



**TRUE IMAGE SOLUTIONS**  
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***OELWEIN, IOWA FIRE DEPARTMENT  
EVALUATION PROPOSAL***

***JUNE 25, 2021***

## **EXPERIENCE, EDUCATION AND BACKGROUND**

True Image Solutions, LLC is owned and operated by Chad McCluskey. Chad started his emergency services career at the age of 13-years-old as a Junior Firefighter with an organization in southcentral Kansas. The organization was a public safety department (police, fire, rescue, 9-1-1) covering a City of approximately 10,000 residents and an additional 144 square miles of rural fire district, including residential, commercial, and rural environments. At the age of 18-years-old, Chad was accepted as a Volunteer Firefighter and in 1994, Chad was hired as a full-time 9-1-1 dispatcher. Chad was promoted to "civilian" firefighter and then in 1997, Chad completed the Kansas Law Enforcement Academy basic 143<sup>rd</sup> class. In 1999, Chad was promoted to Sergeant / Watch Commander and in 2000, Chad was assigned his first police service canine partner. Over the next 18 years, Chad would handle a total of three police service canines and become well known not only across the State of Kansas, but also across the United States for his canine training skills, his analytical application of law, and his instructor/teaching skills. During his time in Kansas, Chad also conducted numerous high-profile and complex investigations, including homicide / death investigations, sexual assault investigations, financial crimes/fraud investigations, and drug investigations to name a few. Chad conducted one of the only known steroid lab investigations in the State, during which resources with the DEA were engaged to help work through the investigation. These types of investigations help demonstrate Chad's knowledge and abilities with regards to problem solving, analytical exploration and coming to a successful conclusion. In 2018, Chad left Kansas to accept a position as a Public Safety Director / Chief of Police and Fire Services position in central Iowa. As Public Safety Director, Chad is the executive department head of both a full-service police department and a full-service Fire/EMS department leading approximately 50 employees.

Chad holds an Associate's Degree in Fire Science, a Bachelor's Degree in Criminal Justice, and a Master's Degree in Business Administration with an emphasis on Human Resource Management. Chad is a graduate of the FBI National Academy Session 279 and he has completed over 5,600 hours of career training. Chad has also taught college level courses in criminal justice and fire science.

Chad is a member of several organizations, including the International City/County Managers Association (ICMA), the Iowa League of Cities, FBINA Associates, the International Association of Chiefs of Police (IACP), the Iowa Police Chief's Association (IPCA), The Police Executive Research Forum (PERF), the Iowa Professional Fire Chief's Association (IPFCA), Polk County Fire Chiefs Association, and many more. More information can be viewed at <https://www.linkedin.com/in/mccluskeychad/>, including a previous workload analysis completed on a police and fire department.

### **Contact Information:**

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## **PROPOSAL**

The City of Oelwein, Iowa has expressed interest in an evaluation of the Oelwein Fire Department and Fire Department operations. As part of this project, True Image Solutions, LLC will conduct the following tasks to develop a comprehensive review of all aspects of the Oelwein Fire Department and make recommendations for consideration by the Department and the City of Oelwein going forward.

- ☑ Meet with Elected Officials, City Administration, Fire Department Administration, Fire Department team members, community members and emergency service partners to complete background questionnaire identifying strengths, weaknesses, opportunities, and threats (SWOT analysis) and to gain insight on common goals for the future.
- ☑ Review the Oelwein Fire Department organizational chart for efficiency and effectiveness of operations and staffing.
- ☑ Review the Oelwein Fire Department Calls for Service for benchmark metrics such as call load, peak call times, call type analysis, unit commitment, response times, National Fire Protection Act (NFPA) recommendations, and staffing analysis.
- ☑ Review the Oelwein Fire Department annual budget to help identify opportunities within the budget related to the Fire Department.
- ☑ Review the Oelwein Fire Department policies, procedures, and standard operating guidelines/procedures (SOG/SOPs) for efficiency, continuity, and currency.
- ☑ Review and evaluate additional roles assigned to the Oelwein Fire Department which may be unique to Oelwein and/or not necessarily fire related for efficiency and effectiveness.
- ☑ Review Oelwein Fire Department training patterns, practices, and experience to identify strengths, weaknesses, opportunities, and threats (SWOT Analysis) related to training.

Once the items listed on page three are complete, True Image Solutions, LLC will compile aggregate data to create a comprehensive, thorough evaluation of the Oelwein Fire Department and Fire Department operations. Items included in the report will tie directly to the tasks listed on page 3 of this proposal, however aggregate data will be anonymized to remove any identifiable traits linking the information gleaned to any single person to ensure the open, honest, and candid flow of information during this process. Recommendations surfacing as a result of the analysis will be included in the report, along with applicable comparative data of peer agencies to help validate recommendations.

The final report will be electronically delivered to the City in draft form for review, before being published in the final version for use as the City and Department see fit going into the future. Presentation of the report as agreed upon by the City is also included with this proposal. The goal of the final report is to offer insight and recommendations to increase overall satisfaction, efficiency, and effectiveness of the department.

### **TIMELINE (Estimated)**

- Meet with stakeholders – 2 weeks – meetings scheduled based on agreed upon scheduling.
- Document review and analysis – 6 weeks
- Draft Written Final Report Preparation – 2 weeks
- Draft Final Report Review by City – 2 weeks
- Edits, Delivery of Final Report to City – 2 weeks
- **Estimated Total Project Length = 14 weeks**

### **PROJECT COST**

True Image Solutions, LLC is submitting this proposal as outlined above at a cost of **\$4,000.00** due within 30-days of the final written report being delivered to the City. The professional fees include travel expenses and necessary time/materials to complete the project. The professional fees listed, and the timeline listed above assume timely cooperation from the City and the Fire Department in sharing any and all requested documents necessary to compile the report. Should the City or Fire Department not provide requested documentation in a timely manner, the timeline may be extended as a result.