONTRACTOR’S services and performance under this Agreement. Payments will be made on receipt of billings submitted. A billing is a summary of expenditures to date by line descriptive categories. Documentation of expenditures need not be submitted with billings but must be retained by the CONTRACTOR in the event the MUNICIPALITY requests that documentation.

- (B) No payment will be disbursed until approved by the MUNICIPALITY. Billings shall be submitted to the Borough Manager.

Section 8. Termination of Agreement for Cause.

If, for any reason, the CONTRACTOR shall fail to fulfill in a timely and proper manner the obligations under this Agreement, or if the CONTRACTOR shall violate any of the covenants, agreements, or stipulations of this Agreement, the MUNICIPALITY shall thereupon have the right to terminate this Agreement by giving written notice to the CONTRACTOR of such termination and specifying the effective date thereof, at least five (5) days before the effective date of such termination. All finished or unfinished documents, data, studies, surveys and reports or other material (to include without limitation data and information kept on computer, disk, video, tape, or other storage mode) prepared by the CONTRACTOR arising out of or connected with this Agreement shall be delivered to the MUNICIPALITY by or upon the effective date of termination and the MUNICIPALITY shall retain non-exclusive rights to all materials, documents, and electronically stored information, documents and data. The CONTRACTOR shall be entitled to receive compensation in accordance with the payment provisions of Attachment "A" of this Agreement only for actual work completed to the MUNICIPALITY'S satisfaction in accordance with Attachment "A" of this Agreement and other terms of this Agreement. Actual work specifically does not mean the CONTRACTOR'S costs.

Section 9. Termination for Convenience of MUNICIPALITY.

The MUNICIPALITY may terminate this Agreement at any time by giving written notice to the CONTRACTOR of such termination and specifying the effective date of such termination. All finished or unfinished documents and other materials as described in paragraph 8 above shall be delivered to the MUNICIPALITY by or upon the effective date of execution of this section and the MUNICIPALITY shall retain non-exclusive rights to all materials, documents, , and electronically stored information, documents and data. The CONTRACTOR shall be entitled to receive compensation in accordance with the payment provision of Attachment "A" of this Agreement only for actual work completed in accordance with Attachment "A" of this Agreement and the other terms of this Agreement. If this Agreement is terminated due to the fault of the CONTRACTOR, section 8 of this Agreement shall govern the rights and liabilities of the parties. Actual work specifically does not mean the CONTRACTOR'S costs.

Section 10. Modifications.

- (A) The parties may mutually agree to modify the terms of the Agreement only by way of it being in writing and signed by the MUNICIPALITY and the CONTRACTOR. Modifications to the Agreement shall be incorporated into the Agreement by written amendments. Only the Mayor or the Borough Manager have any authority to sign any modification on behalf of the MUNICIPALITY.
- (B) It is expressly understood that the MUNICIPALITY may require changes in the scope of services and any unreasonable refusal by the CONTRACTOR to agree to modification in the scope of services will be the basis for termination of the Agreement for cause. It is expressly understood that the total amount of compensation for successful performance of the Agreement will not be modified, under any circumstances, without prior written approval of the MUNICIPALITY. The above notwithstanding, if a change in the scope of services significantly

changes the amount of work required of CONTRACTOR or requires services CONTRACTOR is not qualified to perform so that it would not be reasonable for CONTRACTOR to perform all the work or provide the qualified personnel for less than the not-to exceed amount set out in Section 6(C), then the MUNICIPALITY'S failure to reasonably increase the not-to-exceed amount will excuse CONTRACTOR'S refusal to agree to the modification in the scope of services.

- (C) CONTRACTOR understands and agrees that no officer, employee, the Mayor, Assembly person, consultant, or representative of the MUNICIPALITY has any actual or apparent authority to orally modify, change or amend the terms of this Agreement or orally modify, change or amend the Scope of Work in Attachment A. No modification, change or amendment to this Agreement or the Scope of Work shall be effective unless it is in writing and signed by the CONTRACTOR and the MUNICIPALITY.

Section 11. Equal Employment Opportunity.

The CONTRACTOR will not discriminate against any employee or applicant for employment in violation of law, to include without limitation, because of race, color, religion, sex, national origin, physical handicap, age, or status as a disabled veteran. The CONTRACTOR shall take affirmative action to ensure that applicants are employed and the employees are treated during employment without regard to their race, color, religion, sex, national origin, physical handicap, age, or status as a disabled veteran. Such actions shall include, but not be limited to the following: Employment, upgrading, demotions, or transfers; recruitment or recruitment advertising; layoff or terminations; rates of pay or other forms of compensation; selection for training, including apprenticeship; and participation in recreational and educational activities. The CONTRACTOR agrees to post in conspicuous places in his/her places of work available for employees and applicants for employment, notices setting forth the provisions of this nondiscrimination clause. The CONTRACTOR will, in all solicitations or advertisements for employees placed by or on behalf of the CONTRACTOR, state that all qualified applicants will receive consideration for employment without regard to race, color, religion, sex, national origin, physical handicap, age, status as a disabled veteran. The CONTRACTOR will cause the foregoing provisions to be inserted in all subcontracts for any work covered by this Agreement.

Section 12. Non-Assignability.

- (A) The CONTRACTOR shall not assign any interest in this Agreement and shall not transfer any interest in this Agreement without the prior written consent of the MUNICIPALITY. The CONTRACTOR agrees and acknowledges that the MUNICIPALITY will not consent to any assignment of this Agreement to an LLC unless the CONTRACTOR signs a personal guarantee for the performance of the LLC or all the individual members of the LLC sign personal guarantees for performance of the Contract.
- (B) The CONTRACTOR shall not delegate duties or otherwise subcontract work or services under this Agreement without prior written approval by the MUNICIPALITY.

Section 13. Interest of CONTRACTOR.

The CONTRACTOR covenants that he/she presently has no interest and shall not acquire any interest, direct or indirect, which would conflict in any manner or degree with the performance of services required to be performed under this Agreement. The CONTRACTOR further covenants that in the performance of this Agreement he/she shall not knowingly employ any person having any such interest and that he/she shall reasonably ascertain of all his/her employees that they have no such interest.

Section 14. Findings Confidential.

Except as required by law, including court orders directing disclosure, any reports, information, data, and any other project related documents, given to or prepared or assembled by the CONTRACTOR under this Agreement which the MUNICIPALITY requests to be kept confidential shall not be made available to any individual or organization by the CONTRACTOR without the prior written approval of the MUNICIPALITY.

Section 15. Officials Not to Benefit.

No members of the Congress of the United States shall be admitted to any share or part of this Agreement or to any benefit to arise from this Agreement. No member of the legislature or officer of the State of Alaska or the MUNICIPALITY shall be admitted to any share or part of this Agreement or to any benefit to arise from this Agreement.

Section 16. Publication, Reproduction and Use of Materials.

All documents prepared or furnished by CONTRACTOR, for which CONTRACTOR has received compensation for in accordance with payment provisions of this agreement, are instruments of service, and both CONTRACTOR and MUNICIPALITY shall retain ownership and property interest (including the copyright and the right of reuse) in such documents, whether or not the Project is completed. The MUNICIPALITY shall have non-exclusive rights to publish, disclose, distribute and otherwise use, in whole or in part, any reports, data or other materials prepared under this Agreement for the Project or related projects that the MUNICIPALITY deems appropriate, exclusive of proprietary design components of the project that are held by CONTRACTOR.

Section 17. Audits and Inspections.

At any time during normal business hours and as often as the MUNICIPALITY may deem necessary, there shall be made available for examination all of CONTRACTOR'S records with respect to all matters covered by this Agreement and CONTRACTOR will permit representatives of the MUNICIPALITY to audit, examine, and make excerpts or transcripts from such records, and to make audits of all contracts, invoices, materials, payrolls, records of personnel, conditions of employment, and other data relating to all materials covered by this Agreement. Except in case of emergency, CONTRACTOR must make such records available upon five (5) days' notice. In case of emergency, CONTRACTOR must make such records available immediately upon request. In performing such audits and investigations, the MUNICIPALITY and its representatives shall not unduly interfere with the ability of CONTRACTOR to perform his/her duties under this Agreement.

Section 18. Jurisdiction; Choice of Law.

The Superior Court for the State of Alaska, First Judicial District at Juneau, Alaska shall be the exclusive jurisdiction for any action of any kind and any nature arising out of any action or omissions of the CONTRACTOR and to any action of any kind and any nature arising out of or related to this Agreement. Venue for trial in any action shall be in Skagway, Alaska. The laws of the State of Alaska shall govern the rights and obligations of the parties. The CONTRACTOR specifically waives any right or opportunity to request a change of venue for trial pursuant to A.S. 22.10.040.

Section 19. Non-Waiver.

The failure of either party at any time to enforce a provision of this Agreement shall in no way constitute a waiver of the provisions, nor in any way affect the validity of this Agreement or any part of this Agreement, or the right of the party thereafter to enforce each and every provision hereof.

Section 20. Permits, Laws and Taxes.

The CONTRACTOR shall acquire and maintain in good standing all permits, licenses and other entitlements necessary to the performance under this Agreement. In performing his/her obligations under this Agreement, CONTRACTOR shall comply with all applicable statutes, ordinances, rules and regulations. The CONTRACTOR shall pay all taxes pertaining to its performance under this Agreement.

Section 21. Relationship of the Parties.

The CONTRACTOR shall perform his/her obligations in this Agreement as an independent contractor of the MUNICIPALITY. The CONTRACTOR is not an employee of the MUNICIPALITY. None of CONTRACTOR'S employees are employees of the MUNICIPALITY. The CONTRACTOR has no actual or apparent authority to act on behalf of the MUNICIPALITY or to represent to Third Parties that he/she as any authority to act on behalf of the MUNICIPALITY. The MUNICIPALITY may administer this Agreement and monitor the CONTRACTOR'S compliance with the Agreement, which administration and monitoring by the MUNICIPALITY does not change the relationship of independent CONTRACTOR as between the CONTRACTOR and the MUNICIPALITY.

Section 22. Administration of this Agreement.

- (A) The Borough Manager or his/her designee will be the representative of the MUNICIPALITY administering this agreement.
- (B) The services to be furnished by the CONTRACTOR shall be administered by the Borough Manager or his/her designee. In the event that CONTRACTOR is unable to serve for any reason to perform his/her obligations under this Agreement, the CONTRACTOR shall appoint a successor in interest but such appointment will be subject to written approval of the MUNICIPALITY and such approval shall be only under the conditions of Section 12.

Section 23. Integration.

This Agreement and all appendices and amendments constitute the entire agreement of the parties. There are no promises, terms, conditions or obligations other than those contained in this Agreement; and this Agreement shall supersede all previous communications, representations, or

agreements, either oral or written, between the parties. To the extent they are not inconsistent with the terms of this Agreement; the following documents are incorporated by reference into this Agreement as if fully set forth in the Agreement: CONTRACTOR'S Written Proposal dated April 30, 2021 (Attachment "A").

Section 24. Defend, Hold Harmless, and Indemnify

The CONTRACTOR shall indemnify, hold harmless, and defend the MUNICIPALITY, its officers and employees from and against any suit, action, claim or liability, of any kind and any nature, including death, arising out of any negligent act, error or omission of the CONTRACTOR under this Agreement, or arising out of or relating to this Agreement.

Section 25. Interpretation and Enforcement.

This Agreement is the result of good faith, arm's length negotiations by the parties. The parties acknowledge that the parties and their counsel have reviewed and revised this Agreement and agree that the normal rule of construction – to the effect that any ambiguities are to be resolved against the drafting party - shall not be employed in the interpretation of this Agreement or any exhibits or amendments to this Agreement. The titles of sections in this Agreement are not to be construed as limitations or definitions, but are for identification purposes only.

Section 26. CONTRACTOR Insurance.

- (A) The CONTRACTOR shall, at his/her own expense, secure and maintain and will file with the MUNICIPALITY the following proper and acceptable insurance coverage, including defense and indemnification of the MUNICIPALITY:
- (1) Worker's Compensation Insurance in compliance with the laws of the jurisdiction where the work is being performed if applicable.
 - (2) Commercial General Liability Coverage: Limit \$2,000,000 Bodily Injury and Property Damage, combined Single Limit. Coverage to include subjects substantially as follows: Premises Operation, Products/Completed Operations, Independent Contractors, Blanket Contractual, Broad Form Property Damage and Personal Injury.
 - (3) Professional Liability (Errors and Omissions) – \$2,000,000 each claim and in the aggregate.
 - (4) If applicable, unemployment Insurance by payment of employment security taxes for all employees hired by the CONTRACTOR to work on this project. In the event of the CONTRACTOR'S failure to pay such taxes, the MUNICIPALITY will withhold an amount sufficient to pay such taxes from any payments owed to the CONTRACTOR by the MUNICIPALITY. The MUNICIPALITY also reserves the right to contact the Alaska State Department of Labor in order to determine whether unemployment security taxes have been paid by the CONTRACTOR. The MUNICIPALITY further reserves the right to withhold that portion of employment security taxes owned to any employees pending notification of the CONTRACTOR'S unemployment security tax clearance from the Alaska State Department of Labor.

- (B) A lapse in insurance coverage is a material breach of this Agreement which shall result in immediate termination of the Agreement, pursuant to Section 8, in the sole discretion of the MUNICIPALITY.
- (C) Each policy of insurance required by this section shall provide for no less than 30 days advance notice to the MUNICIPALITY prior to cancellation. No contract for services shall be issued or continued unless there is presented to the MUNICIPALITY of Skagway a certificate of insurance showing that the business owner/operator has obtained at least two million dollars (\$2,000,000) general liability insurance and at least two million dollars (\$2,000,000) in Professional Liability (Errors and Omissions). Proof of such insurance shall be provided to the MUNICIPALITY as a condition of entering the contract. Failure to maintain such insurance shall constitute a material breach of contract. The certificate of insurance must establish that the MUNICIPALITY is named as an additional insured on such policy. The failure to name the MUNICIPALITY as an additional insured on the general liability insurance shall constitute a material breach of the Contract.
- (D) CONTRACTOR shall insure that all subcontracts and consulting agreement have the same provision and that all subcontractors and consultants list the MUNICIPALITY as an additional insured on their general liability insurance. The failure of the CONTRACTOR to comply with this provision shall constitute a material breach of this Agreement and the CONTRACTOR shall defend, indemnify and hold the MUNICIPALITY harmless in any action instituted against the MUNICIPALITY alleging any acts or omissions by a subcontractor or consultant of the CONTRACTOR with whom the CONTRACTOR failed to require the subcontractor or consultant to list the MUNICIPALITY as an additional insured on its general liability insurance.

Section 27. Understanding.

The CONTRACTOR acknowledges that the CONTRACTOR has read and understands the terms of this Agreement and has had the opportunity to review the Agreement with counsel of his/her choice, and is executing this Agreement of his/her own free will. CONTRACTOR acknowledges and agrees that CONTRACTOR is not relying on any statements or representations of the MUNICIPALITY or its attorneys in entering this Contract.

Section 28. Severability.

If any section or clause of this Agreement is held invalid by a court of competent jurisdiction, the remainder of this Agreement shall remain in full force and effect.

Section 29. Compliance with Law.

CONTRACTOR shall comply with all applicable Federal, State of Alaska and Municipal laws, regulations and ordinances in performing his/her duties in this Agreement. CONTRACTOR shall be familiar with the Migratory Bird Treaty Act and shall comply with the provisions of those federal laws as applicable to migratory birds, eggs, and nests in Skagway Borough.

CONTRACTOR shall comply with all federal, state and local mandates and protocols related to COVID-19 and CONTRACTOR shall insure that all employees, subcontractors, consultants, and invitees of CONTRACTOR shall similarly comply with all such mandates and protocols.

Section 30. No Third Party Beneficiary

The provisions of this Agreement are and will be for the benefit of CONTRACTOR and MUNICIPALITY only and are not for the benefit of any third party and accordingly, no third party shall have the right to enforce the provisions of this Agreement.

Section 31. Notices.

Any notice required pertaining to the subject matter of the Agreement shall be personally delivered or mailed by prepaid first-class, registered or certified mail to the following address:

MUNICIPALITY Borough Manager
Municipality of Skagway
P.O. Box 415
Skagway, Alaska 99840

CONTRACTOR Dr. Tim McGrath, CEO
McGrath Consulting Group Inc.
P.O. Box 190
Wonder Lake, IL 60097

Andrew Cremata, Mayor
For the Municipality of Skagway

Owner
For McGrath Consulting Group, Inc.

Date_____

Date_____

ATTEST:

Emily Deach, Borough Clerk
(SEAL)

ATTACHMENT A

Proposal

Analysis/Audit of the Fire/EMS Services

for the



Municipality of
SKAGWAY Borough

and the

Skagway Volunteer Fire Department



Submitted by:



McGrath Consulting Group, Inc.

May 2021

ATTACHMENT A



April 30, 2021

Municipality of Skagway Borough
Mr. Brad Ryan – Borough Manager
P.O. Box 415
Skagway, AK 99840

Dear Mr. Ryan,

McGrath Consulting Group, Inc. is pleased to submit a proposal to conduct an operational assessment of Skagway Volunteer Fire Department serving the Municipality of Skagway Borough. A comprehensive study of this nature reinforces that the Borough's governing officials are performing their due diligence to the residents, visitors, and emergency service providers of the Municipality of Skagway Borough.

The consultants understand that recently career personnel have been added to the fire department making their staffing methodology classified as a combination (career and Paid-on-Call) members. The study would involve a comprehensive assessment of the fire department including-but not limited to, departmental operations, facility/apparatus/equipment, manpower (staffing), compliance to federal and state employment legislation, fiscal forecasting, as well as current and future resource needs. This proposal outlines the project plan, methodology, consulting team assigned to this project, and other information.

Our firm will partner with our subsidiary company McGrath Human Resources Group to address opportunities/issues related to Human Resource matters. Dr. Victoria McGrath's staff brings their expertise in dealing with the human element of the project, federal and state compliances, and compensation issues. McGrath Human Resources Group has been involved in past fire/EMS studies since the inception of our corporation.

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/EMS service and utilize proven study methodologies. The culmination is a comprehensive plan that addresses current and future opportunities while ensuring the provision of Fire/EMS services is conducted in the most effective and efficient manner.

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

Sincerely,

Tim McGrath Ph. D.

CEO McGrath Consulting Group, Inc.

ATTACHMENT A

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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.

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

The principals of the company have over 50 years of public sector experience. McGrath Consulting Group, Inc. has approximately 425 clients in 37 states. Our firm currently employs 27 full-time 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 fire/EMS assessments for career, combination, and volunteer/paid-on-call 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 current fire and emergency medical services (EMS) provided by the Skagway Volunteer Fire Department serving the Municipality of Skagway Borough. Recently, career personnel have been added to the organization that will impact the culture of the department and how services are provided. The Borough Manager is requesting an independent, non-biased professional assessment of the fire department to identify areas of excellences, effectiveness, efficiency, and future resources needs.

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. Due to the potential restrictions pertaining to the continuing Covid-19 precautions, some stakeholder interviews might be done through

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technology. McGrath Consulting also utilizes a GIS mapping program to illustrate and evaluate response times and station facility location(s).

This document will provide officials with an independent non-biased assessment of the current fire/EMS services delivered by the Skagway Volunteer Fire Department.

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:

- *Borough Officials of Skagway – both elected and administrative*
- *Fire Department Leadership*
- *Fire/EMS Department officers & members*
- *Other stakeholders/objectives as deemed necessary*

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 area. 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.

Department Staffing Affects Department Culture

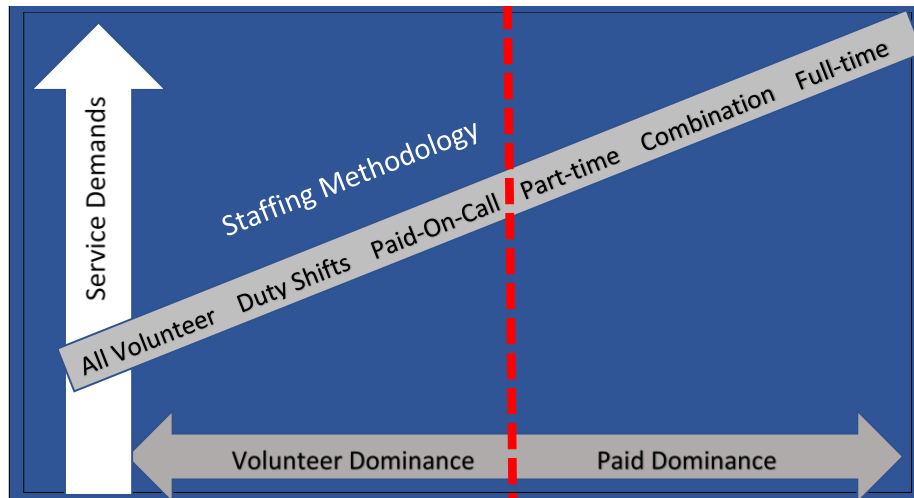
When the staffing methodology changes within an organization it will have both positive and negative implications of service delivery as well as those that provide that service. Obviously, when career or shift personnel are on-duty response times are improved; whereas there is often a decrease in the number of volunteers/paid-on-call membership; there ability to make the responding apparatus is diminished.

Another factor affecting volunteer fire departments is linked to future employment opportunities. Many decades ago, volunteers seldom sought jobs as full-time firefighters. They were community-based

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volunteers motivated by helping others. However, today a significant number of candidates join the volunteer fire and emergency services to gain experience with the goal to be hired as full-time paid firefighters. This is a common motivation, and it is difficult to manage. *Source: National Volunteer Fire Council: Volunteer Fire Service Culture.*

The significance of dominance (influence on department culture) is illustrated in the figure below:



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 Skagway officials/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
 - Timetable 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

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Objective - Governance & Management Component

- Communicate with the current council and department governance leaders
- Review and evaluate the fire department's management processes including mission, vision, strategic planning, goals, and objectives
- Assess and evaluate the functionality of the department's Organizational Structure
- Determination of the managerial leadership philosophy:
 - Alignment with the council's governing strategic initiatives
- Gain an understanding of past management practices and impact on the culture of the organization
- Review and evaluate fire department critical issues and future challenges
- Evaluate the effectiveness of both internal and external communication processes
- Review and assess the departments policies and/or procedures for reporting and record keeping including document control and security processes
- Review existing policies and procedures – evaluate against industry best practice:
 - Standard Operating Guidelines/Procedures – emergency and non-emergency services
- Evaluate the use of information technology within the fire department

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
- Analyze the organizational structure, design, and administration
- Evaluate the departmental operations for compliance with commonly accepted standards
- Review of current trends in emergency and non-emergency demands
- 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 gaps
- Review fire station(s), location(s), consider needs and/or future options
- Review and assess incident control and management in terms of performance
- Evaluate emergency medical services delivery and support functions
- Assess current mutual aid and automatic response agreement(s) with surrounding jurisdictions

Objective - National Standards Comparison

- Impact of national emergency response trends
- Evaluate significance of national, state, and local fire service standards:
 - National Fire Protection Association (NFPA)

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- Insurance Service Offices, Inc. (ISO) rating significance to the community
- Commission on Accreditation of Ambulance Services (CAAS)
- Center for Public Safety Excellence (CPSE) – formerly the Commission of Fire Accreditation International (CFAI)
- Assessment of the department’s compliance with industry standards

Objective – Communications/PSAP/Dispatch

- Assess the Public Safety Answering Point (PSAP) capabilities and methods
- Evaluate alarm systems and communications infrastructure
- Review Dispatch Center staffing
- Review of logistical support services
- Review of PSAP control and oversight
- Review of quality assurance/quality improvement mechanisms in place
- Assess if the PSAP meets the needs of the service organizations

Objective - Staffing

- Review and evaluate administration and support staffing levels
- Review and evaluate operational 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 services staff
- Review staff scheduling methodology
 - Paid-on-Call/Volunteer/Career/Part-Time
- Assess staffing deployment on apparatus including distribution, concentration, and performance for incidents
- Evaluate the effectiveness of the first response assignment
- Assess span of control of officers
- Evaluate department’s staffing levels compared to national standards

Objective - Personnel Management

- Audit of fire department human resource policies and practices
- Assessment of employees record management systems
- Examination of recruiting and hiring practices
- Assessment of employee retention programs
- Appraisal of the promotional process
- Assessment of employee demographics
- Review existing ranks and titles of the leadership team
- Review disciplinary process
- Compliance with federal and state regulations

Objective - Facility

- Evaluate the current facility location and distribution – utilizing GIS mapping
- Evaluate the current facility and limitations – both support and emergency appropriateness
- Illustrate travel time/distance utilizing GIS mapping from the current stations

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- Determine if the existing station facility is located in the most advantageous location
- Assess compliance of existing facility to industry safety standards (i.e. ADA)
- Identify future facility needs (including additional, reduction, or relocation of facility)
- Evaluate current facility for safety, efficiency, and environmental issues
- Determine future viability of current fire/EMS facilities and identify future facility needs

Objective - Apparatus/Vehicles/Equipment

- Assess and evaluate the current condition and limitations of apparatus/vehicles/equipment
- Assessment of types of apparatus/vehicle, age, and appropriateness for the fire department
- Evaluation of the apparatus replacement plan – if needed develop a replacement plan
- Identification of the department's current and future vehicle/apparatus and equipment needs
- Assess the distribution and deployment of apparatus/vehicles
- Evaluate and assess the department's current maintenance operations in terms of costs effectiveness and compliance with regulations

Objective - Training /Certifications

- Evaluate training/certifications records for the past three years
- Assess the training program and professional development opportunities
 - Facilities
 - Resources
 - Programs/Curriculums
 - Schedules
 - Records
 - Certificates
 - Record keeping procedures
- Assess and evaluation of training facilities
- Evaluate the training program administration and outcomes
- Evaluate the department's Safety Program and develop recommendations as determined

Objective - Mutual Aid / Automatic Aid

- Does the department maximize the benefits of mutual/automatic aid?
- Evaluate opportunities with mutual aid partners

Objective - Life Safety Services (Fire Prevention/ Safety Education)

- Assess current fire prevention, education and investigation resources and compare to department 's needs based on data and trends in each of these areas
- Review the current general fire prevention and fire inspection programs
 - Types of inspections
 - History of inspections
 - Number and types of re-inspections
 - Code enforcement activities and productivity
 - Trends in inspection demands and permits
 - Trends in permits
 - New construction and involvement

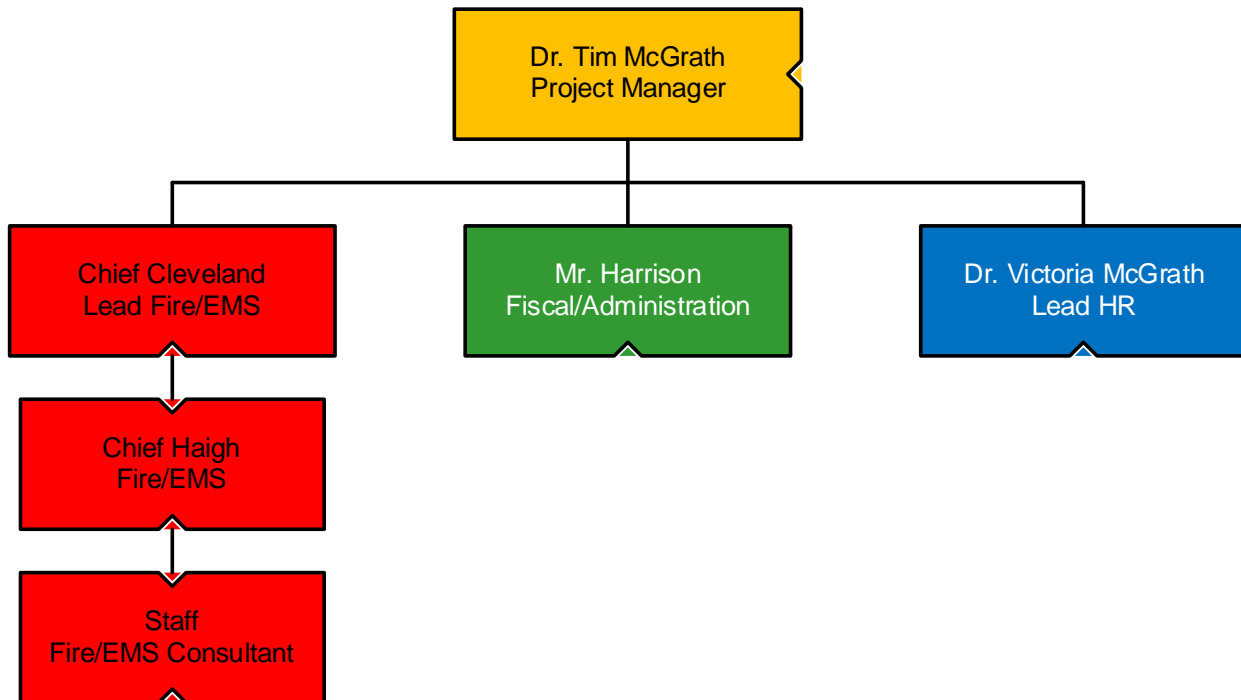
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- Department's sharing of information and resources
- Evaluate construction trends in the department 's response area
- Assess Fire and Life-Safety education programs
- Evaluate fire investigation programs and activities
- Review pre-incident planning program

Objective - Fiscal/Capital Analysis

- Analyze the department 's current fiscal condition
- Evaluate the operational and capital budgets
- Review funding, fees, taxation, and other financial resources including reserves
- Review current capital assets and analyze future needs based on existing conditions
- Review historical data (3-years) of the department revenue and expenses
- Analyze the department 's fiscal efficiency including deficit funding
- Identify future fiscal forecast and associated challenges
- Identify cost recovery programs/options
- Identify future (short and long term) capital programs

Consultants Organization Chart



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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.

Project Manager / CEO

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

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Fire/EMS Consulting Team

Chief Gregg Cleveland – Fire/EMS Senior Consultant

Chief Cleveland recently retired from the La Crosse Fire Department (LCFD) Wisconsin. He became a career Fire Chief in a combination fire department and retired with nearly 40 years of experience. La Crosse fire is a career fire/EMS department consisting of 4 stations, 110 personnel, and a 11 million-dollar budget.

While Fire Chief of the LCFD the department received International Accreditation from the Center for Public Safety Excellence – Commission on Fire Accreditation International. Chief Cleveland also merged the City's Building Inspections department into the fire department.

Currently Chief Cleveland is Chairman of the Wisconsin Fire Sprinkler Coalition, and member of the Emergency Responder Advisory Committee for the National Fire Protection Association (NFPA). He is currently the Vice Chairman for the National Fire Protection Association's Fire Service Executive Board and former President of the Wisconsin State Fire Chiefs Association. He has served on the fire service advisory board for Factory Mutual Insurance and as technical panel member for the Fire Protection Research Foundation of NFPA. Chief Cleveland has also served as a peer reviewer for the Assistance to Fire Fighter Grant program.

Chief Cleveland worked with numerous state and local legislative council, boards, and committees on a variety of fire and EMS related issues and worked extensively to adopt Wisconsin's first fire prevention code.

Chief Cleveland has a passion for data; using a variety of performance measures to develop, implement, and evaluate public policy for fire and EMS agencies. He has been very instrumental in developing and implementing mutual/automatic aid programs amongst departments.

A strong proponent of cooperation and collaboration allowed him to create Central Wisconsin's 1st municipal paramedic service covering approximately 13 different municipalities encompassing 360 square miles while fire chief in Marshfield, WI. He has utilized this approach in the development and implementation of numerous other programs that include a dive rescue, hazardous materials, and neighborhood services teams, and to address issues such as the opioid crisis, homeless, and maintain safe and affordable housing to communities.

Educational Background:

University of Wisconsin Oshkosh

Masters, Public Administration

Lakeland College

Bachelor of Art, Business Administration

Fox Valley Technical College

Associate Degree in Applied Science – Fire Protection

National Fire Academy

Graduate of Executive Fire Officer program

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Chief Craig A. Haigh – Fire/EMS Lead Consultant

Chief Haigh is a 36-year veteran of the fire service, currently serving as a Fire Chief of a large Chicago suburban fire/EMS department. He currently also serves as a Field Staff Instructor with the University of Illinois Fire Service Institute. Chief Haigh was a former Illinois Fire Chief's Association Career Fire Chief of the Year and was a finalist for the 2012 International Association of Fire Chief's Career Fire Chief of the Year. He is the 2019 recipient of the prestigious Chief Alan V. Brunacini Executive Safety Award given by the International Association of Fire Chiefs – Safety Health and Survival Section.

Chief Haigh started his fire/EMS career as a volunteer in his hometown of Hampton (IL) and remained a volunteer moving up the ranks to ultimately serve as Fire Chief. Simultaneously, he became a career firefighter for the Rock Island (IL) Fire Department where he was appointed their first EMS coordinator overseeing the development and implementation of the department's paramedic program.

He was appointed Fire Chief of the King (NC) Fire Department in 1995. Chief Haigh was hired specifically to lead the transition from an all-volunteer department to a department operating with a combination of volunteer and full-time firefighters. While in North Carolina, Chief Haigh served as the primary architect of the merger between King Fire Protection District and the City of King. Seven years later Chief Haigh returned to Illinois to lead the Hanover Park Fire Department. The Village of Hanover Park had recently brought the fire department under its control from the former Ontarioville Fire Protection District. Chief Haigh was hired specifically to lead the department immediate post-merger and to create a high functioning municipal fire and rescue department.

He currently commands a combined combination staff of seventy-five personnel (full-time, part-time, volunteer, civilian inspectors, administrative support) broken into five divisions – Operations, EMS, Training, Inspectional Services and Emergency Management. He has served as the Interim Village Manager and holds additional Village leadership responsibilities including management and coordination of the Village's strategic planning program.

He is a frequent partner with the University of Illinois Fire Service Institute's Firefighter Life Safety Research Center and the Skidmore College First Responder Health and Safety Laboratory. He is a published author of more than forty fire service training and management articles published in fire service trade journals as well as developed a variety of training courses for the fire service. He presents and speaks nationally

Educational Background:

Grand Canyon University

Master's Degree – Executive Fire Service Leadership

University of Cincinnati

Bachelor's Degree – Fire & Safety Engineering Technology

National Fire Academy

Executive Fire Officer Program Graduate

National Registered Paramedic

Staff Consultant – Fire/EMS Consultant

To be determined – client will be provided consultant's profile prior to introduction in study.

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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.

Education

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

Human Resources Consultants

Dr. Victoria McGrath – Human Resources - CEO

Dr. Victoria 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. Dr. McGrath has an extensive background in the field of human resources predominately in the public sector; but also has extensive experience in the private sector having worked in health care, banking, and education. Recognizing a need and ability to serve organizations beyond public safety, McGrath Human Resources Group was formed in 2012 to great success.

Dr. Victoria McGrath's professional experience includes serving as the Human Resources Director for the City of Brookfield, WI, which had more than 500 employees, including 5 labor unions; the Elmbrook School District, WI – the 2nd largest school district in Wisconsin, also with 5 labor unions; and Citicorp Bank. As such, she has specialized in labor/employee relations; policy, procedure, and labor compliance; benefits and compensation; and recruitment and staff development in addition to other human resources elements.

As a labor negotiator, Dr. McGrath has represented management while utilizing consensus style bargaining for a variety of public sector unions. Due to consensus style bargaining approach this allowed for the entire re-write of the Fire IAFF union contract, which led to the successful establishment of the first paramedic training center located outside an educational institution in the State of Wisconsin.

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Through her education and experience working in and consulting for human resources, Dr. McGrath has developed an extensive skillset in the 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 evaluating 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 organizational departments. When requested, she has integrated these recommended position changes within the organization’s compensation system to quickly facilitate critically effective change.

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 program. She is also 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.

Educational Background:

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

References

City of Sun Prairie, WI

Contact: Mr. Aaron Oppenheimer, City Administrator – office (608) 825-1193, fax (608) 825-6879, email: aoppenheimer@cityofsunprairie.com

Project: Fire Department Review/Assessment (Master Plan)

Environment: Significant dysfunction with volunteer fire department and City. Recommended and implemented a new Executive Board oversight group.

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).

Western Reserve Joint Fire District, OH

Contact: Mr. Edward Kempers – Fire District Board Chairman (330-717-2778) Email:

ekempers@zoominternet.net

Project: Organizational/Operational Analysis of the Fire District and service provider (Poland Fire District). Comprehensive audit included an assessment of all emergency and non-emergency services, governance, and particular emphasis on staffing and need for an additional fire station.

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Cloquet Area Fire District, MN

Contact: Kevin Schroeder, Fire Chief, CFO, Ret. (218) 499-1325, schroeder_576@hotmail.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.

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

North Shore Fire Department, WI

Contact: Chief David Berousek – Retired (414) 397-6268 Email: fibdjb@gmail.com. One of the largest consolidated departments in the United States consisting of seven municipalities in Wisconsin.

Project: Reassessment of the consolidation of the seven municipalities with special attention to fiscal contribution formula and implementation of an apparatus

Proposed Project Schedule

Task	Month				
	1st.	2nd.	3rd.	4th.	5th.
Contract Completion/Signing					
Data Request to Service Provider					
(allow 2 - 3 weeks)					
First Site Visit					
Data Review on Site					
Key Stakeholder Interviews					
Board Officials					
Fire Leadership					
Other Stakeholders					
On Site Assessments					
Data Analysis					
Second Site Visit					
Stakeholder Interviews					
Assessment Service Providers					
National Standards Comparison					
Develop Report Components					
Develop Options					
Third Site Visits (optional)					
Clarification Questions					
Address Unique Challenges					
Off-Site					

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Task	Month				
	1st.	2nd.	3rd.	4th.	5th.
Review Notes					
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 Municipality/Borough/Fire Departments

The consultant team anticipates cooperation with Municipality/Borough 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 costs for the project is divided into two options:

Option A: All items/objective in the proposal which includes professional staff time, transportation, and expenses, would be \$56,125.00. Included in this package is a PDF draft report for review and input, electronic final report (flash drive), all recommendations placed in priority on an excel spreadsheet, and final presentation of the report.

Option B: All items/objective in the proposal which includes professional staff time, transportation, and expenses would be \$46,975.00; however, the client would pay travel expenses for the consultants which includes air, ground, accommodations, and client provides a vehicle on site. The client would not pay for food or miscellaneous expenses incurred by the consultants. The client would be presented travel receipts and the client maximum travel expenses would guarantee not to exceed \$9,150.00. Included in this package is a PDF draft report for review and input, electronic final report (flash drive), , all recommendations placed in priority on an excel spreadsheet, and final presentation of the report. It is anticipated that total travel will be considerably less than the \$9,150.00; inasmuch as the consultant must figure travel expenses at a worse case scenario.

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The Municipality/Borough will be invoiced in three (3) payments: 15% upon receipt of a signed contract; 75% upon completion and submission of the draft report; and the balance of 10% upon submission of the final report and presentation. The proposal price is good for 30 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

Cyber Liability

Chubb Insurance

Report Presentation

Draft Report

The consultants will present to Municipality/Borough project team a completed final draft report. In effect the draft report consists of the entire results of the study. The review of the document is to ensure that the consultants have addressed all of the item objectives as presented in the proposal, the document and presents the opportunities and recommendations in a clear and concise manner. The client will be asked to provide input on the draft related to issues that do not meet the above criteria and/or are incorrect.

The consultants understand that certain individuals might have a different opinion as to the findings/recommendations presented in the final draft report; however, it is the mission of the consulting team to present their findings in a non-biased accurate manner following consistent, best practices utilized by the consultants to perform the analysis and recommendations. With that said, all input will be considered in the finalization of the report. The client is encouraged to limit the review of the draft report to members of the Municipality/Borough project team and identify one individual to discuss any concerns with the project manager of the study.

Final Report

The final report will be presented in the format outlined in the Municipality/Borough inquiry which will include the report in a PDF electronic format. In addition the client will be presented with a listing of all recommendations made within the report in a priority order on an excel spreadsheet allowing the client to reprioritize the recommendations during implementation of the study. A presentation of the findings will be made by the consulting team to the Municipality/Borough most likely through a PowerPoint presentation. At the conclusion of the presentation the consultant will participate in a question and answer session as outlined by the Municipality/Borough.

ATTACHMENT A

Final Word

Our company will develop recommendations that ensure high quality services within the fiscal capabilities of the Municipality/Borough. We approach each project as a new opportunity to identify opportunities for each service provider to improve services and prepare for long-range 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 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 reports involving Fire/EMS, departments.

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