



City of Neenah and City of Menasha

Organizational Structure Assessment and Future Needs Analysis

Neenah-Menasha Fire Rescue

Request for Proposals

Issued: September 4, 2025

Due: October 7, 2025

1. Summary

The Cities of Neenah and Menasha are jointly seeking proposals from qualified firms to conduct an **Organizational Structure Assessment and Future Needs Analysis** of Neenah-Menasha Fire Rescue (NMFR).

The primary objective is to provide an independent, expert review of NMFR's current structure and operations in light of regional growth and increasing service demands. The consultant will:

- Assess the effectiveness of existing staffing levels, administrative practices, and organizational alignment.
- Evaluate the long-term implications of the 2003 merger.
- Provide actionable recommendations to ensure sustainable, efficient service delivery.
- Deliver specific recommendations regarding future staffing, organizational structure, and operational improvements.

2. Background

NMFR was established on **January 1, 2003**, through the consolidation of fire and EMS services from the Cities of Neenah and Menasha.

- **Governance:** Joint Fire Commission with hiring, promotion, and discipline authority. The Fire Chief reports directly to both mayors.
- **Fiscal Agent:** The City of Neenah provides accounting, purchasing, payroll, and benefits administration. Budgets are approved by both City Councils, with a cost-share formula (population, equalized value, service calls, square mileage).
- **Operations:**
 - o ISO Class 1 rating.
 - o 4 fire stations.

- o 68 total personnel (63 line staff on 24-hour shifts, 4 shift mechanics, 5 administrative staff including Fire Chief, Deputy Chief, Assistant Chief of Fire Prevention, and Management Assistant; the Assistant Chief of Training position is vacant).
- **Headquarters:** Station 32 (administrative functions).

A broader assessment of staff roles, station functionality, and operational alignment is a central component of this RFP.

3. Scope of Work and Deliverables

The selected consultant will conduct an independent organizational assessment and future needs analysis of NMFR. Work will include onsite engagement, staff interviews, and benchmarking.

The final comprehensive report must include at a minimum:

- Review of NMFR's organizational structure and staffing model, including analysis of the 2003 merger's fiscal/operational impact.
- Review of the current funding formula, including evaluation of potential transition from levy-based to fee-based funding.
- Assessment of administrative functions, fire suppression, EMS, training, prevention, and support operations.
- Analysis of current job descriptions with recommendations for updates, reclassifications, or new positions.
- Comparison of NMFR's model with industry best practices and comparable agencies.
- Service demand analysis with focus on ambulance transport.
- Review of housing studies, economic development projections, and regional growth to forecast needs.
- Recommendations for optimal staffing levels and organizational alignment.
- Updated organizational chart.
- Draft job descriptions for proposed or significantly modified positions.
- Fiscal analysis of recommendations, including staffing, fleet, equipment, and capital implications.
- Deliverables structured for City Council review, including presentation-ready materials and clear next steps.

4. Proposal Content

Step 1: Technical Proposal and Qualifications

Each submission must include:

1. **Firm Overview** – Legal name, business address, contact information, firm history, areas of expertise, and statement affirming ability to complete the project.
2. **Summary of Proposal** – Firm's approach, methodology, type of analysis, and expected deliverables.
3. **Work Plan and Timeline** – Proposed methodology, milestones, and deliverables schedule.

4. **Staffing Plan** – Project team, roles, and qualifications.
5. **References** – Three municipal clients with comparable project experience.

Step 2: Pricing (Submitted Separately)

Pricing proposals must include:

- Not-to-exceed budget (inclusive of professional services, travel, engagement, reporting, and printing).
- Scope limitations or exclusions.
- Optional services with associated costs.

5. Submission Instructions

Applicants may submit via one of the following methods:

Option 1: Electronic-Only Submission

- Submit **Technical Proposal (Step 1)** as a PDF to: tteesch@nmfire.org
- Submit **Pricing Proposal (Step 2)** as a **separate PDF in the same email**, clearly labeled: *“Pricing Proposal – Organizational Structure Assessment and Future Needs Analysis for Neenah-Menasha Fire Rescue Department”*

Option 2: Hard Copy Submission (with Required Email Copy)

- Five (5) bound copies of **Technical Proposal (Step 1)**.
- Separate sealed envelope containing **Pricing Proposal (Step 2)**, clearly labeled.
- Email PDF copy of **Technical Proposal only** to tteesch@nmfire.org.
- Deliver to:
Fire Chief Travis Teesch
125 E. Columbian Ave.
Neenah, WI 54956

6. Submittal Timeline and Selection Process

- **Wednesday, September 17, 2025:** Deadline for submitting questions (by 1:00 PM CST).
- **Wednesday, September 24, 2025:** Responses to questions provided (by 1:00 PM CST).
- **Tuesday, October 7, 2025:** Proposals due (by 1:00 PM CST). Confirmation of receipt will be emailed. Shortlisted firms may be invited for oral presentations or interviews.
- **Friday, October 31, 2025:** Target date for selection and preparation of a Term Sheet. Timeline may adjust based on discussions.

Important:

The Cities of Neenah and Menasha reserve the right to accept, reject, or request additional information. **All costs associated with preparing proposals—including materials, time, and presentation expenses—are the sole responsibility of the proposer and will not be reimbursed.**

7. Questions and Contact Information

Chief Travis Teesch

Neenah-Menasha Fire Rescue

PH: (920) 886-6201

Email: [**ttesch@nmfire.org**](mailto:ttesch@nmfire.org)