

Wauwatosa, WI
Milwaukee Metro Fire Rescue Board
of Directors
Meeting Agenda - Final

Wednesday, April 15, 2026

5:30 PM West Allis City Hall and Microsoft Teams
Common Council Chambers
7525 W. Greenfield Avenue
West Allis, WI 53214

Regular Meeting

VIRTUAL MEETING INFORMATION

Members of the public may observe the meeting via Microsoft Teams at this link:
<https://tinyurl.com/msxn35sy>. To access the Teams meeting via phone, call 1-414-939-6451 and enter the Meeting ID: 272 433 316 746 0.

CALL TO ORDER

ROLL CALL

APPROVAL OF MINUTES

1. Approval of minutes from the March 11, 2026 special meeting [26-0699](#)

NEW BUSINESS

1. Consideration of adoption of a Purchasing Policy [26-0710](#)
2. Discussion and consideration of Fire Chief recruitment process and materials [26-0701](#)
3. Consideration of recommended pay structure and philosophy for non-represented Milwaukee Metro Fire Rescue employees [26-0725](#)
4. Consideration of appointing City of Wauwatosa Human Resources Director, Beth Mbow, to the Milwaukee Metro Fire and Rescue Department collective bargaining team [26-0702](#)
5. Discussion related to the request for proposals process and scope of work for agency services related to the creation of a unified identity for the Milwaukee Metro Fire Rescue [26-0703](#)
6. Notice of annual meeting of members scheduled for April 21, 2026 at 4:00 p.m. [26-0726](#)

7. Update on collective bargaining with firefighters' association with [26-0704](#)
direction from the board for future negotiations

The board may convene in closed session for this item pursuant to the provisions of Wis. Stat. Section 19.85(1)(e) for the purpose of deliberating or negotiating a collective bargaining agreement to the extent competitive or bargaining reasons require a closed session. The board may reconvene in open session after completion of the closed session to consider the balance of the agenda.

ADJOURNMENT

NOTICE TO PERSONS WITH A DISABILITY

Persons with a disability who need assistance to participate in this meeting should call the City Clerk's office at (414) 479-8917 or send an email to tclerk@wauwatosa.net, with as much advance notice as possible.

Special Meeting of the Board of Directors
Milwaukee Metro Fire Rescue Corporation

March 11, 2026

Directors: Dennis McBride, James Moldenhauer, James Archambo, Dan Devine,
Kevin Haass, Erin Hirn

A) Call to Order

B) Roll Call

**Dennis McBride, James Moldenhauer, James Archambo, Dan Devine,
Kevin Haass, Erin Hirn**

C) Election of chair and vice chair of board of directors

**Dan Devine moved to appoint Dennis McBride as Chair of the Milwaukee Metro Fire
Rescue Corporation. Erin Hirn seconded. Motion carried.**

**Dennis McBride moved to appoint Dan Devine as Vice Chair of the Milwaukee Metro
Fire Rescue Corporation. James Archambo seconded. Motion carried.**

D) Appointment of corporate officers

1) Interim President

**Dennis McBride moved to appoint Dan Devine as Interim President of the
Milwaukee Metro Fire Rescue Corporation. Kevin Haass seconded. Motion carried.**

2) Secretary

**James Archambo moved to appoint Zachary Kessler as Secretary of the Milwaukee
Metro Fire Rescue Corporation. Erin Hirn seconded. Motion carried.**

3) Treasurer

**Erin Hirn moved to appoint John Ruggini as Treasurer of the Milwaukee Metro Fire
Rescue Corporation. James Archambo seconded. Motion carried.**

4) Others, as needed

E) Review of Bylaws

F) Authorize Interim President to Apply for FEIN

**Kevin Haass authorized the interim president to apply for FEIN. James Archambo
seconded. Motion carried.**

1) Establish closing month for accounting

2) Estimate date wages will be paid

3) Estimate maximum number of employees in the next 12 months

**Erin Hirn moved establish the closing month for accounting to be December 31st , the date
wages will be paid as January 1, 2027, and the estimated maximum number of employees
in the next 12 months as 250. James Archambo seconded. Motion carried.**

G) Authorize interim president to apply for tax-exempt status

Dennis McBride moved to authorize the interim president to apply for tax-exempt status. Kevin Haass seconded. Motion carried.

Erin Hirn moved to schedule monthly meeting the 3rd Wednesday of each month at 5:30 pm at alternating location between West Allis City Hall and Wauwatosa City Hall with the next meeting on April 15th being at West Allis City Hall. Dan Devine seconded. Motion carried.

H) Approve service contract and staffing agreement

Erin Hirn moved to approve the service contract and staffing agreement. Dan Devine seconded. Motion carried.

I) Designate all professional services (legal, human resources, information technology, financial services, etc.) and authorize amounts to be paid

Erin Hirn moved to designate the professional services of legal, information technology, and marketing to the City of West Allis and the Human resources and Financial Services to the City of Wauwatosa as well as the proration of costs based on a specified percentage of the 2025 cost plus escalator. James Archambo seconded. Motion carried.

J) Authorize interim president to establish insurance coverage as of 1/1/27

Dennis McBride moved to authorize the interim president to establish insurance coverage with Cities and Villages Mutual Insurance Company and Municipal Property Insurance Company as of January 1, 2027. Dan Devine seconded. Motion carried.

K) Selection of business name

Kevin Haass moved to select the business name to be Milwaukee Metro Fire Rescue (MMFR). James Moldenhauer seconded. Motion carried.

L) Determination of branding process

Erin Hirn moved to approve the West Allis Marketing team to create a request for proposals for an outside agency to handle branding, with the West Allis marketing team overseeing the process and reporting back to the board. James Archambo seconded. Motion carried.

M) Hiring of fire chief

1) Establish pay range and benefits

Erin Hirn moved to utilize Wauwatosa benefits in the hiring process of the Fire Chief. Kevin Haass seconded. Motion carried.

2) Draft job description for fire commission use

Discussed including a draft of the job description on the April 15th agenda.

- 3) All other duties performed by fire commission
- N) Respond to request by IAFF Local 342 (single rep for both unions) to commence collective bargaining
- 1) Assignment of MMFR bargaining representative/team
James Archambo moved to select Erin Hirn, Kail Decker, and James Archambo as the bargaining team. Erin Hirn seconded. Motion carried.
- 2) Provide representative/team with direction
 - 3) Agreement will ultimately establish pay rages and terms of employment for all union firefighters and determine the number of platoons
- O) Anticipated timeline for joint fire commission appointments
The date was discussed and unanimously decided on bringing the commission appointments to both city councils on the April 28th regular council meeting.
- P) Discussion about role of Milwaukee Metro Fire Commission
- 1) Defined in and limited to Wis. Stat. 62.13
 - 2) Comprised of 6 people (3 residents from each city) on rolling terms of 3 years
 - 3) Appoint the fire chief.
 - 4) Consider the fire chief's appointments of subordinates
 - 5) Adopt rules regarding eligible hire list that are calculated to secure the best service in the departments.
 - 6) Must approve the examination, including minimum training and experience requirements, and provide for examination of physical and educational qualifications and experience
 - 7) May provide such competitive examinations
 - 8) May provide for the classification of positions with special examination for each class.
 - 9) Must print and distribute the rules and all changes in them, at MMFR expense.
 - 10) Control examinations and may designate and change examiners
 - 11) Handle disciplinary actions
- Q) Financial matters
- 1) Establishment of Bank Accounts and Financial Authority
James Archambo moved to appoint Wauwatosa to serve as the fiduciary agent. Erin Hirn seconded. Motion carried.
 - 2) Establish Purchasing Policy
Policy will be postponed to the next regular meeting.
 - 3) 2026 Budgeting philosophy
 - 4) Establish Prorated Budget for 2026
- R) Media
- 1) Public Announcement Strategy
 - 2) Website and Social Media Consolidation
 - 3) Community Open House Planning
 - 4) Interview and public statement protocol

- S) Legal compliance
 - 1) Records Retention Policy
 - 2) Open Meetings Compliance Review
 - 3) Conflict of Interest Policy

Recommendations were made to create this policy and bring it back to the board.

- T) Adjournment

Dennis McBride declared the meeting adjourned at 6:59pm with the next scheduled meeting to be on April 15th at 5:30 pm at the City of West Allis City Hall.

DRAFT



Wauwatosa, WI

Staff Report

File #: 26-0710

Agenda Date: 4/15/2026

Agenda #: 1.

Consideration of adoption of a Purchasing Policy

Submitted by:

John Ruggini

Department:

Finance Department

A. Issue

The Milwaukee Metro Fire Rescue Corporation requires a policy is necessary to provide uniform direction for the expenditure of funds for the purchase of goods and services necessary to meet the company's mission.

B. Background/Options

The Milwaukee Metro Fire Rescue Commission voted to adopt the City of Wauwatosa purchasing policy as the basis for its own policy. The attached policy has been adapted to reflect the governance and operation of the Metro Fire Rescue Corporation. At a high level, the policy:

- Sets thresholds for requiring quotes and formal solicitations. In general, purchases can be made up to \$10,000 without quotes; between \$10,000 and \$25,000 with written quotes and requiring a posted solicitation (Request For Proposals, Request for Bids, etc.) for purchases above \$25,000
- Professional Consulting Services and Public Construction maintain a \$50,000 threshold.
- A designed "Business Manager" can approve purchases up to \$10,000 after which the Fire Chief or Commission President must approve. Greater than \$25,000 requires Treasurer approval.
- Electronic approval and document routing will be utilized.
- Pre-qualified skilled trades vendors may be utilized up to \$25,000
- Incentives and special considerations are provided for utilizing minority businesses
- MMFR legal counsel as provided by the City of West Allis City Attorney's office will provide contract review.

C. Fiscal Impact

There is no fiscal impact for adopting this policy

D. Recommendation

I recommend the MMFR Commission adopt the policy as attached pending discussion and feedback.

Adopted: April 15, 2026

Revised:

MILWAUKEE METRO FIRE RESCUE CORP.

ADMINISTRATIVE POLICY AND PROCEDURE

Consolidated Purchasing Policy

Purpose : To provide uniform direction for the expenditure of funds for the purchase of goods and services necessary to meet the company's mission.

Policy : The expenditure of funds for the purchase of goods and services shall be consistent with the underlying principles of economy and efficiency. Economy calls for obtaining the quality good or service at the best price. Efficiency calls for developing a process that allows departments to complete their duties in a timely manner. The following procedures address the need for economy and efficiency. Thresholds detailed below may be adjusted if required by applicable laws or regulations.

To the extent allowed by law, Milwaukee Metro Fire Rescue ("MMFR") encourages the use of Disadvantaged Business Enterprises (DBE) when soliciting quotes.

Conflict of Interest: MMFR is committed to a fair, equitable and fully transparent procurement process to assure appropriate use of the funds with which it is entrusted, and to doing it in a manner that treats employees fairly and protects them from accusations of bias or improper dealings.

Conflicts of Interest occur when a person has a real or perceived financial interest or opportunity to obtain anything of value for the private benefit of herself or himself or her or his immediate family or an organization with which the person is associated.

No individual with a real or apparent conflict of interest may participate in the consideration, selection, award or administration of contracts.

1. Purchases of \$10,000 or less. Purchase the item or service and enter the invoice into Tyler Munis and submit for appropriate approvals through workflow. Please note that while competitive quotes are not required, employees are expected to make the best purchase possible. Employees should strive to use the PCard whenever possible for these purchases in order for MMFR to maximize rebate revenue and improve processing efficiency. The PCard should not be used for any sized transaction if the transaction will incur a processing fee greater than 3% from the vendor. (Please refer to PCard Administrative Policy)
2. Capital Outlay Purchases. A Capital Outlay is any single item that exceeds \$10,000 in cost and is a long-lived tangible asset. Capital Outlay items should be ordered using the Requisition to Purchase Order module in Tyler Munis unless the purchase is being made using the City's Pcard. All transactions require appropriate approvals through workflow. An object in the 7000 series of the Chart of Accounts should be used so the item is properly capitalized.
3. Purchases over \$10,000 to \$25,000. Purchases made for items falling within this range require three (3) quotes. Employees must contact the purchasing manager if there are unique circumstances that prevent three (3) quotes from being obtained. Those circumstances must be documented regardless of the manner in which the item

or service is being made. Purchases can be made utilizing the procurement card, or by using the Requisition to Purchase Order module whenever possible. Prior to submitting a Requisition, the using department shall attempt to obtain three written price quotations and shall include scanned copies of the quotations they obtained to the Requisition for review and approval. Quotes and other documentation relevant to the purchase must also be attached to the receipt when utilizing the Procurement Card. The Purchasing Manager may obtain additional quotations consistent with the principles of economy and efficiency.

4. Purchases for Non-Professional Services over \$25,000. Employees shall prepare draft specifications and submit them to the Purchasing Department for the purchase of a good or service in excess of \$25,000. The Purchasing Department shall review the draft specifications for completeness and to ensure that they invite open competition. MMFR shall issue the specifications and invite sealed bids.
5. Co-Operative Agreements/State Contracts - Employees may make purchases from another unit of government, including the state or federal government or public cooperative buying groups, provided the price of the purchase was set by open, competitive bids. Utilizing one of these agreements will waive the requirement of obtaining three written quotes. Cooperative agreements must be reviewed prior to use to determine that the following conditions are met:
 - a. The contract must be open for the use of other states/agencies and the contract term has not expired.
 - b. Prices must be the same or better than those MMFR could expect to obtain if a bid or RFP was conducted.
 - c. Terms and conditions are acceptable to MMFR and consistent with the City's standard terms and conditions.
6. Public Construction Purchases over \$50,000. MMFR shall prepare and submit to the Joint Fire Commission specifications for public construction projects, the cost of which is estimated to exceed \$50,000. MMFR shall advertise the project and shall open sealed bids in accordance with Section 62.15 of the Wisconsin statutes. Awarded bids should be entered as contracts into Tyler MUNIS.
7. Purchases for Professional Consulting Services - Professional Consulting Services are defined as services of a unique nature for which price is typically not the major differentiating factor between firms and work product represents intellectual property and is deliverable based, such as engineering services, legal, land use planning and financial analysis.
 - a. Professional Consulting Services Not Exceeding \$50,000. For the procurement of professional consulting services greater than \$10,000 but not more than \$50,000, the Purchasing Department is authorized to utilize informal methods and procedures for acquisition of such services. Generally, procurement of such services will be obtained through quotation or informal written solicitation. Request for proposal (RFP) remains the preferred process, however, recognizing there are unique situations and circumstances, the MMFR treasurer can waive the RFP process. Contracts will be reviewed and approved by both the MMFR treasurer and legal counsel.
 - b. Professional Consulting Services equal to or greater than \$50,000 but less than \$100,000

- i. Develop a scope of services and determine necessary qualifications.
 - ii. Select a firm from a prequalified list developed by either the requesting department, firms certified by the Department of Transportation (DOT) or registered Disadvantaged Business Enterprise (DBE) for the services required and solicit a proposal from such firm, which proposal will serve as the basis for negotiation of a contract.
 - iii. If an acceptable agreement cannot be negotiated with the selected prequalified firm, negotiations will cease and the requesting Department Director may select another firm from the list and follow the same procedures.
 - iv. Once an acceptable agreement is negotiated with a prequalified firm, as defined above, the contract can be awarded with approval from the MMFR treasurer and legal counsel so long as budgeted funds are available.
 - v. If the professional service is over \$50,000 and no prequalified list exists for the service requested, the Department Director will develop and issue a Request for Proposal.
 - vi. Upon the successful evaluation of the responses and completion of the negotiations, MMFR will issue a contract award with Commission approval.
- c. Professional Consulting Services Equal to or greater than \$100,000
- i. A request for proposals must be utilized unless there are special circumstance for which Commission approval is then required to waive this provision.
 - ii. Responses will be evaluated by MMFR staff against the criteria set for in the request for proposals.
 - iii. Upon the successful evaluation of the responses and completion of the negotiations, the MMFR treasurer and legal counsel must review and approve the contract.
 - iv. Commission approval is required.
 - v. A contract may be then issued and must be entered into Tyler MUNIS
8. Contract Terms and Conditions. When procuring any type of service, MMFR is required to use a “Standard General Terms and Conditions” document maintained by the City of West Allis City Attorney’s Office. The Standard contract is subject to modification for individual circumstances and shall include hourly rates.
- a. Changes to the Terms and Conditions documents require review and approval by MMFR legal counsel.
 - b. Multi-year contracts must be entered into Tyler MUNIS as unencumbered contracts. All contract documents including terms and conditions must be attached. Annual purchase orders, or direct pay invoices, must be issued against the contract.
9. Prequalification Process for Skilled trades. MMFR may procure skilled trade services from the City of Wauwatosa’s list of prequalified vendors (examples: Roofing, HVAC, Electrical, Plumbing, etc.) to perform minor or emergency services not to exceed \$25,000, unless the selected vendor is a certified DBE for which limit shall be \$30,000.
10. Debarment. Prior to committing to any purchase or contract \$25,000 or more, the Purchasing Manager will check the online Federal System for Award Management (SAM) to determine whether any relevant party is subject to any suspension or debarment restrictions. (Note: Particular attention should be made when making multiple smaller purchases with the same companies or firms so as not to exceed the threshold limit without proper documentation.)

11. Approval Thresholds. The Commission President and/or Fire Chief may designate an employee(s) as a “Business Manager”. Designated employees have the ability to approve purchasing transactions up to \$10,000. Purchases up to \$25,000 require the Fire Chief’s or Commission President’s approval. Purchases greater than \$25,000 require approval from the MMFR treasurer. Approvals are completed electronically within Tyler MUNIS.
12. Change Orders. All Change Orders require Fire Chief or Commission President approval through workflow in Tyler Munis. Commission approval is required for change orders that:
 - a. Result in a new TOTAL purchase order amount that is greater than \$25,000 (this limit is \$50,000 for professional consulting services.) This does not apply to Public Construction contracts.
 - b. Cumulative total of change orders exceeds 15% of the original Purchase Order/Contract
13. Miscellaneous
 - a. Employees may make purchases on behalf of MMFR, when necessary, using personal cash. Reimbursement for such purchases shall be documented by use of the Employee Reimbursement procedure. The employee will use Tyler Munis to enter the request and attach the receipt for the purchase. As in item 1. above, the employee should strive to use the PCard whenever possible for these purchases. The procedure above may also be used to request a check in advance of making a purchase such as a subscription, registration at a conference, etc.
 - b. Purchases may not be subdivided or aggregated in order to meet the dollar thresholds described above.
 - c. In an emergency, in which essential utilities or services have been interrupted and the timing of purchase is critical, the Fire Chief and Commission President are authorized to utilize a pre-qualified vendor, or, if a prequalified vendor list does not exist, then to engage a qualified vendor. If possible, the Purchasing Manager should be consulted. Once the emergency has been alleviated, the Fire Chief shall document the nature of the emergency and report the expenditure to the Joint Fire Commission as soon as possible.

Change Log

Date	Change
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To: Milwaukee Metro Fire Rescue Board
From: Beth Mbow, HR Director
Date: 4/9/2026
Subject: Consideration of Fire Chief Job Description, Compensation and Recruitment Materials

A. Issue

The purpose of this memo is to present for your review and approval the proposed recruitment materials, job description, and compensation recommendation for the Fire Chief position.

B. Background/Options

Recruitment Materials

The recruitment materials have been designed to position the department as a forward-thinking, collaborative, and community-focused organization. They emphasize:

- The unique opportunity to lead a newly consolidated department
- The ability to shape organizational culture and operational strategy from the ground up
- The strong commitment of the Board and partner communities to excellence in fire and EMS services

These materials are intended to attract a diverse and highly qualified pool of candidates with proven leadership experience in progressive fire service organizations.

Job Description

The proposed Fire Chief job description reflects both traditional leadership expectations and the unique needs of a newly formed joint department. Key elements include:

- Executive leadership and strategic direction of the department
- Oversight of operations, personnel, and fiscal management
- Labor relations and collaboration with represented employee groups
- Community engagement and intergovernmental partnerships
- Organizational development, including integration of legacy department practices into a unified model

The position profile emphasizes a leader who is not only operationally strong, but also skilled in change management, relationship-building, and organizational alignment.

Compensation Recommendation

In developing the compensation recommendation, we considered several factors:

- Market comparisons with similarly sized and structured fire departments
- The complexity of leading a newly consolidated organization
- Internal alignment with other executive-level roles in comparable municipalities

- The need to attract and retain high-caliber candidates in a competitive labor market

Based on this analysis, we recommend establishing a salary range of **\$153,753 to \$196,477**.

This range allows flexibility to appropriately compensate candidates based on qualifications and experience while maintaining fiscal responsibility.

C. Fiscal Impact

The Wauwatosa Human Resources team will lead the recruitment process efforts (under the oversight of the Joint Fire Commission), saving the agency costly executive recruitment consultant fees.

The salary range outlined for the Chief position balances the need to provide competitive pay and benefits to attract and retain a high-performing individual and fiscal responsibility.

D. Recommendation

We respectfully request the Board's approval of the following:

1. Fire Chief recruitment materials
2. Fire Chief job description
3. Proposed compensation range

Upon approval, we will move forward with working with the Joint Fire Commission on the recruitment process, including posting the position and engaging in candidate outreach.

Position Description

Position Title	Fire Chief
Department	Milwaukee Metro Fire Rescue
Classification	Full-time
FLSA Status	Exempt
Reports To	MMFR Board of Directors; hiring and discipline authority under MMFR Fire Commission
Direct Reports	TBD
Last Updated	3/11/2026

Job Summary

The Chief is responsible for leading the integration of the former Wauwatosa and West Allis Fire Departments into a unified organization, Milwaukee Metro Fire Rescue (MMFR), aligning operations, policies, and culture to ensure consistent and high-quality service delivery across both communities.

The Fire Chief will provide overall visioning, leadership, direction, and general administrative oversight of the Fire Department, fire prevention, fire suppression and emergency medical services (EMS).

Essential Functions and Responsibilities

The following duties are primarily performed and are essential for this position. Employees are expected to be able to perform each of these job duties satisfactorily and successfully to be qualified for the position. Other duties may be required and assigned.

Personnel Management:

- Develops and maintains a workforce competent in customer service, accountability, results orientation, and teamwork
- Under the authority of the MMFR Fire Commission, responsible for the oversight of appointing, supervising, training, disciplining, and evaluation of employees
- Ensures compliance with laws, labor agreements, standards, and organizational policies and procedures
- Participates in research, development, and negotiation of labor contract proposals

Fiscal Management:

- Establishes cost control measures and monitors all fiscal operations of the Department to ensure financial well-being and sustainability
- Prepares and monitors annual budgets and justifies budget requests and amendments
- Develops and manages fees and charges
- Accesses federal and state funding sources
- Ensures efficient and economical use of departmental funds, personnel, equipment, facilities, and time

Strategic Planning:

- Works with elected officials, department heads, staff, and other agencies to develop long-range plans, objectives, organizational structure, and overall direction for meeting fire and

emergency medical service needs. Monitors, reviews, and communicates the implementation phases of the department's strategic plans to ensure long-range goals are met.

- Sets objectives of the Metro Milwaukee Fire Rescue.
- Works with local, county, state, and federal agencies to keep abreast of current trends and laws in the fire service, EMS, and communications for the regional improvement of these activities

Emergency Management:

- Serves as the Emergency Management Coordinator for Wauwatosa and West Allis (or their designee)
- Responsible for emergency operations involving multiple jurisdictions through utilization of the National Incident Management System (NIMS)
- May assume command of large-scale emergency events, if appropriate
- Oversees and coordinates planning, logistics, operations, finance, and information dissemination before/during/after planned events or emergencies to protect public health and safety
- Briefs elected officials on developments which might affect overall public safety
- Develops and coordinates City disaster preparedness and training
- Serves as a member of applicable county and state emergency management groups as needed

Public Relations/Community Outreach:

- Creates and manages inter-agency agreements with local fire/EMS systems and community-based business
- Provides department representation at committees and boards related to fire/EMS, development, and emergency management; serves as the spokesperson for the department to media sources
- Presents department-related information to community groups, elected officials, and business leaders within the communities it serves
- Attends relevant local community events to represent the Fire Department

Policy Development:

- Establishes rules and regulations for the joint Fire Department that meet applicable federal, state, and local laws and standards in partnership with the MMFR Board and Fire Commission.
- Reviews and updates rules and regulations periodically to ensure they remain current and in conformity with changing needs of the jurisdictions the Department serves and applicable laws

Minimum Education Qualifications

Education and/or Experience Requirements:

- Bachelor's Degree in Fire Management, Fire Department Administration, Paramedicine, Fire-Medic, Business Administration, or related majors from an accredited college or university. A Master's degree is preferred.
- At least ten years of fire/EMS experience with at least five being increasingly responsible management experience in a command-level capacity (Captain or above) with a range of operational and administrative experience in an urban/suburban fire department

Licenses, Certifications, and Other Requirements:

- Must possess, or be able to obtain by time of hire, a valid State of WI Driver's License without record of suspension or revocation in any state.
- Completion of an Executive Fire Officer Program (EFO) or similar program preferred.
- Chief Fire Officer Designation (CFOD) desired.

Minimum Knowledge, Skills, and Abilities Qualifications

In order to perform the functions and responsibilities of the position (listed above) the following knowledge, skills, and abilities are essential.

- Proven ability to foster effective and positive working relationships with external and internal customers, including employees, residents, visitors, and city officials.
- Ability to lead department officers and staff, as well as delegate supervisory authority to department officers.
- Previous experience with a departmental merger or working for a merged department preferred.
- Effective communication, oral and written, with supervisors, peers and public.
- Understanding of finance and budgeting.
- High level project management skills.
- Ability to utilize software programs such as Microsoft Office Suite, Telestaff, TylerMunis, WebEOC, ProPhoenix,
- Knowledge of national, state, and local laws and fire/safety codes.
- Expected to be available and/or reachable twenty-four hours per day, 365 days per year, with the exception of scheduled leaves, scheduled vacation time, or other reported time off.

In evaluating candidates for this position, the Milwaukee Metro Fire Dept may consider a combination of education, training, and experience which provides the necessary knowledge, skills, and abilities to perform the duties of this position.

Physical Requirements

While performing the duties of this job, the employee is frequently required to sit, stand, twist and reach. The employee is frequently required to use hands to finger, handle, or feel. The employee is also regularly required to talk and hear in a noisy atmosphere, in person, in meetings and by telephone. They will need to interact with city management, employees, other governmental officials, contractors, vendors, employees and the public; read and interpret data, information and documents; analyze and solve problems. The employee is occasionally required to walk and reach with hands and arms. Specific vision abilities required by this job include close vision, distance vision, color vision, depth perception and ability to adjust focus.

Work Environment

Work is performed primarily in a standard office environment, in different fire stations, and sometimes in a field environment including a Fire/EMS response area. The noise level in the office environment is usually quiet and usually moderate in the field environment, except during certain emergency response or fire activities when noise levels may be high. While performing the duties of this job, the employee may occasionally be exposed to wet and/or humid conditions, fumes or airborne particles, toxic or caustic chemicals, bio-hazardous materials, extreme cold, extreme heat, and vibration.

Nothing in this job description limits management's right to assign or reassign duties and responsibilities to this job at any time. The duties listed above are intended only as illustrations of the various types of work that may be performed. The omission of specific statements of duties does not exclude them from the position if the work is similar, related or a logical assignment to the position. The job description does not constitute an employment agreement or affect the at-will nature of the employment arrangement between the employee and Metro Milwaukee Fire Rescue and is subject to change by the employer as the needs of the employer and requirements of the job change.

DRAFT

To: Milwaukee Metro Fire Rescue Board
From: Beth Mbow, HR Director
Date: 4/9/2026
Subject: Recommended Pay Structure and Philosophy for Non-Represented Employees – MMFR

A. Issue

As part of the formation of the Milwaukee Metro Fire Rescue (MMFR) and the upcoming recruitment of a Fire Chief, it is important to establish a clear, competitive, and administratively sound compensation approach for non-represented employees within the new organization.

This memo outlines a recommended pay philosophy and structure designed to support the long-term success, efficiency, and competitiveness of the department.

B. Background/Options

It is recommended that the MMFR adopt the existing pay plan structure currently utilized by the City of Wauwatosa for its non-represented employees.

Rationale

1. Market-Validated and Competitive Framework

The City of Wauwatosa's pay plan has been recently evaluated through a comprehensive compensation study and new plan implementation completed in 2024, followed by a market refresh in 2026. This ensures that the structure is:

- Aligned with current labor market conditions
- Competitive within the region
- Designed to attract and retain high-quality leadership and professional staff

Leveraging this work allows the new department to immediately operate from a position of market strength without duplicating time and cost-intensive analysis.

2. Administrative Efficiency

Adopting an existing, well-functioning pay structure reduces administrative complexity by:

- Eliminating the need to develop and maintain a separate compensation system
- Streamlining payroll, HR processes, and policy administration
- Allowing HR resources to focus on strategic priorities during this transitional period

Given that the number of non-represented employees in the new department will be relatively small, maintaining a separate pay system would create unnecessary administrative burden.

3. Consistency and Internal Alignment

Utilizing the City of Wauwatosa’s pay plan promotes consistency in compensation practices across related governmental entities, which supports transparency and equity in pay decisions.

4. Flexibility for Future Growth

The City of Wauwatosa’s pay structure is designed to be scalable and adaptable. As the Milwaukee Metro Fire Department evolves, the framework can accommodate:

- Additional positions
- Market adjustments
- Organizational changes

Pay Philosophy Considerations

In adopting this structure, the following compensation philosophy is recommended:

- **Market Competitiveness:** Targeting pay at or near 50-70% of the market for comparable roles. The target market is made up of more than 60 public sector employers, including regional cities such as Milwaukee, Green Bay, Racine and Village of Schaumburg.
- **Internal Equity:** Ensuring fair and consistent placement within the pay range based on experience, qualifications, and responsibilities
- **Performance Recognition:** Allowing for pay progression based on performance
- **Fiscal Responsibility:** Balancing competitiveness with sustainable financial practices

C. Fiscal Impact

The recommended solution provides a fiscally responsible plan in that it initially saves the agency from the monetary and administrative cost of conducting a compensation study.

The plan itself provides a balanced opportunity to attract and retain a strong workforce while maintaining fiscal responsibility in the future.

D. Recommendation

If the Board is supportive of the recommendation to adopt the existing pay plan structure currently utilized by the City of Wauwatosa, the HR Department will:

- Map non-represented positions within the MMFR to the appropriate pay grades once an organizational chart is established
- Develop a recommended salary range for the Fire Chief position using this framework and relevant market data
- Establish initial administrative guidelines for implementation

This approach allows MMFR to move forward efficiently while ensuring a competitive and equitable compensation structure that supports recruitment, retention, and organizational success.

To: Milwaukee METRO FIRE and Rescue Board of Directors
From: Board Member Archambo
Date: 9 April 2026
Subject: Addition of HR Director Mbow to the formal collective bargaining team

A. Issue

Consideration of additionally appointing City of Wauwatosa Human Resources Director, Beth Mbow, to the Milwaukee Metro Fire and Rescue Department collective bargaining team

B. Background/Options

At the most recent past meeting the Board designated a specific group of three to represent the Boards interest and to effectuate negotiations with the collective bargaining association for represented sworn firefighters subject to direction from the Board itself.

The “formality/informality” of this group and its appointment is somewhat different than (at least in example) Wauwatosa structure wherein this falls among the other broad responsibilities of the Administrator. In hindsight, I think we, out of necessity and convenience, should have also included in the formal group the Human Resources Director for the agency.

Given that the preponderance of the provisions associated with a collective bargaining agreement are or relate to compensation and benefits, there is no substitute for direct first-hand involvement as the discussions, descriptions, and questions of the formal team are being asked and presented in those session.

C. Fiscal Impact

While there is not an outside cost there is the resource commitment of HR Director Mbow to be available and directly involved “at the table” throughout the bargaining process.

D. Recommendation

I respectfully request that by motion the Board move, accept, and affirm the designation of HR Director Mbow added to the formally designated bargaining team on behalf of the Board of Directors.

To: **Milwaukee Metro Fire Rescue Governing Board**

From: **Amy Grau, Director of Marketing and Engagement, West Allis**
Eva Ennamorato, Communications Manager, Wauwatosa

Date: **April 15, 2026**

Subject: **Feedback on RFP Process for MMFR Branding Project**

A. Issue

This is an information-only agenda item: discussion of the Request for Proposals (RFP) process and scope of work for agency services related to the creation of a unified brand identity for Milwaukee Metro Fire Rescue (MMFR).

B. Background/Options

As the consolidation of the Wauwatosa and West Allis Fire Departments progresses, establishing a shared visual identity is a critical milestone for the transition to MMFR in early 2027. This project seeks a creative partner to develop a comprehensive branding kit, including a departmental seal, apparatus decaling specifications, and uniform standards, that honors the legacy of both founding departments while providing a modern, professional face for the regional entity.

The attached RFP outlines the approach. This scope requires the selected agency to conduct:

- **Station Audits:** Site visits at 4-6 stations to understand current traditions and physical representation.
- **Stakeholder Listening:** Facilitated sessions with fire personnel, administrative staff, elected officials, and a community pulse group.

To meet the operational goal of a January 1 transition, staff have designed a timeline.

Final recommendations will be made by an Evaluation Committee, including:

- **Fire Department Liaisons** (one from both cities)
- **Communications Leads** (one from both cities)
- **Community Representative** (one from both cities)

C. Fiscal Impact

The RFP will be distributed widely to ensure competitive pricing. A final contract amount will be determined following the evaluation of proposals. The board of directors would consider a budget and contract tentatively at its June 2026 meeting.

D. Recommendation

Information only. Staff recommends the board provide feedback on the process and scope of work.

To: **Milwaukee Metro Fire Rescue Governing Board**

From: **Kail Decker, Legal Counsel**

Date: **April 15, 2026**

Subject: **Update on Union Negotiations (File No. 26-0704)**

The firefighters' unions for both cities have selected a joint bargaining team consisting of leadership from both existing unions. MMFR has appointed James Archambo, Erin Hirn, and myself to its bargaining team and may add another member, Beth Mbow. The first meeting between the parties is scheduled for April 13. While the submission deadline for this memo precedes that meeting, it is expected that the MMFR bargaining team will be able to provide a substantive update on negotiations during the board's meeting on April 15.