



Village of Mount Pleasant Organizational Structure Assessment and Future Needs Analysis South Shore Fire Department Request for Proposals

Issued January 24, 2025 | Due February 10, 2025

1. Summary

The Village of Mount Pleasant invites qualified firms to submit a proposal for consulting services to conduct an Organizational Structure Assessment and Future Needs Analysis of the South Shore Fire Department. The objective of the study is to perform an independent review of current organizational structure of the South Shore Fire Department for the purpose of recommending necessary changes to staffing, practices, and organizational structure due to continued economic growth and increase in demand for service. The study shall provide specific recommendations on future staffing and organizational structure.

2. Background

South Shore Fire Department was established in 2009 through the consolidation of EMS/Fire services for the Village of Mount Pleasant and the Village of Sturtevant. Under this consolidation, the Village of Mount Pleasant Police and Fire Commission performs all hiring, promotions and disciplining for South Shore Fire/EMS Department. The Fire Chief of the department reports to the Mount Pleasant Village Administrator. Mount Pleasant is the fiscal agent, and performs all accounting, purchasing, payroll and provides all current and future post-employment retirement benefits. Both Sturtevant's and Mount Pleasant's Village Boards approve the South Shore Fire Department budget. Sturtevant annually pays Mount Pleasant for Fire/EMS service.

The Village of Mount Pleasant and Sturtevant comprise roughly 40 square miles in eastern Racine County, stretching from Lake Michigan to Interstate 94, the location provides easy access to metropolitan Milwaukee and Chicago, including Mitchell International Airport just minutes to the north. The Villages of Mount Pleasant and Sturtevant comprise a unique blend of rural agriculture, residential, manufacturing, and commercial properties. Recently, the Microsoft Corporation purchased about two square miles of land for future development in Village of Mount Pleasant.

Currently, The South Shore Fire Department services 33,653 residents not including daily population swells. Both Villages are experiencing economic growth. The current and future growth rate is unprecedented and has affected calls for service, and the demands placed on personnel. The South Shore Fire Department provides fire protection, inspection, investigation, educational, and EMS (paramedic level) services to both communities.

The South Shore Fire Department provides service through its four fire stations. The current organizational structure of the department consists of sixty-seven full time staff members including a Fire Chief, Administrative Assistant, two Division Chiefs, three Battalion Chiefs, eighteen Lieutenants, and forty-two Firefighter/Paramedics.

3. Scope of Work and Deliverables

The Village is seeking a qualified consulting firm to conduct an independent review of the South Shore Fire Department. The consulting firm is expected to conduct in person, onsite activities as a requirement to the scope of work. This will include obtaining input from all staffing levels. The consulting firm shall prepare a detailed comprehensive report of the findings that presented to the respective Boards.

The detailed comprehensive report shall include the following:

Analysis of Current Organizational Structure

- Review the current organizational chart / structure.
- Compare current organizational structure to industry standards.
- Compare current organizational structure to similar sized districts / municipalities that offer the same level of service.
- Evaluation of current job descriptions.

Evaluation of Future Growth & Impact on Organizational Structure / Staffing

- Evaluation of the current organizational staffing model and its ability to provide for projected higher service demands in future years.
- Review the Housing Affordability Analysis to understand projected residential growth, and the implications on the demand for services.
- Evaluation of local and regional commercial and industrial growth along the I-94 interstate corridor and implications on the demand for services. Locally, this growth includes office, manufacturing, distribution, and data center businesses.

Future Staffing Methodology – Recommendation of Future Organizational Structure

- Recommendation of a optimal organizational staffing model/organizational chart that effectively meets current and future service demands based on the analysis.
- Recommendations on modifications to current job descriptions.
- Creation of job description(s) for any proposed potential future positions.

Fiscal Analysis and Implications

- Evaluation of the financial impact of all recommended staffing structure modifications.
- Evaluation of the financial impact of recommended staffing structure modifications to apparatus or fleet, equipment, and capital demands.

4. Proposal Content

a. Step 1 (Technical and Qualifications)

Proposals should include the following information, presented in a clear, comprehensive, and concise manner, to illustrate the firm's capabilities and technical approach to the work.

Information Required of Respondents:

- Firm name, business address, telephone, and contact.
- Description of the firm.
 - a. Include history, size, and statement of ability to perform the work.
- Summary of the Proposal.
 - a. This should include a description of what information will be included in the report.
This should include what the Village can expect to see from your finished product.
- Work Plan & Timeline.
 - a. Provide information about proposed activities including a timeline for completion and deliverables.
- Staffing Plan, Including Resumes.
 - a. Identify each person who will work on the project and identify his or her role. Please provide a resume and references for each member.
- References.
 - a. Provide the names of three references that you have worked with on similar projects.

b. Step 2 (Pricing)

Included in a separate document:

- A project budget that includes a “not to exceed” cost for professional services. The “not to exceed” costs should be an all-inclusive cost to include all elements of this assignment, including travel, staff interviews, meeting facilitation, preparation of the comprehensive report and printing costs. The budget shall also include any limitations to the scope of work.
- The pricing document should also include any potential work not defined within the proposed scope of work and deliverables, or not mentioned in this RFP.

5. Submission of Proposals

The first step will consist of an evaluation of qualifications and technical information submitted by the vendor and will result in a short list of firms who are considered best qualified based upon the evaluation process described below. The second step will consist of the opening of the priced proposals from the shortlisted firms. Interviews may be scheduled.

Applicants are instructed to send four (4) complete bound copies and one electronic copy (emailed) of the technical proposal for Step 1 along with a separate sealed envelope labeled “Cost to conduct Organizational Structure Assessment and Future Needs Analysis for South Shore Fire Department” by **4:00 p.m. on February 10, 2025** to the address below:

**Village of Mount Pleasant
Mary Cole, Human Resources Director
8811 Campus Drive
Mount Pleasant, WI 53406**

mcole@mtpleasantwi.gov

6. Evaluation of Proposals

Village Staff will internally review the responses to the RFP. The Village reserves the right to narrow the applicants to a “short list” and interview potential firms to establish a final award determination and to negotiate with the successful respondent in the addition or deletion of any or all tasks included within the RFP.

The Village Board will review the information at a public meeting, and determine the most qualified firm to conduct the project.

The Village of Mount Pleasant also reserves the right to accept or reject any or all RFP's and to accept the RFP most advantageous to the Village.

Evaluation Factors and Points

a. Step 1

- Relevant knowledge, experience, and qualifications of the firm and team members in performing similar studies (25).
- Proposed methodology and work plan used in the process (25).
- Understanding of the project and overall completeness of submission (25).
- Experience on similar projects/References (25).

b. Step 2

- Proposed project costs and fee schedules (25).

Disqualification

Non-responsive proposals will also receive no consideration. A "responsive" proposal conforms in all material respects to the RFP.

7. Questions Regarding the RFP

Contact for questions: **Mary Cole, Human Resources Director** at mcole@mtpleasantwi.gov or (262) 664-7837.

8. General Provisions

- Non-Discrimination Statement:** The Village of Mount Pleasant does not discriminate on the basis of race, color, religion, age, marital or veterans' status, sex, national origin, disability, or any other legally protected status in the admission or access to, or treatment or employment in, its services, programs or activities.
- Proposal Cost:** The Village shall not be liable for any costs incurred to prepare or submit a proposal for this project.
- Withdrawal of Proposals:** The proposer upon submission of a written request may withdraw Proposals.
- Rejection of Proposals:** The Village reserves the right to reject any or all proposals, to divide responsibilities among one or more applicants or firms, to waive formalities, and to select the individual or firm which, in the Village's sole judgment, can best perform the scope of services required.

9. Tax Exemption

The Village of Mount Pleasant is exempt from payment of all federal, state and local taxes in connection with this proposed Contract.