

PROPOSAL

DECEMBER 29, 2025

PUBLIC SAFETY & MUNICIPAL MANAGEMENT
PROFESSIONAL CONSULTING SERVICES

EMS COUNSEL PROPOSAL



JUNEAU COUNTY, WI

TABLE OF CONTENTS

- COVER LETTER
- QUALIFICATIONS
- METHODOLOGY
- SCOPE OF SERVICES
- PROJECT FEE / SCHEDULE
- McMAHON TEAM/ RESUMES
- REFERENCES



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December 29, 2025

Daron J. Haugh, City Administrator
City of Mauston
303 Mansion Street
Mauston, WI 53948

Dear Mr. Haugh:

We are pleased to submit a proposal to provide EMS counsel to the City of Mauston. Our team's passion for public safety and working with local governments provides the basis for our interest in submitting this proposal. The McMahon Associates, Inc. (McMahon) Public Safety and Municipal Management Group has national and international public sector consulting experience. Our team of consultants are all senior level staff and are either current or former municipal management practitioners, many in multi-community departments. Most of our clients are public sector entities: municipalities, counties, tribes, or special districts.

Our extensive operational and strategic experience in the public safety and management area uniquely qualifies us for a project of this nature. An important component of our approach is frequent communication with City Administration.

Thank you again for the opportunity to submit this proposal. If you have any questions or desire to schedule a meeting where we can present our proposal in more detail and answer any questions, please feel free to contact me at 574-274-4626 or by email at tschabbel@mcmgrp.com. We look forward to working with you on this important project!

Respectfully,
McMahon Associates, Inc.



A handwritten signature in blue ink that reads "Tim Schabbel".

Timothy Schabbel
SENIOR PUBLIC SAFETY SPECIALIST



A handwritten signature in blue ink that reads "Mark A. Rohloff".

Mark Rohloff
DIVISION MANAGER

MANGEMENT COUNSEL PROPOSAL



QUALIFICATIONS

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

- Wisconsin City/County Management Association
- International City/County Management Association
- Wisconsin State Fire Chiefs Association
- International Association of Fire Chiefs
- Paramedic Systems of Wisconsin
- International Association of Police Chiefs
- Association of Public Safety Communications Officials
- National Emergency Number Association
- National Police Protection Association
- Wisconsin Society of Certified Public Managers
- Wisconsin State Police Chiefs Association
- Wisconsin Association of Public Safety Communications Officials

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

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



METHODOLOGY

Our approach to this project requires a clear understanding of the current EMS service requirements, including related staffing, operations, administration, planning, and related concerns. The key elements of our methodology include:

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

CLIENT INPUT

To effectively provide EMS counsel and deliver the information requested, it is essential that we receive accurate and timely input from officials and staff. Our approach includes holding regular meetings with City officials and relevant partner agencies to ensure that all valuable information is received and analyzed.

PRACTICAL RECOMMENDATIONS

Our goal is to provide our clients with realistic guidance and recommendations. This guidance and associated recommendations need to be practical and based on sound practical standards and legal considerations.

PROJECT MANAGEMENT

A successful assessment and the development of an accurate cost estimate require a deliberate effort to ensure that every aspect of the project receives appropriate attention and that all findings and recommendations are fully coordinated. We achieve this through the creation and adherence to a detailed project work plan, clearly defined management team responsibilities, and consistent communication with designated City officials.



SCOPE OF WORK

Phase I consists of the elements outlined in the Scope of Work below and focuses primarily on evaluating the financial impact of the City operating its own municipal ambulance service. Developing an approximate first-year operating budget including projected revenue requires detailed knowledge and a thorough review of the City's historical data.

Startup costs for an ambulance service are not included in Phase I. These excluded items include the time required to obtain an EMS license from the State of Wisconsin and all capital-related expenses, including renovations of facilities to house an ambulance and the purchase and stocking of ambulances.

Upon completion of Phase I, if the City chooses to move forward, Phase II would identify the costs and other requirements needed to establish a functional ambulance service, as well as determine whether other agencies are interested in participating in the newly created service.

The following items are included in Phase I:

EMERGENCY MEDICAL SERVICES (EMS) MEETINGS

Initial meetings will be conducted with the City's project team to review McMahon's duties and responsibilities throughout the duration of the project. Establishing clear agreement on expectations, actions, and deliverables is essential to ensuring a successful outcome. As the project progresses, these meetings and interviews may expand to include neighboring communities or other relevant stakeholders.

DOCUMENT COLLECTION AND REVIEW

Documentation needs will be identified and reviewed as they relate to the current state of EMS and ambulance operations. We understand that the City of Mauston is seeking to evaluate the annual costs associated with operating a municipally owned ambulance service. Our work will include researching current conditions and developing a draft operating budget for the first fiscal year of service, including projected revenue based on historical reimbursement patterns, payor mix, and any collections the City has experienced with its current service provider.

In order to complete Phase I, the following research and evaluation will be necessary:

- Current contract with the city's EMS provider.
- Financial information related to the current EMS provider, including but not limited to monthly reports, annual budget and support payments from the City, current EMS provider pay rates, and associated personnel benefit costs.

- Call volume and insurance classifications for all City residents billed for service or transport over the past three years, including any interfacility transports from the hospital to a higher-level care facility.
- Any reports provided to the city from the current EMS provider.
- Funding formula the City uses to fund their current public safety services.
- Additional reports and information identified during our discovery work.

PROJECT TEAM MEETINGS

The Project Manager or team members will participate in weekly briefings and assist with documentation and resource support as needed.

REPORTING

A project summary report will be provided to City leadership on a monthly basis, or as otherwise requested by the City. This report will outline the project activities and actions completed during that period.

AVAILABILITY

The McMahon Project Manager will provide the ability for direct communication with the designated City staff daily during the duration of this project.

COMPLIANCE

The project team will review all current administrative rules and applicable standards, along with current service practices to ensure compliance with relevant legal guidelines and standards.



PROJECT FEE / SCHEDULE

PROJECT FEE

McMahon proposes to provide the Phase I Scope of Services described in this proposal for EMS Management Counsel on a time and expense basis, based on the attached fee schedule. Monthly invoices will be emailed to the City of Mauston.

Time and Expenses: \$9,200

PROJECT SCHEDULE

McMahon has the staff available to begin this project immediately upon award. Based on our prior experience in projects similar in nature, it is estimated that this project will take approximately 1-2 months to complete. This timeline is contingent upon data being readily available and in a format that facilitates analysis and interviewees being available.



McMAHON TEAM

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

TIMM SCHABELL – SENIOR PUBLIC SAFETY SPECIALIST

Timm has nearly 40 years of service in the emergency services, including over 25 years as the executive chief of an internationally accredited fire department. As Fire Chief, he initiated and led several successful fire department mergers, and transitioned from a traditional Township Fire Department to a Fire Territory that currently serves five separate governmental entities. He also served on the International Association of Fire Chiefs Board of Directors and the Indiana Fire Chief Association Board of Directors.

ROBERT WHITAKER – SENIOR PUBLIC SAFETY SPECIALIST

Robert has over 30 years of experience in the field of fire, emergency medical services, and emergency management. He currently works as a Fire & EMS Chief/Administrator of a consolidated fire and emergency services department in Wisconsin. Before his position as Chief, he worked as a Deputy Chief of Administration, Battalion Chief, and Training Chief. Robert has worked as a consultant on a variety of public sector management projects, including multiple projects on fire service consolidation and shared service initiatives.

GERALD W. KUDEK – PUBLIC SAFETY SPECIALIST

Gerald is an experienced and dedicated public safety professional with over 38 years of experience in the fire service. Starting as a paid-on-call firefighter, he advanced to a full-time career and has served in every aspect of the fire department, including serving his last 10 years as Fire Chief. His strong leadership and relationship building skills were key as the department gained City Council approval of 9 new firefighter positions (without grant or referendum), as well as moving forward with new station construction and a station remodel. His areas of expertise include fiscal responsibility, problem solving, and innovative thinking.

DAN BURNS – SENIOR PUBLIC SAFETY SPECIALIST

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

McMAHON TEAM CONTINUED

MARK A. ROHLOFF | PS&MM DIVISION MANAGER

Mark is a successful, results oriented public manager with over 40 years of diverse experience in strategic planning, organizational development, public budgeting and finance, continuous improvement, personnel and labor relations, public works and utilities, economic development and intergovernmental relations. He has served as a manager for 3 different municipalities and has worked in cities ranging from 5,000 to 450,000 in population in Wisconsin, California, and Colorado. Mark has held leadership positions with the Wisconsin City-County Management Association, the League of Wisconsin Municipalities, and League Mutual Insurance. He has also been a member of the adjunct faculty at UW Oshkosh.



REFERENCES

FOREST COUNTY POTAWATOMI COMMUNITY

Feasibility Study: Shared Or Coop Rescue
Service

Michelle Berdan, FCPC Planner
5320 Wensaut Lane
Crandon, WI 54520
715-478-4944

MENOMINEE INDIAN TRIBE OF WISCONSIN

All Hazard Mitigation Plan - Tribal Crisis IC
Response

Ben Warrington, Emergency Management
Coordinator
W2908 Tribal Office Loop Road
Keshena, WI 54135
715-995-5002

DOOR COUNTY

Emergency Management Counsel
Ken Pabich, County Administrator
1201 S. Duluth Avenue
Sturgeon Bay, WI 54235
920-746-2552

VILLAGE OF JOHNSON CREEK

Fire Management Counsel
John Swisher, Village President
125 Depot Street
Johnson Creek, WI 53038
920-699-9380

MENOMINEE TRIBAL RESCUE

EMS Counsel Services
Bill Grab, EMS Coordinator
W3275 Wolf River Road
Keshena, WI 54135
715-799-3361