

FINAL REPORT

City of Stevens Point, Wisconsin

Operational Review of the Fire Department



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May 2, 2008

**City of Stevens Point, Wisconsin
Operational Review of the
Fire Department**

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Virchow Krause & company

TRANSMITTAL LETTER

May 2, 2008

Mr. John Schlice, Comptroller-Treasurer
City of Stevens Point
1515 Strongs Avenue
Stevens Point, WI 54481

Dear Mr. Schlice:

Virchow, Krause & Company, LLP (Virchow Krause) and its subcontractor, Chief Mike Falese, are pleased to submit this final report of our findings and recommendations related to the Operational Review of the Stevens Point Fire Department. The intent of this review is to assess current services and provides a roadmap to position the fire and emergency medical services functions for the future. This report will support the City and the Fire Department in the:

- Creation of a clear vision for the scope of services and alignment of resources to support day-to-day functioning of the Fire Department;
- Identification of the resources necessary to ensure effective services;
- Establishment of a system to gauge the effectiveness and cost efficiency of current fire operations and EMS practices and procedures and to assure that leading best practices and procedures are in place;
- Identification of alternative service delivery and staffing options and associated potential risks and benefits;
- Evaluation of the cost recovery methodology relative to the current EMS contract with Portage County;
- Assessment of opportunities for future collaborative efforts;
- Identification of appropriate staffing structure and associated staff functions; and
- Establishment of a clear process to guide the City's leadership and management in implementing any recommended enhancements to current operations.

Our work is intended to evaluate the overall level of resource management and does not constitute an evaluation of any individual or group of individuals' performance.

Our ability to perform this analysis was greatly enhanced by the high level of cooperation provided by staff in the Fire Department, and other City officials involved in this project. We would like to thank all of those involved for their assistance and feedback provided to the Virchow Krause project team during the course of our work.

Mr. John Schlice
City of Stevens Point

May 2, 2008
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We look forward to presenting this report to a meeting of the Common Council or the Police and Fire Commission. Should you have any other questions regarding the study, or if Virchow Krause can be of further assistance, please feel free to contact project manager Christine Smith at 608.240.2391.

Sincerely,

VIRCHOW, KRAUSE & COMPANY, LLP

A handwritten signature in black ink that reads "W. Michael Ley". The signature is written in a cursive style with a large, stylized initial "W" and a long, sweeping underline.

Mike Ley, Partner
State and Local Government Team

ML/DEV/dh

Enclosure

I. INTRODUCTION

The City's investment of resources in the Fire Department is designed to ensure that there is continuous adequate firefighting and emergency incident response coverage in all areas of the City and extended coverage for EMS services countywide. In 2007, the Fire Department responded to more than 4200 incidents of all types—or more than 11 per day. In light of the importance of the functions of the Fire Department, the City retained Virchow, Krause & Company, LLP (Virchow Krause) to perform an independent operational review of the Department.

The detailed report that follows presents our findings and recommendations based on interviews with Department staff, staff in other City Departments, members of the Police and Fire Commission, county financial staff, and leadership staff from Fire Departments in comparable Wisconsin municipalities, as well as collection and review of workload, performance, and benchmark data.

An operational review by its very nature focuses on areas that present opportunities for improvement. We have included information about some of the strengths of the Fire Department, as well as areas where additional improvement could occur to enhance organizational and operational effectiveness and efficiency. The findings and recommendations in this report are in no way intended to reflect negatively on individual staff performance, but focus instead on broader organizational and operational needs and issues.

Since 1987, the number of incidents responded to by the Fire Department has increased from 390 fire and other emergency incidents and 1,856 EMS incidents (a total of 2,246) to 605 fire and other emergency incidents and 3,603 EMS incidents (a total of 4,208) in 2007. In other words, total incidents have increased by 87.4%; fire and other emergency incidents have increased by 55.1%; and EMS incidents have increased by 94.1%.

The report includes 26 recommendations, including 7 options addressing a range of functions in the Department; some are specific to procedures and others will affect the Department overall. **Taken together, these recommendations are designed to provide a realistic plan to enhance the effectiveness of the SPFD, without requiring a level of additional financial resources from the City so significant as to render it unfeasible.** The primary recommendations included within the body of the report include:

- Staffing and organization (7 recommendations and 7 options);
- EMS contract cost methodology (6 recommendations);
- Revenue sources (3 recommendations);
- Labor-management relations (3 recommendations);
- Data and reporting (3 recommendations);
- Strategic planning (2 recommendations)
- Education and communication (1 recommendation); and
- Training (1 recommendation).

It is important to note that a study of this type is impossible to conduct without the support and cooperation of those involved. The assistance provided to the project team during the course of our work from staff within and outside of the Fire Department was vital to our ability to conduct this work. The efforts of these individuals in providing data, participating in interviews, and providing feedback on preliminary findings and draft recommendations were vital to a successful project. We would like to express our appreciation to all individuals who participated in this project for the time and courtesy extended to us throughout the study effort and for their input.

II. PROJECT OVERVIEW

A. Project Objectives and Scope

The Stevens Point Fire Department (SPFD) provides Fire and Emergency response services for the City of Stevens Point, and Advanced Life Support (ALS) ambulance and emergency medical response services throughout Portage County. In addition, the SPFD has implemented the Mutual Aid Box Alarm System, which formalizes reciprocal assistance provided among nearby fire departments in times of need, with fifteen municipalities in and out of Portage County. The approved SPFD 2008 budget expenditure level is \$4.8 million. The SPFD currently operates out of two Stations.

The SPFD provides a range of services and functions including:

- Fire response;
- Emergency Medical Services;
- Non-emergent transports (in and outside Portage County);
- Fire prevention & education;
- Hazardous Materials Incident response;
- Water/Ice, confined space, and other technical rescue; and
- Community services including blood pressure screening.

The City retained Virchow, Krause & Company, LLP to conduct an operational review of the SPFD. The objective of this study is to assess the efficiency, cost effectiveness, service level, and quality of SPFD operations with recommendations and an action plan for increasing operating efficiencies and organizational effectiveness as they relate to the City's and Department's strategic goals.

Specifically, the City required the project team to:

- Evaluate effectiveness of staffing levels and overtime use
- Evaluate resource optimization through review of staff scheduling and shift methodology
- Assess alignment between staff allocations and equipment/response needs
- Identify opportunities to adopt best practices in staffing, service delivery and compensation
- Determine opportunities to improve response time or coverage
- Conduct comparative analysis relative to:
 - Staffing levels
 - Minimum staffing/shift scheduling
 - Capital Expenditure Levels
 - Incidents per Operations FTE
 - Total Expenditure per Incident
 - Call incidents/response per FTE
 - Response trending; and
- Evaluate the current methodology for cost recovery relative to EMS service delivery.

B. Summary of Project Activities

To accomplish the goals and objectives of this review, the project team incorporated a variety of methods to obtain and verify data, conduct analysis, and develop recommendations:

- Interviewed City staff including the Mayor, the Comptroller, the SPFD Fire Chief, and current and former SPFD staff, including in-person interviews with each Deputy Chief, the recently retired Training & Safety Officer, and focus group sessions to which all Captains and line staff were invited and were well-attended;
- Reviewed background reports, plans, data, and other materials collected from SPFD, the City, and Portage County;
- Performed on-site fieldwork;
- Analyzed program and performance data provided by SPFD;
- Analyzed budget, expenditure, and payroll data;
- Prepared, distributed, and analyzed staffing, service, policy, and operational data from six comparable Wisconsin Fire Departments; and
- Prepared preliminary findings and a draft report for review by the City.

In completing this report, the project team surveyed six Fire Departments that were:

- Located in small- to medium-sized Wisconsin cities;
- Full-time professional Fire Departments; and
- Included a mix of traditional comparables for the SPFD.

The benchmark Fire Departments included:

- Appleton Fire Department;
- Eau Claire Fire Department;
- Marshfield Fire Department;
- Oshkosh Fire Department;
- Wausau Fire Department; and
- Wisconsin Rapids Fire Department.

The survey was expedited with the assistance of the SPFD, which provided an introduction and request for assistance that ensured that all six benchmark Departments responded to the survey. As shown in **Figure 1** on the next page, the SPFD has the second-fewest number of stations given the population density and size of its service area (excluding the SPFD EMS service area, which encompasses all of Portage County). Thus, while comparable departments including Eau Claire, Oshkosh, Appleton, and Wausau all had higher service densities than the SPFD, these Departments all had a larger number of stations from which to operate within their service area.

Figure 1
Benchmark Comparison of Service Area Density per Station
 2007

Municipality	Population	Service Area (Sq. Miles)	Service Area Density	Stations	Stations/Service Area Density
Eau Claire	63,200	30.3	2,086	6	348
Oshkosh	65,800	23.6	2,788	6	465
Appleton	70,100	20.9	3,354	6	559
Wisconsin Rapids	18,500	13.3	1,391	2	695
Wausau	40,100	16.5	2,430	3	810
Marshfield	19,400	13.3	1,459	1	1,459
Average	46,183	19.7	2,251	4	723
Stevens Point	25,500	15.3	1,667	2	833
Variance from Average	(20,683)	-4.4	(585)	-2	111

*Note: Service area is square miles; Stevens Point, Oshkosh, and Wausau Service areas do not reflect EMS service area for comparison purposes.,
 Source: City-data.com (population and service area), Virchow Krause benchmark survey, 2008*

In addition to the similarities and differences discussed above, it should be noted that:

- Oshkosh provides regional EMS service to neighboring municipalities (City of Omro, Village of Winneconne, and nine Winnebago County Towns);
- Wausau provides regional EMS service to six neighboring Towns; and
- Appleton provides EMS first responder service, but does not provide transport.

Our approach to this and similar projects is to develop findings and recommendations to address specific issues and problems that consistently appear as each element of project field work is completed. Thus, comments or concerns articulated by a single individual—for example, during a staff interview—would not be the sole basis of a finding or a recommendation, unless that concern was corroborated by fieldwork in other elements of the project.

A copy of the survey questionnaire and benchmark responses from the six comparison Fire Departments is included as **APPENDIX A**.

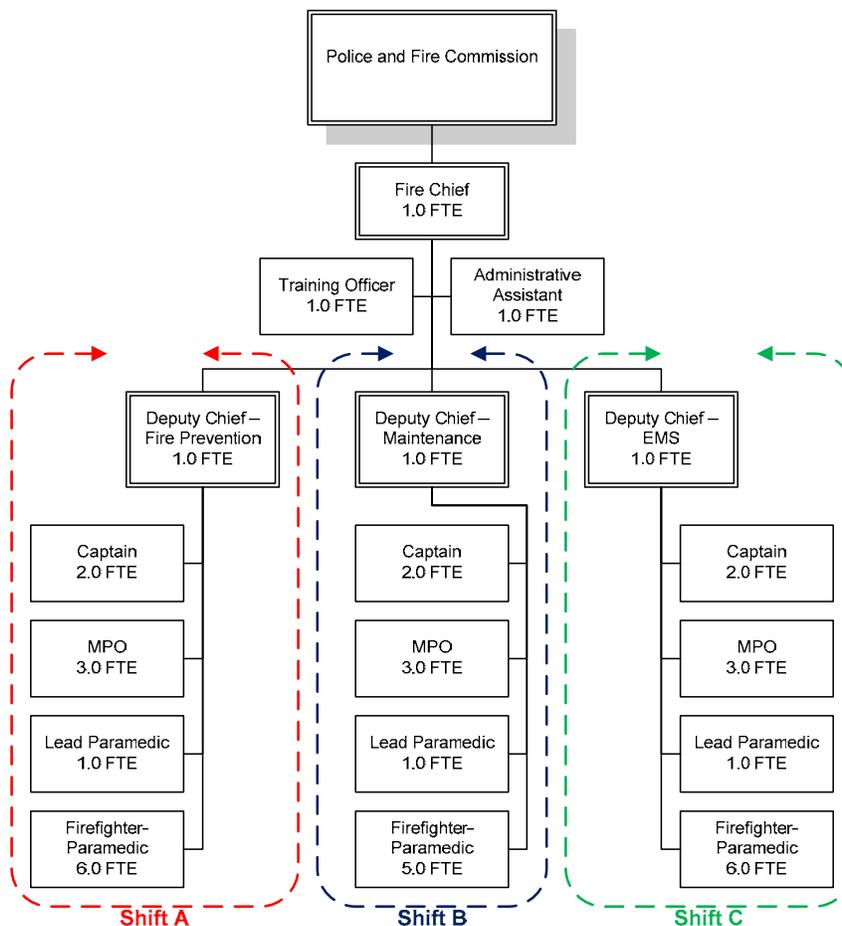
III. ORGANIZATION AND STAFFING

This section provides a brief description of the current organizational structure and staffing of the SPFD, as well as background information on budget and actual revenues and expenditures, interdepartmental charges and operational expenditures, and finally on the mission and goals of the Department.

A. Organizational Overview and Staffing

In 2007, the total number of authorized full-time equivalents (FTE) for the SPFD was 41.0 FTE. As shown in **Figure 2**, the Department is organized into three shifts, each with a comparable number of personnel. Each shift is commanded by a Deputy Chief, who serves as shift commander, and who is also assigned one of the three primary program areas – Fire Prevention, Maintenance, and Emergency Medical Services. Two Captains are also assigned to each shift, and have the primary responsibility to serve as the officer in charge of one of the SPFD’s two station houses.

Figure 2
Current SPFD Organizational Chart



Each shift has the following personnel:

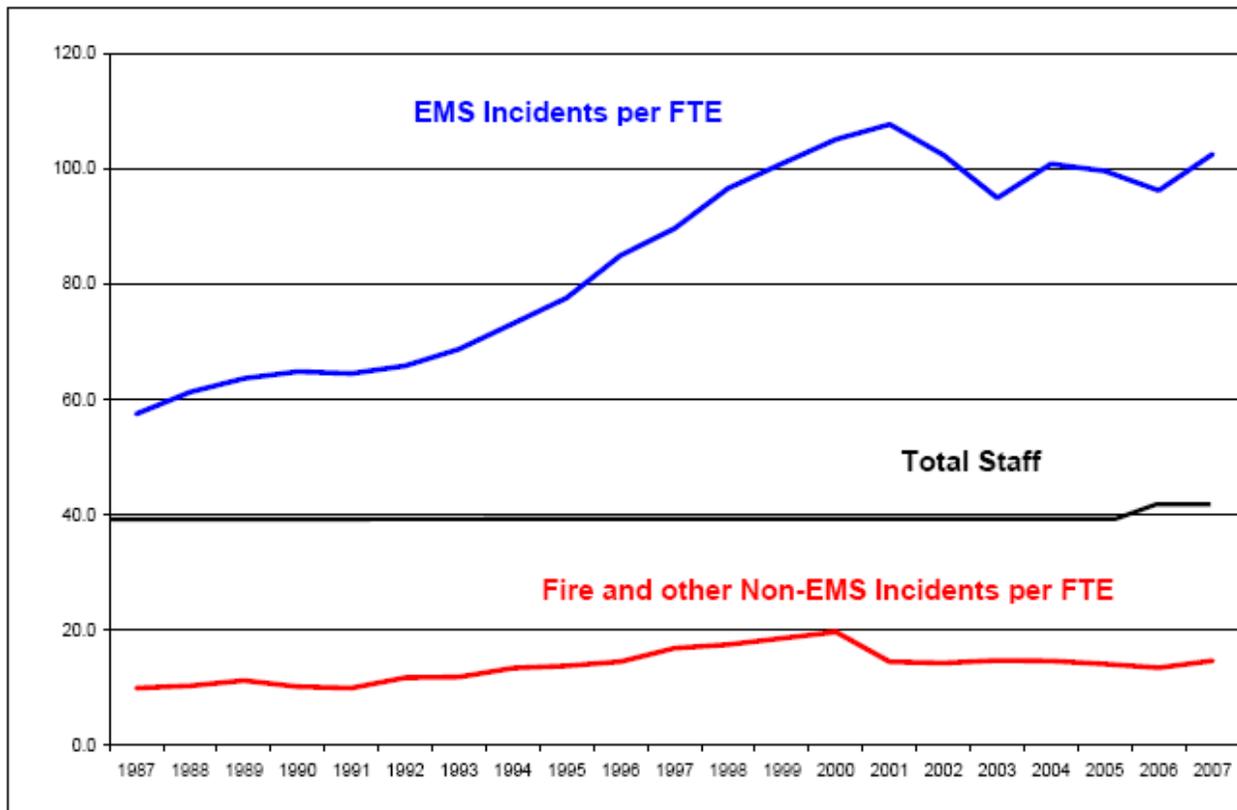
- Three Motor Pump Operators (MPO), who are staff certified to operate the water pumping apparatus; either a fire engine or a Quint (which is a vehicle that combines the functions of a fire engine and a ladder truck);
- One Lead Paramedic; and
- Six Firefighter-Paramedics.

The Fire Chief is supported by two positions which share the same 40-hour per week schedule as the Chief; these include a Training & Safety Officer (a position that is currently vacant) and an Administrative Assistant.

Staffing Resources

Finding #1a: Staffing in the SPFD has increased by 2.0 FTE during the past 20 years, while the number of calls has increased significantly, and programs and training mandates have expanded or new ones have been created. As shown in **Figure 3**, the number of ambulance calls and fire calls has increased significantly since 1982. In addition, program responsibilities, such as the introduction of paramedic level service (ALS) in 1999, the creation of the Central Wisconsin regional technical rescue team for collapse rescue, and the number of inspections conducted per year have significantly added to the measurable workload of the SPFD.

Figure 3
Total Staff Level and Incidents per FTE
1987-2007



Finding #1b: The SPFD has policies that are intended to ensure that a minimum number of staff are at work and assigned for emergency response on any given day. The SPFD has developed minimum shift staffing requirements and has also provided for a limit on the number of personnel that can schedule time off on any given shift. Specifically:

- Each shift shall have a minimum of ten (10) personnel on duty each day.
- Six (6) of these personnel shall be quartered at Station 1.
- Four (4) of these personnel shall be quartered at Station 2.

The maximum number of personnel off on a given shift within the following ranks is two staff in total.

Finding #1c: The Department currently has insufficient staffing to operate all apparatus in accordance with its own minimum staffing policies without incurring overtime. Simply put, the SPFD has more apparatus and vehicles than it has staff to adequately and safely operate them. Currently, the SPFD has the following apparatus:

- One command car;
- Two Fire Engines (one held in reserve);
- One Quint;
- One Ladder Truck (held in reserve);
- Five Ambulances (three held in reserve); and
- One Technical Rescue Apparatus.

This listing does not include specialty vehicles and equipment, such as the SPFD's Water/Ice rescue boat, or various sedans and other light vehicles that are used for Fire Prevention & Education program and other purposes.

One outcome of insufficient staffing and lack of optimizing current resources is seen in the deployment of the Technical Rescue Vehicle. This vehicle was only deployed 33 days in 2007 (with one staff person), given that it can only be staffed when the minimum staffing compliment is exceeded. This also results in a staff person being redeployed away from an assigned fire apparatus. In general, the Technical Rescue vehicle fills a very specialized role in the SPFD equipment inventory, and is not frequently used. Similar to the water/ice rescue boat, the Technical Rescue vehicle does provide capability (specifically floodlights, oxygen tank refilling, and specialized rescue equipment) that would be missed in certain emergency situations. On the other hand, it appears to be a vehicle that can be held in reserve, and not included in the normal SPFD minimum staffing approach.

Like other Fire Departments, the SPFD has developed minimum staffing complements that are required to sortie a specific vehicle. As shown in **Figure 4**, Engine Company 1 has a minimum complement of 3 staff, while all other apparatus (with the exception of the Command Car) have a minimum complement of 2. The National Fire Protection Association (NFPA) 1710 standard requires a minimum staffing level of 4 for Engines; but our experience with reviews of other Midwestern Fire Departments suggests a more typical minimum staffing complement is 3. The SPFD's current approach to Engine and Quint minimum staffing results in the need to send a second company (potentially an Ambulance Company) to ensure that the 2-in/2-out rule can be maintained at a working fire. The 2-in/2-out rule is an industry safety standard requiring that firefighters enter working fires in teams of at least two staff, and that at least two firefighters remain outside the structure, fully-equipped and ready to take rescue or other actions should the first team in experience trouble.

However, the high tempo of EMS operations severely challenges the SPFD's ability to use Ambulance Companies to achieve sufficient staffing levels at an incident to establish the ability to follow the 2-in/2-out rule, as well as establishing an effective firefighting force.

**Figure 4
SPFD Apparatus Current Minimum Staffing**

	Minimum Staff to Sortie
Command Car	1
Engine Company 1*	3
Ambulance Company 1	2
Technical Rescue	2
Quint Company 2*	2
Ambulance Company 2	2
* These apparatus have pumping equipment and therefore should have at least 1 MPO	

The Technical Rescue apparatus is staffed only when the shift is above minimum staffing. Unlike other Fire Departments however, the SPFD does not formally require any specific combination of personnel to achieve the minimum complements, as shown in **Figure 5**. SPFD apparatus minimum complements are similar to those of comparison Fire Departments for Engine Company 1 and the Ambulance Companies. This is not the case for the Quint Company. Among the comparable communities, only Appleton operates Quint Companies, which have a minimum crew size of four, or two more staff than Stevens Point. In addition, other Fire Departments in mid-sized cities that currently operate Quint companies include Racine (minimum staffing: four), and Rockford, IL (minimum staffing: four).

**Figure 5
Current Apparatus Minimum Staffing Complement Comparison**

	Engine Company	Ambulance Company	Quint Company
Wisconsin Rapids	1 Officer, 1 MPO, 2 FF-Para	2 FF-Para	n.a.
Eau Claire	1 Officer, 1 MPO, 1 FF	1 Officer, 1 FF-Para/EMT	n.a.
Appleton	1 Officer, 2 FF	n.a.	1 Officer, 3 FF
Oshkosh	1 Officer, 2 FF	2 FF-EMT	n.a.
Stevens Point	3 Personnel	2 Personnel	2 Personnel
Marshfield	1 Officer, 1 FF	2 FF-EMT	n.a.
Wausau	1 Officer, 1 FF	2 FF-EMT	n.a.

SPFD staff indicated that the high volume of EMS incidents and staff absences results in the Engine Company being operated with just two, or even one, staff. However, we were unable to determine how often the SPFD did not follow their apparatus minimum staffing in this way.

Given that it is one of the SPFD's two first-line fire suppression vehicles, the current minimum Quint Company appears to be lower than what is typical in other Fire Departments as well as under NFPA 1710 standards. **Combined with the high frequency of incident response for Ambulance Companies (see Finding #11c), the current minimum staffing level of 2 for the Quint Company seriously impedes the SPFD in establishing an effective fire fighting force.**

As noted, the SPFD currently has minimum staffing requirements for each shift, and also for each apparatus, but no specific staff mix is specified for any given apparatus within a shift. This makes it difficult to analyze the true staffing need for the SPFD, because various categories of staff can be assigned to each company depending on who is available that day. It is known that this staffing configuration creates challenges on a daily basis to ensure that the Department can establish an effective firefighting force. We analyzed the Department's staffing need based on a set of assumptions relative to operational needs of achieving the SPFD's stated minimum apparatus complements.

Current SPFD apparatus, minimum staffing, and staff mix assumptions:

- Command car: 1 Deputy Chief;
- Engine Company: 1 Captain, 1 MPO, 1 FF-Paramedic;
- Quint Company 2: 1 Captain, 1 MPO;
- Ambulance Company 1: 1 Lead Paramedic, 1 FF-Paramedic;
- Ambulance Company 2: 2 FF-Paramedic; and
- Technical Rescue: 1 MPO, 1 FF-Paramedic.

Given these assumptions, and our analysis of the percentage of available hours for each position type, **we found that the SPFD is currently understaffed by a total of 7.4 FTE if it were to attempt to keep all of the apparatus listed above in service.** There are several negative effects of having a deficit of staff given the SPFD's post-shift staffing needs, specifically:

- Increased overtime expenditures;
- Increased likelihood of staff errors due to fatigue; and
- Increased safety risks with fewer staff available to respond to incidents.

As noted, the SPFD is challenged by the high tempo of EMS operations and to establish an effective fire fighting force given its current minimum staffing for the Quint Company. Therefore, we analyzed three staffing options that are designed to address both of these issues.

- *A. EMS-focused Operations with Improved Quint Minimum Staffing:*
 - Command car (1 Deputy Chief);
 - Engine Company 1 (1 Captain, 1 MPO, 1 FF-Paramedic);
 - Quint Company 2 (1 Captain, 1 MPO, 1 FF-Paramedic);
 - Ambulance Company 1 (1 Lead Paramedic, 1 FF-Paramedic);
 - Ambulance Company 2 (2 FF-Paramedic); and
 - Ambulance Company 3 (2 FF-Paramedic);
- *B. EMS-focused Operations with Current Quint Minimum Staffing:*
 - Command car (1 Deputy Chief);
 - Engine Company 1 (1 Captain, 1 MPO, 1 FF-Paramedic);
 - Quint Company 2 (1 Captain, 1 MPO);
 - Ambulance Company 1 (1 Lead Paramedic, 1 FF-Paramedic);
 - Ambulance Company 2 (2 FF-Paramedic); and
 - Ambulance Company 3 (2 FF-Paramedic);
- *C. Minimum Operations with Improved Quint Minimum Staffing:*
 - Command car (1 Deputy Chief);
 - Engine Company 1 (1 Captain, 1 MPO, 1 FF-Paramedic);
 - Quint Company 2 (1 Captain, 1 MPO, 1 FF-Paramedic);
 - Ambulance Company 1 (1 Lead Paramedic, 1 FF-Paramedic); and
 - Ambulance Company 2 (2 FF-Paramedic).

In all three options, the Technical Rescue apparatus is placed in reserve, although not eliminated from the SPFD inventory. This is because the Technical Rescue apparatus can be considered similar to the Water-Ice rescue boat or the Ladder vehicle, in that it is not necessary to include it as part of the normal shift staffing requirements, but has specific capabilities that could prove vital in certain types of emergency situations.

Figure 6 on the next page presents the total staffing need for these three different approaches to operations:

Figure 6
SPFD Post Shift Staffing Need
 Three Alternatives to Operations

A. EMS-Focused Operations with Improved Quint Minimum Staffing					
Operation of 1 Engine (3 staff), 1 Quint (3 staff), 3 Ambulance Companies (2 staff each)					
Position	Shift FTE Need	Availability Pct.	Post Shift FTE Need	Current Staff	Staff Surplus/(Deficit)
Deputy Chief	3.0	89.5%	3.4	3.0	-0.4
Captain	6.0	79.7%	7.6	6.0	-1.6
Lead Paramedic	3.0	78.7%	3.8	3.0	-0.8
MPO	6.0	82.1%	7.3	9.0	1.7
FF-Para	21.1	87.9%	23.9	17.0	-6.9
Total	39.1		46.0	38.0	-8.0
B. EMS-Focused Operations with Current Quint Minimum Staffing					
Operation of 1 Engine (3 staff), 1 Quint (2 staff), 3 Ambulance Companies (2 staff each)					
Position	Shift FTE Need	Availability Pct.	Post Shift FTE Need	Current Staff	Staff Surplus/(Deficit)
Deputy Chief	3.0	89.5%	3.4	3.0	-0.4
Captain	6.0	79.7%	7.6	6.0	-1.6
Lead Paramedic	3.0	78.7%	3.8	3.0	-0.8
MPO	6.0	82.1%	7.3	9.0	1.7
FF-Para	18.1	87.9%	20.5	17.0	-3.5
Total	36.1		42.6	38.0	-4.6
C. Minimum Operations with Improved Quint Minimum Staffing					
Operation of 1 Engine (3 staff), 1 Quint (3 staff), 2 Ambulance Companies (2 staff each)					
Position	Shift FTE Need	Availability Pct.	Post Shift FTE Need	Current Staff	Staff Surplus/(Deficit)
Deputy Chief	3.0	89.5%	3.4	3.0	-0.4
Captain	6.0	79.7%	7.6	6.0	-1.6
Lead Paramedic	3.0	78.7%	3.8	3.0	-0.8
MPO	6.0	82.1%	7.3	9.0	1.7
FF-Para	15.0	87.9%	17.1	17.0	-0.1
Total	33.1		39.2	38.0	-1.2

Note: Some totals do not sum due to rounding. EMS-Focused approach would also benefit staffing for Engine and Quint Companies.

The Availability Percentage is based on the actual percentage of productive hours by each category of staff, based on an analysis of each staff person's individual timesheet for 2007, and represents the amount of time over the course of a year that the staff was not at work due to vacation, sick, family medical leave, holiday, personal time, and similar reasons. It excludes staff who did not attend work at any time in 2007 (i.e. active military duty, long-term injury, and administrative leave).

Each of the staffing approaches analyzed in **Figure 6** would provide the SPFD with the ability to address its current staffing deficit by formally placing the Technical Rescue apparatus in reserve and reassigning staff to more pressing operational areas:

- Improving the Department's operational flexibility when multiple ambulance companies are in the field responding to incidents; and/or
- Improving the Department's ability to establish an effective fire fighting force by increasing the Quint Company minimum staffing complement to three, as befits its role as a first line fire suppression vehicle.

Finding #1d: The annual cost to achieve any of these enhanced staffing approaches is significant, but staffing increases can be expected to offset some (though not all) overtime expenditures. Some overtime is inevitable in a 24-hour/365-day operation, even when a Fire Department is fully staffed. Therefore, in analyzing financial effects of each staffing approach in **Figure 6**, we used conservative assumptions that staffing adjustments would offset overtime. Specifically, we assumed that overtime would be reduced proportionally to the size of the staffing adjustment. **Figure 7** presents estimated net annual fiscal impacts of three alternative approaches to staffing adjustments that vary from approximately \$74,100 to \$464,400. **These impacts however do not account for a commensurate increase in revenues from the County under the EMS contract, which would be vital to the feasibility of making any staff additions.**

Figure 7
Estimated Annual Cost to Achieve Full Post-Shift Staffing
 Comparison of 2007 Actual Overtime to Potential Costs of Additional Staffing

A. EMS-Focused Operations with Improved Quint Minimum Staffing		
Operation of 1 Engine (3 staff), 1 Quint (3 staff), 3 Ambulance Companies (2 staff each)		
Position	FTE Need	Estimated Annual Cost
Deputy Chief	0.0	\$ -
Captain	2.0	156,279
Lead Paramedic	1.0	73,873
MPO	-2.0	(147,163)
FF-Para	7.0	453,245
Total	8.0	\$ 536,234
2007 Actual Overtime		340,686
Overtime Offset Factor		21.1%
Overtime Savings Estimate		71,885
Net Cost/(Savings)		\$ 464,349
B. EMS-Focused Operations with Current Quint Minimum Staffing		
Operation of 1 Engine (3 staff), 1 Quint (2 staff), 3 Ambulance Companies (2 staff each)		
Position	Rounded Post-Shift FTE Need	Estimated Annual Cost
Deputy Chief	0.0	\$ -
Captain	2.0	156,279
Lead Paramedic	1.0	73,873
MPO	-2.0	(147,163)
FF-Para	4.0	258,997
Total	5.0	\$ 341,986
2007 Actual Overtime		340,686
Overtime Offset Factor		13.2%
Overtime Savings Estimate		44,971
Net Cost/(Savings)		\$ 297,015
C. Minimum Operations with Improved Quint Minimum Staffing		
Operation of 1 Engine (3 staff), 1 Quint (3 staff), 2 Ambulance Companies (2 staff each)		
Position	Rounded Post-Shift FTE Need	Estimated Annual Cost
Deputy Chief	0.0	\$ -
Captain	2.0	156,279
Lead Paramedic	1.0	73,873
MPO	-2.0	(147,163)
FF-Para	0.0	-
Total	1.0	\$ 82,989
2007 Actual Overtime		340,686
Overtime Offset Factor		2.6%
Overtime Savings Estimate		8,858
Net Cost/(Savings)		\$ 74,131

Note: Assumes 2008 annual wage and salaries, longevity, and holiday pay; assumes a fringe benefit cost of 33% of annual wage & salary.

Because of the inherent uncertainty of overtime occurrences in a 24-hour/365 day operating environment, and because of the approach used by the SPFD to record overtime hours, we were unable to determine what proportion of overtime costs would be offset by specific adjustments to the overall staffing level. Therefore, in order to estimate the overtime offset factor, we calculated the size of the staffing adjustment needed under each operational approach in **Figure 7** as a percentage of the current number of operations staff (i.e. Deputy Chiefs, Captains, MPOs, Lead Paramedics, and FF-Paramedics) to develop the estimated offset percentages. The calculation used is presented in **Figure 8**, below. For example, given the 38 current operations staff, if the Department were to add 5 staff, the overtime offset estimate is 13.2%, because 5 staff represent 13.2% of the current staffing level.

Figure 8
Estimated Overtime Offset Calculation and Percentages

	FTE	Percent of Current Operations Staffing
Current Number of Operations Staff	38	
A. EMS-Focused Operations with Improved Quint Minimum Staffing	8	21.1%
B. EMS-Focused Operations with Current Quint Minimum Staffing	5	13.2%
C. Minimum Operations with Improved Quint Minimum Staffing	1	2.6%

Finding #1e: Staff availability rates are lower than is typical for some position categories. In our work with other clients, we frequently see staff availability rates in the mid-to low-80 percentile range. However, it is apparent from our review of 2007 timesheets that some types of SPFD staff are, on average, available for work less than 80% of the time. Excluding staff that have ongoing or long-duration military commitments, year-long injury-leaves, and year-long administrative leave, the average availability for shift based staff ranged from a high of 89.5% among Deputy Chiefs to a low of 78.7% among Captains, as shown in **Figure 9**.

Figure 9
2007 Average Staff Availability

Rank	Average Availability
Deputy Chief	89.5%
FF / Paramedic	87.9%
MPO	82.1%
Captain	79.7%
Lead Paramedic	78.7%

The City must respect the need for staff to fulfill their family responsibilities and to have time away from work to pursue personal interests, in addition to honoring existing CBA provisions. However, the staffing deficit currently facing the SPFD would be narrowed if staff availability were higher. Therefore, careful review of staff availability is warranted.

Finding #1f: Overtime levels as a percentage of total staff compensation are significant. As shown in **Figure 10** on the next page, SPFD expenditures for overtime in 2007 were \$340,686, or 16.5% of Salaries & Wages and 9.6% of total compensation (including fringe benefits). As noted, the SPFD is currently understaffed given its operational and apparatus post-shift staffing needs, and also has lower than typical staff availability rates, which are primary and direct causes of

overtime. Further, most overtime in the SPFD is paid at double time, which is atypical among other Fire Departments with which we are familiar. For further discussion of this issue, see **Finding #17**.

Figure 10
2007 Overtime Expenditures as a Percent of Total Compensation and Salary & Wages

	Total	Percent of Total
Salary & Wages	\$ 2,065,293	58.2%
Fringe Benefits	1,145,452	32.3%
Overtime		
Ambulance	161,440	4.5%
Operations	156,910	4.4%
Safety & Education	6,608	0.2%
Training	15,728	0.4%
Overtime Total	340,686	9.6%
Total Compensation	\$ 3,551,431	100.0%
Total Overtime as a % of Salary and Wages		16.5%

Finding #1g: It is vital that the City consider and implement options to eliminate the negative financial impact of increased expenditures needed to achieve full staffing, regardless of the amount of offsetting revenues that can be achieved. It should be noted that the City currently receives a significant amount of funding under the State’s Expenditure Restraint Program (ERP) (approximately half a million dollars). This program rewards municipalities for limiting the rate of increase in municipal expenditures, regardless of the revenue source. Even if the City were able to fully offset increased staffing costs through enhanced revenues under the County contract and with fees, the additional staff expense would count under ERP, which would endanger the payments received by the City under this program. The most direct way to pay for the needed staffing increases and avoid potential ERP penalties is to reduce expenditures, either in other parts of the Fire Department Budget, or in other municipal department budgets. If expenditure reductions are deemed unfeasible, the City could consider the creation of a special revenue fund, which are funds commonly established by other municipalities to account for expenditures and revenues associated with a specific activity, such as hotel taxes collected to fund tourism-related municipal activities. Other special revenue fund examples include library operations, impact fees, grant programs, and donation funds. While we are not aware of other Fire Departments with a special revenue fund for EMS service, few (if any) Wisconsin Fire Departments provide County-wide EMS service similar to the SPFD.

Recommendation #1a: Given the fiscal challenges facing the City on the one hand, and the need for the City to achieve full staffing for the SPFD on the other, we recommend the SPFD be staffed at the “B. EMS-Focused Operations with Current Quint Minimum Staffing” level, in other words that the SPFD be fully staffed to operate a Command car, 1 Engine Company, 1 Quint Company, and 3 Ambulance Companies. The ideal staffing approach would be to both increase Quint Minimum Staffing to 3 as well as to fully staff 3 ambulance companies, however given the financial challenges facing the City the most prudent approach appears to be to implement the less costly option.

While Approach “B” does not address the deficient minimum staffing level for the Quint Company, the additional ambulance company will both enhance operational flexibility in EMS operations as well as assist in establishing an effective fire fighting force when needed. In addition, increasing staff by this amount will allow the SPFD to address high

overtime expenditures, and to comply with its minimum shift and apparatus staffing requirements by:

- Increasing the number of Captain positions by 2.0 FTE, at an estimated annual cost of \$156,300;
- Phasing out 2.0 FTE MPO positions, at an annual savings of an estimated \$147,200 (note: elimination of these positions should not be achieved through lay-offs; consider instead transfer, promotion, reclassification, retirement, or comparable approach to avoid negative impacts associated with laying off experienced and valued employees);
- Increasing the number of Lead Paramedic positions by 1.0 FTE, at an estimated annual cost of \$73,900; and
- Increasing the number of FF-Paramedic positions by 4.0 FTE, at an estimated annual cost of \$258,997.

Approach “B” is preferable to approach “C,” in spite of the higher cost, primarily because approach “C” does not address the impact of EMS operations on the SPFD’s overall operations.

Place the Technical Rescue apparatus in reserve status similar to the Ladder apparatus and Water-Ice rescue boat (i.e. do not include the Technical Rescue unit in shift scheduling minimums). Do not eliminate the Technical Rescue apparatus and its unique operational capabilities.

Given a conservative assumption that staff increases will offset 13.2% of current overtime, and that the County EMS Contract will cover the additional cost of an additional Lead Paramedic and 2 FF-Paramedic positions (see Recommendation #8), the estimated net annual cost for the City in adopting this recommendation will be approximately \$93,900, as shown in Figure 11.

Figure 11
Estimated Net Annual Fiscal Impact of Staffing Level Adjustments

	FTE	Impact
Additional Captain positions	2.0	\$ 156,279
Additional Lead Paramedic positions	1.0	73,873
Additional FF-Paramedic Positions	4.0	258,997
Reduction MPO positions	-2.0	(147,163)
Overtime Savings Estimate (10.3% offset)		(44,971)
EMS Contract Reimbursement (Staff Increase Only)	-3.0	(203,080)
Net Cost/(Savings)	2.0	\$ 93,935

We did not assume that the City will be able to successfully negotiate with the County to pay for the addition of a third Ambulance Company. This is especially true given the fact that the additional Ambulance Company will be particularly useful in alleviating the staffing shortage on the Fire side that has been created by the deficient Quint Company minimum staffing level. However, if the City adopts the recommendations for improved cost tracking for staff time EMS activities, it may be able to recover a significant portion of the costs associated with staff assigned to the third Ambulance Company.

If the City is unable to secure additional funding from the County, the net financial impact of adopting this recommendation would be an estimated \$297,000 per year, which could preclude the City from implementing the needed staffing adjustment. However, if the City adopts other recommendations in this report related to budget and revenues, including the increasing amount received under the County's contract, we believe that the staffing increases can be paid for without resorting to an increase in the general levy. Specifically:

- Improving the EMS contract costing methodology to fully recover costs (est. annual revenues unknown but significant);
- Establishing a new base overtime rate (est. annual savings \$67,700);
- Implementation of Fire Code re-inspection fees (est. annual revenues \$39,733 at a \$100 fee level); and
- Implementation of False Alarm fees (est. annual revenues unknown but modest).

A discussion of potential options for avoiding negative financial impacts under the ERP is presented in Recommendation #1b, below.

Recommendation #1b: The City has several options to avoid negative financial effects under the ERP that would be associated with increased Fire Department expenditures for staffing. These include:

- **Option 1b.1:** Remove the Public Fire Protection charge from the SPFD budget and general levy, and pay for this charge through the water bill (est. annual general levy-related expenditure reduction of \$471,700).
 - **Pros:** Allows the City to increase general fund staffing expenditures without the uncertainty risk related to the amount of revenues received under the EMS contract in the future. Preserves the ability of the Fire Department to continue to provide the same level of service if the County EMS contract is reduced or eliminated. Brings the City into line with the approach used by many other Wisconsin municipalities relative to this PSC charge.
 - **Cons:** The City's municipal utility recently increased its rates to pay for improvements to the stormwater collection system, and this option would increase rates. Would reduce the amount of revenues received by the City from tax exempt facilities, including the UW-Stevens point. Would require a communication strategy to explain to taxpayers why the elimination of this item from the municipal budget will not be associated with a corresponding decrease in the property tax rate;
- **Option 1b.2:** Reduce general fund expenditures in other municipal department budgets. It should be noted that the scope of this report was restricted to the Fire Department, so we are unable to specifically identify a menu of the most feasible potential reductions in other parts of the City's budget at this time.
 - **Pros:** Allows the City to increase general fund staffing expenditures for the Fire Department without the uncertainty risk related to the amount of revenues received under the EMS contract in the future. Preserves the ability of the Fire Department to continue to provide the same level of service if the County EMS contract is reduced or eliminated.
 - **Cons:** Reductions in other City Departments would negatively impact the ability of the selected Departments to provide services;
- **Option 1b.3:** Improve the EMS Contract Costing Methodology (see Recommendations #8, 9, 10, 11, 12 and 13) to allow the City to accurately identify the true cost of EMS functions and "split out" EMS versus fire and other emergency

service activities. Create a special revenue fund for EMS Service. Book all EMS-related expenditures paid for through the EMS Contract to this new special revenue fund, as well as corresponding revenues from the County. Remove all EMS-related Fire Department expenditures and revenues from the general fund.

- Pros: Allows the City to increase staffing expenditures for the Fire Department without increasing general fund expenditures. Would allow a significant reduction in general fund expenditures, creating the opportunity for increasing non-EMS Fire staff as identified in Recommendation #1a, as well as reducing property taxes and/or avoiding reductions in other City Departments. Creates the opportunity for improved communication to County stakeholders regarding the costs of the program.
 - Cons: The ability of the Fire Department to provide the same level of service will be entirely dependent on the willingness of the County to continue funding the EMS function. Although the risk appears small, the State Department of Revenue may object to the creation of a special revenue fund for this purpose, in part because other Wisconsin Fire Departments with which we are familiar typically do not have similar accounting approaches. Increases complexity of accounting activities and tracking EMS costs.
- Option 1b.4: Option 1b.3: Improve the EMS Contract Costing Methodology (see Recommendations #8, 9, 10, 11, 12 and 13) to allow the City to accurately reflect the true cost of EMS functions and “split out” EMS versus other emergency service activities. Create a special revenue fund for EMS Service. Book the expenditures and revenues associated with the identified staffing increases only, rather than all EMS-related expenditures.
 - Pros: Allows the City to increase staffing expenditures for the Fire Department without increasing general fund expenditures. Provides an incremental approach that could be beneficial in negotiating future contracts with the County (i.e. the requested increases will be accounted for in a special fund).
 - Cons: The ability of the Fire Department to provide the same level of service will be entirely dependent on the willingness of the County to continue funding the EMS function. The incremental approach will not result in an opportunity for reductions in general fund expenditures, creating a barrier to adding non-EMS staff as identified in Recommendation #1a. Although the risk appears small, the State Department of Revenue may object to the creation of a special revenue fund for this purpose, in part because other Wisconsin Fire Departments with which we are familiar typically do not have similar accounting approaches. Would not allow for general fund expenditure reductions. Increases complexity of accounting activities and tracking EMS costs.

Overall Staffing Level Benchmarks

In addition to lacking adequate staff to meet their own minimum staffing levels, the SPFD also appears understaffed in comparison to the five benchmark comparison Departments. When compared to benchmark Departments, the SPFD responds to significantly more incidents per FTE than the average. As shown in **Figure 12** on the next page, the SPFD responded to 110.7 incidents per FTE in 2007, compared to the benchmark average of 72.1 per FTE. The primary cause of the difference is the ratio of EMS calls per FTE for the SPFD (94.8) when compared to the benchmark average (55.9).

Figure 12
Incident per FTE Comparison
 2007

Incident Type	SPFD Incidents	Incidents per Operations FTE	Benchmark Average Incidents	Benchmark Incidents per Operations FTE
Fires	58	1.5	104.5	1.6
EMS Support by Fire Company	173	4.6	283.5	4.0
Other Fire Company Incidents	374	9.8	695.3	10.6
EMS Incidents/First Responder	3,602	94.8	3,679.2	55.9
Total Incidents	4,207	110.7	4,762.5	72.1
<i>Note: EMS Support excludes Appleton, Marshfield, Oshkosh, and Wisconsin Rapids do not report EMS Support calls separately</i> <i>Note: EMS Incident average includes Appleton, however AFD provides EMS first responder service only (no transport)</i>				

B. Staff Scheduling, Shift Approach, and Staff Roles

In addition to the staffing deficit identified in the previous section, the SPFD is also challenged by its current organizational structure and approach to staff roles in managing four vital internal programs, commonly referred to in the industry as “Divisions:”

- EMS;
- Training;
- Fire Prevention; and
- Maintenance (Fleet and Plant).

In our experience with reviews of other Midwestern Fire Departments, responsibility for these internal Divisions is typically distributed across multiple staff. In the SPFD however, program roles and responsibilities for the Training, EMS, and Maintenance Divisions are concentrated in one staff person for each Division.

Finding #2a: The SPFD is challenged by the limited number of staff working a 40-hour week when compared to staff assigned on a shift basis. As noted, the SPFD currently has three positions that currently are scheduled to work a normal five-day work week. These include the Fire Chief, the Training & Safety Officer, and the Administrative Assistant. In addition, like other Fire Departments, the SPFD also operates three vital Divisions in addition to the shift command, training, and administrative duties assigned to these three positions.

Specifically, the EMS, Maintenance, and Fire Prevention Divisions each represent significant workload. Direct day-to-day management of these three Divisions is assigned to a Deputy Chief; however the shift-based nature of the Deputy Chief position challenges effective management of these Divisions. EMS, Fire Prevention, and Maintenance Division responsibilities occur every working day. This results in Deputy Chiefs needing to work extra time, which is costly from both an overtime payment and staff fatigue perspective. In 2007, the Deputy Chief assigned to EMS worked more than 760 paid hours of overtime, at a total cost of \$20,800. In 2006, this staff person had 477 hours of paid overtime at a total cost of \$12,500. The Deputy Chief assigned to manage the Maintenance program worked more than 595 hours in 2007, at a total cost of \$16,300. The concentration of Division management responsibilities into a single position, whether it is a Deputy Chief and Training & Safety Officer, also means that one of these positions may be assigned responsibility for two Divisions when a vacancy occurs, as has happened in the recent past.

Staff indicated that when the Training & Safety Officer position was filled, the level of EMS-related training responsibilities assigned to the position were limited.

In our experience, day-to-day management responsibility for Divisions is often assigned to one or more 40-hour staff positions, or is shared more broadly throughout the Department, when the Department is not furnished with a sufficient number of 40-hour staff. Among the benchmark communities, for example;

- Wausau assigns EMS Division coordination responsibilities to three shift-based staff, assigns Fire Prevention activities to three 40-hour staff, and has a 40-hour Training & Safety Officer position;
- Wisconsin Rapids assigns EMS Division duties to a 40-hour Deputy Chief, an EMS Captain (shift-based), an internal EMS Committee, and six EMS Crew Coordinators working on staff, assigns Fire Prevention duties to a 40-hour Deputy Chief with assistance from multiple shift-based staff, and assigns responsibility for the Training Division to a 40-hour Deputy Chief, who is assisted with training by Fire Chief, six other officers (shift-based) and certified MSTC fire/EMS instructors (shift-based);

- Oshkosh assigns EMS and Training responsibilities to Battalion Chiefs, which work a combination of days and 24 hr shifts. The Battalion Chiefs have administrative functions for their area and plan and conduct training for their assigned area as well, with assistance by shift-based staff for some sessions. Fire Prevention duties are assigned to three 40-hour officers, with assistance from shift-based personnel who transfer to 40-hour weeks in two week increments during winter months;
- Marshfield assigns EMS, Training, Fire Prevention and Maintenance duties to 40-hour Deputy Chiefs;
- Eau Claire assigns EMS and Training to 40-hour Division Chiefs, with Fire Prevention program duties assigned to two 40-hour Inspectors; and
- Appleton assigns Training program responsibilities to 40-hour Battalion Chiefs, Fire Prevention to three 40-hour staff, and Maintenance duties to a 40-hour Mechanic position.

It should also be noted that there is a change pending to the management pay plan for officers which emphasizes the need for greater delegation of Division-related duties. Specifically, overtime will no longer be paid for officers attending “management related” meetings, although shift coverage and emergency incident-related overtime will continue to be paid.

Finding #2b: SPFD Deputy Chiefs are not currently on a 40 hour schedule because of the requirement that they manage all shift staff and resources, and the need for immediate response of an Emergency Scene Incident Commander. Assigning the three SPFD Deputy Chiefs to 40-hour schedules and having them be on-call for fire incidents would build in a delay in arrival of the Emergency Scene Incident Commander, particularly as not all the Deputy Chiefs live in the City. Therefore, given the lack of resources for additional 40-hour positions, and the need for Deputy Chiefs to serve as Emergency Scene Incident Commanders, it does not appear advisable to reconfigure the schedules of the Deputy Chiefs at this time.

Finding #2c: The Captain position appears underutilized relative to responsibilities for programs. SPFD staff indicated that the role of the Captain has historically been viewed as limited under the terms of the CBA, which restricts them from participating in employee discipline or to participate in employee performance evaluations. However, there does not appear to be any specific barrier to increasing their role in areas other than those specifically barred by the CBA. This would appear to include having increased responsibility for assisting in the EMS, Training, Maintenance, and Fire Prevention programs.

Finding #2d: The Department already distributes Fire Prevention Division responsibilities to staff working in each shift. Currently, Fire Prevention (i.e. Fire Code inspection) duties are carried out by staff assigned to the Engine Company on each shift.

Finding #2e: An assessment is needed of how administrative responsibilities are distributed among the Chief, Deputy Chiefs, and Captains. The current approach to oversight in the Department is strongly marked by the role of the Deputy Chiefs. Given the low level of 40-hour staff available to manage Divisions and day-to-day administrative tasks, it is imperative that the Department review the distribution of administrative duties among the officers including specific ways in which to ensure the Chief duties reflect a level of involvement in all programs that is appropriate.

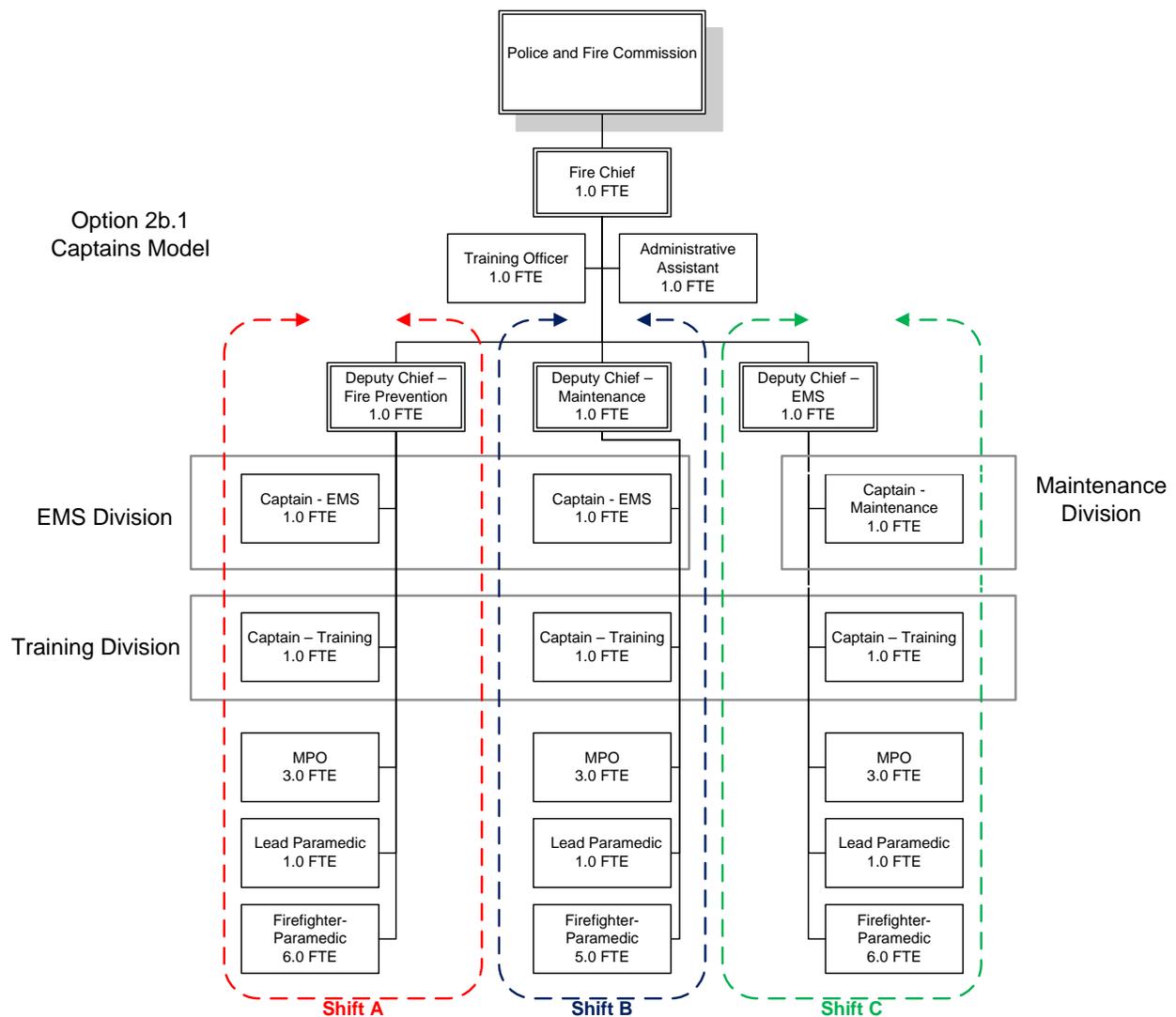
Recommendation #2a: Complete an assessment of how administrative responsibilities are distributed among the Chief, Deputy Chiefs, and Captains and redistribute duties among these positions to ensure optimal use of all management and supervisory resources.

Recommendation #2b: Consider and implement one of the following options, or a related variant of each. These options are presented assuming no staffing increases are made under Recommendation #1a, and therefore can be implemented at any time. Each is designed to provide for enhanced management of the Training, EMS, and Maintenance

Divisions, to provide for increased professional development of staff, and to reduce the workload pressure and the level of overtime worked by Deputy Chiefs:

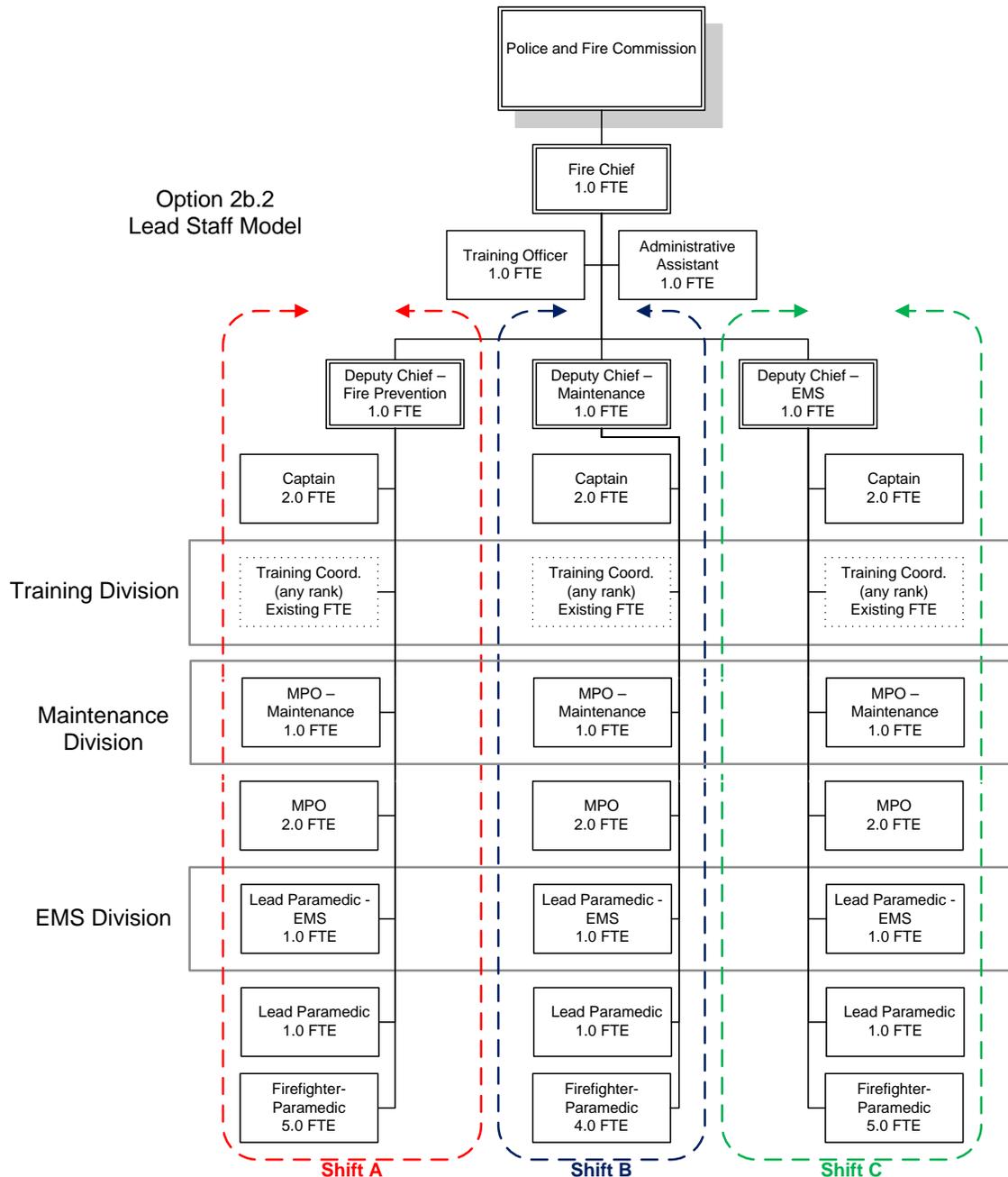
- Option 2b.1: Delegate some EMS responsibilities to two Captains working distinct shifts, serving as assistant program directors reporting to the Deputy Chief of EMS. Develop a new approach to the Training program whereby a Training Coordinator (Captain) is appointed for each shift, to assist the Training & Safety Officer. Delegate some Maintenance responsibilities to a Captain working on Shift C, serving as assistant program director reporting to the Deputy Chief of Maintenance;

**Figure 13
Option 2b.1**



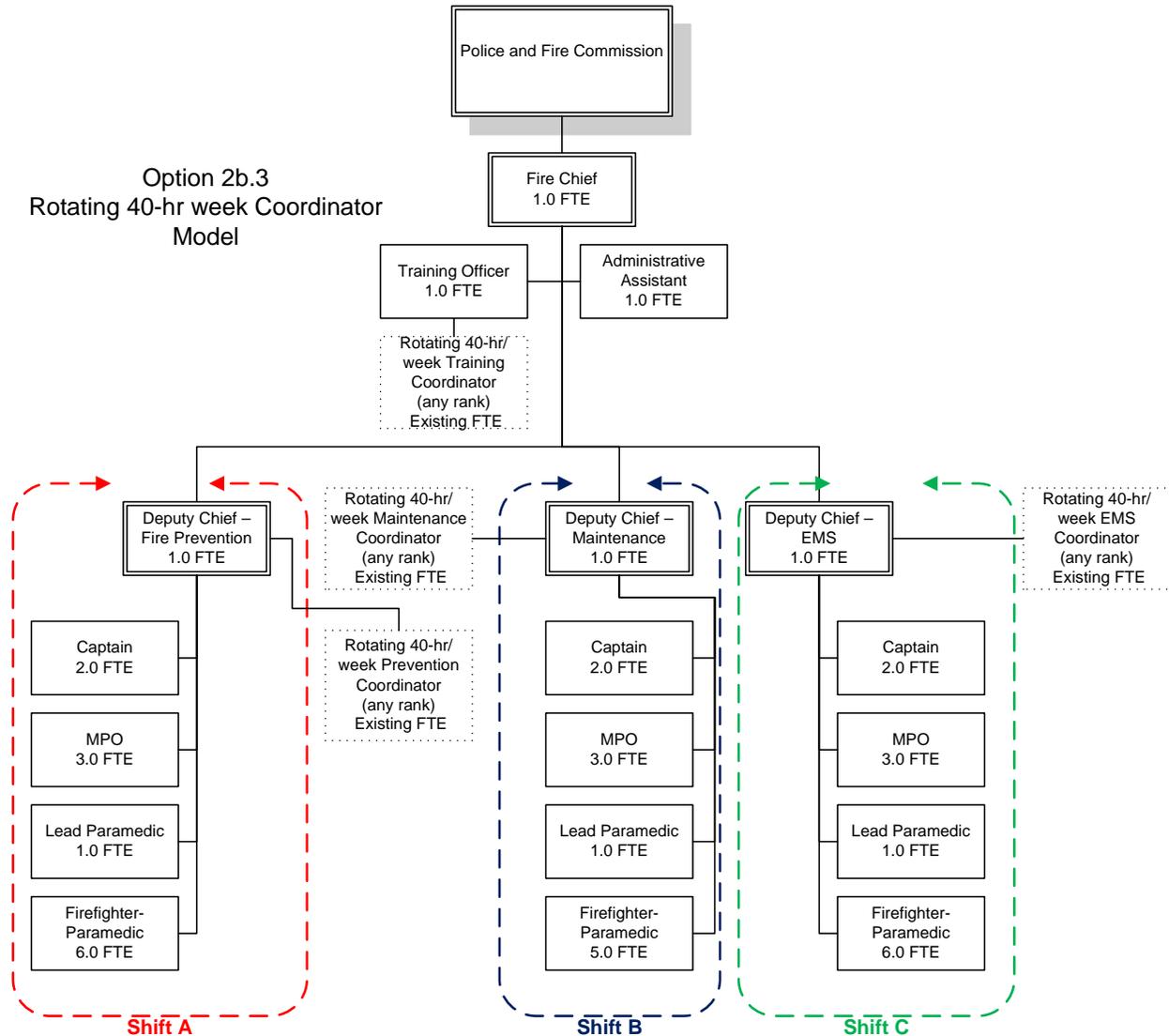
- Option 2b.2: Increase the number of Lead Paramedics to two per shift, by promoting from the FF-Para ranks, and delegate some EMS responsibilities among them as workload permits. Develop a new approach to the Training program whereby a Training Coordinator (rank not specified) is appointed for each shift, to assist the Training & Safety Officer. Delegate some Maintenance responsibilities to three MPOs, with program reporting responsibility to the Deputy Chief of Maintenance;

Figure 14
Option 2b.2



- Option 2b.3: Develop a 40-hour program coordinator schedule for EMS, Fire Prevention, and Maintenance to serve as an assistant program director reporting to the relevant Deputy Chief. Accept volunteers of any rank willing to temporarily shift to a rotating 40-hour schedule.

**Figure 15
Option 2b.3**



If the SPFD decides it prefers this option, careful consideration must be paid to CBA requirements. We did not conduct an exhaustive legal analysis of the current agreement, nor should our analysis be considered a formal professional legal opinion. It appears however, that any change to hours of work is considered a negotiable item. On the other hand, excepting the standard work schedule listed in Article 7, there does not appear to be anything in the current agreement that would specifically rule out an arrangement of this type.

Finding #3: Given the workload associated with Deputy Chief positions, the SPFD has in the past had difficulty promoting from within, and staff feel that promotions & career options are limited. The CBA requires that that promotion to Officer rank is based on a combination of seniority, written examination, and performance evaluation. However, in reality it appears that promotions are based only on seniority. The current promotional process does not appear to use assessment centers or management readiness evaluation for Captain; and, during focus groups with union members, staff indicated concerns with the effectiveness of the current process. Further, staff repeatedly indicated that few are interested in Deputy Chief positions due to workload.

Recommendation #3: During the next round of collective bargaining, consider the feasibility of redefining the promotion process for Officer positions, given concerns expressed by union members. Use assessment centers and management readiness evaluations for Captain, together with seniority and peer evaluation. Increase the influence of the Fire Chief in the selection process.

C. Training

Finding #4: The current lack of a Training & Safety Officer is a significant concern. In our experience, full-time professional Fire Departments have one or more full-time Training & Safety Officers, and in addition may assign additional training program responsibilities to staff positions to assist. This position is intended to play a critical role in coordinating vital training and staff development activities and is not intended to act as a quasi- assistant chief which often happens to this type of position given its 40 hour nature. The current vacancy in this position presents several risks to the Department, including:

- lack of ability to monitor training status of staff;
- potential for the training registry to go out of compliance;
- lack of strategic approach to training;
- no ability to identify what training is needed in EMS, in Fire, and in Specialty areas; and
- inability to complete and implement an annual training plan.

While it is true that several of the benchmark communities assign training responsibilities to positions also assigned to other key programmatic duties, our experience suggests that proactive best practice Departments place a central emphasis on the training program.

Recommendation #4: Fill the vacant Training & Safety Officer position as soon as practicable. However, rework the duties of the position to reflect the option chosen under Recommendation #2b.

Finding #5: There is a need to clarify and refocus the Training program to include a more strategic approach. There does not currently appear to be a comprehensive training plan that addresses the following strategic areas:

- A potential barrier to regionalization is the lack of cooperative training relationships with neighboring on-call Departments. While relationships with neighboring departments is good at the staff level, and the SPFD has participated in regional training activities (e.g. Marshfield training center), attempts to further build these relationships is impacted by the inability to dedicate uninterrupted time to provide first responder training.
- There does not appear to be any emphasis on Officer Training, which impedes consistency among Officers and also has a negative effect on the ability of the Department to promote from within;
- The training program has been limited to a single staff person, and there is no role for Captain and other lead staff in staff training;
- Given the central importance of EMS operations to the SPFD, the limited involvement of the training office in EMS training activities represents a strategic deficiency; and
- Training, where it exists, has in the past been marked by a broad-ranging approach, which has not allowed for the development of high level staff expertise within a specialty area. This is impeded in part by the absence of other departments in the region with staff who are trained in these specialty areas (i.e. if SPFD doesn't have program, there is no one else who does).

Recommendation #5: After the new Training & Safety Officer is hired, and the SPFD has selected an option to better distribute responsibilities for the training program to include more staff per Recommendation #2b, the SPFD should develop a comprehensive training plan that, at a minimum, provides a vision for the following issues:

- Identification of priority training needs, including development of specialization needs;
- Emphasis on Officer training;

- **Increased role of Captains and other staff in providing training;**
- **Increased role of the Training & Safety Officer in EMS-related training activities and as a last resort back-up to attend EMS management meetings in the absence of the Deputy Chief, Captains and/or Chief;**
- **Coordinated scheduling of training between stations to ensure that training courses are completed;**
- **Development of training sessions with shorter durations to reduce interruptions from incident response; and**
- **Enhanced cooperative training relationships with neighboring and regional Departments.**

III. EXPENDITURES, REVENUE, AND BUDGET

A. Financial Overview

Similar to other City Departments, the SPFD is challenged to maintain current levels of service in a difficult fiscal environment. As shown in **Figure 16**, net expenditures to operate the Department increased by 23% between 2004 and the 2008 budget. The budget category with the largest overall increase (and one of the highest percentage rate increases) was Ambulance-related operations, with an increase of 47%. However, the increase in this category is partially explained by an increase in the number of positions allocated to this budget category after 2006.

Figure 16
SPFD Expenditures and Revenue
2004 to 2008 Budget

	2004	2005	2006	2007	2008 Budget	Percent Change
Revenue Subtotal	\$ 1,045,600	\$ 1,063,899	\$ 1,187,015	\$ 1,201,845	\$ 1,375,359	32%
Expenditures						
Operations Subtotal	2,286,940	2,340,622	2,237,839	2,263,028	2,647,532	16%
Ambulance Subtotal	895,044	957,837	1,088,411	1,270,918	1,313,739	47%
Public Fire Protection Charge	362,791	362,791	376,411	377,102	471,651	30%
Administration Subtotal	160,704	169,476	177,255	184,885	192,015	19%
Training Subtotal	77,483	77,853	85,760	94,785	111,240	44%
Station 1 Utilities and Plant	26,001	30,866	39,540	38,168	50,038	92%
Pension and Insurance	27,421	26,579	26,164	26,362	29,494	8%
Safety & Education	4,151	5,145	10,201	12,203	15,490	273%
Station 2 Utilities and Plant	6,140	9,830	8,184	127,305	6,482	6%
Fire Safety Smoke House Fund	16	-	128	1,394	-	-100%
Tank Inspection	6,533	4,795	15	-	-	-100%
Expenditure Subtotal	\$ 3,853,224	\$ 3,985,794	\$ 4,049,908	\$ 4,396,150	\$ 4,837,681	26%
Net Fire Department Expenditures	\$ (2,807,624)	\$ (2,921,895)	\$ (2,862,893)	\$ (3,194,305)	\$ (3,462,322)	23%

As shown in **Figure 17**, on the next page, other expenditure areas that experienced significant increases during this period were:

- Salaries and Wages (approximately \$474,600 higher);
- Fringe Benefits (approximately \$329,000 higher); and
- The Public Fire Protection charge (approximately \$108,900 higher).

As noted there was a 2.0 FTE increase to the total SPFD staffing level in 2006. These staff were added by the County at the City's request, on the basis that the contract was not covering a sufficient number of staff to operate two Ambulance Companies; in 2005 the contract paid for a total of ten positions, but twelve posts are required to operate two Ambulance Companies (2 staff per company for 3 shifts). However, this increase represents a 5.1% increase in the total number of staff during this period, which does not account for the overall size of the increases in Salaries and Wages and fringe benefits.

Figure 17
Budget Lines Presenting Significant Dollar Increases
 2004 through 2008 Budget

	2004	2005	2006	2007	2008 Budget	Total Increase
Salary & Wages						
Operations	\$ 1,317,858	\$ 1,363,201	\$ 1,311,063	\$ 1,277,039	\$ 1,525,106	\$ 207,248
Ambulance	401,437	362,808	594,518	624,615	654,853	253,416
Administration	102,708	103,823	103,982	108,686	111,933	9,225
Training	51,978	52,521	52,521	54,953	56,653	4,675
Salary & Wages Total	\$ 1,873,981	\$ 1,882,353	\$ 2,062,084	\$ 2,065,293	\$ 2,348,545	\$ 474,564
Fringe Benefits						
Operations	\$ 675,020	\$ 760,323	\$ 694,491	\$ 718,751	\$ 841,455	\$ 166,435
Ambulance	222,698	224,924	289,522	361,293	366,520	143,822
Administration	37,655	41,161	45,547	48,296	51,301	13,646
Training	11,488	11,555	13,044	15,563	16,549	5,061
Fringe Benefits Total	\$ 946,861	\$ 1,037,963	\$ 1,042,604	\$ 1,143,903	\$ 1,275,825	\$ 328,964
Public Fire Protection Charge	\$ 362,791	\$ 362,791	\$ 376,411	\$ 377,102	\$ 471,651	\$ 108,860

As noted, overtime expenditures represent a significant expenditure for the SPFD. Fortunately, the trend in total overtime costs has remained fairly stable over the past five years. This likely is due to the fact that staffing has remained fairly constant and that minimum staffing policies have also remained consistent. As shown in **Figure 18**, overtime expenditures have increased by approximately \$8,600 between 2004 and the 2008 budget, even though Salary & Wages increased by approximately \$474,600. Accordingly, overtime as a percentage of Salary & Wages fell from 19.5% in 2004 to 16.0% in the 2008 budget. While still higher than in best practice Departments, this is an encouraging trend.

Figure 18
Overtime Expenditure Trend
 2004 through 2008 Budget

	2004	2005	2006	2007	2008 Budget	Total Increase
Salary & Wages Total	\$ 1,873,981	\$ 1,882,353	\$ 2,062,084	\$ 2,065,293	\$ 2,348,545	\$ 474,564
Overtime						
Operations	170,657	113,442	126,019	156,910	164,800	\$ (5,857)
Ambulance	186,653	241,588	109,290	161,440	181,000	(5,653)
Training	7,209	5,730	13,976	15,728	20,500	13,291
Safety & Education	1,444	2,218	5,291	6,608	8,300	6,856
Total Overtime	\$ 365,963	\$ 362,978	\$ 254,576	\$ 340,686	\$ 374,600	\$ 8,637
Overtime as a % of Salary & Wages	19.5%	19.3%	12.3%	16.5%	16.0%	

While expenditures have increased significantly during this period, the SPFD compares very well with other municipalities in terms of net cost to operate their Departments. As shown in **Figure 19**, the SPFD has the lowest net cost per incident of any of the benchmark communities, and costs the City \$522 less per incident than the benchmark average.

Figure 19
Net Fire Department Cost Ratios
2007

Municipality	Revenues	Operating Expenditures	Net Cost	Net Cost per FTE	Net Cost per Incident
Appleton	\$ 308,271	\$ 9,375,842	\$ 9,067,571	\$ 89,778	\$ 2,883
Eau Claire	1,430,533	9,571,800	8,141,266	86,609	1,394
Oshkosh	2,117,934	9,391,399	7,273,465	67,347	971
Wisconsin Rapids	629,200	3,270,616	2,641,416	80,043	962
Wausau	1,218,208	5,544,068	4,325,860	70,916	786
Marshfield	844,604	2,976,679	2,132,075	53,302	784
Average	\$ 1,091,458	\$ 6,688,401	\$ 5,596,942	\$ 74,666	\$ 1,297
Stevens Point	\$ 1,201,845	\$ 3,991,292	\$ 2,789,447	\$ 68,035	\$ 774
SPFD Variance from Average	\$ 110,387	\$ (2,697,109)	\$ (2,807,495)	\$ (6,630)	\$ (522)

Note: Oshkosh, Wausau, and Stevens Point provide regional EMS Service. Incidents include Fire and EMS Incidents.

Revenue

Finding #6: The Department receives some program revenues through charges for Hazardous Materials responses, but other common types of Fire Department fees are underutilized. As shown in **Figure 20**, Appleton, Marshfield, and Wisconsin Rapids all have implemented one or more standard fees to defray the operating costs of their Fire Departments.

Figure 20
Benchmark Community Fire Prevention Fees

Department	Fire Prevention Fee Description	Fee Amount
Appleton	<i>Suppression System/Alarm System Plan Review</i>	\$35-\$700, based on sq. feet
	<i>Assorted Permit Fees</i>	varies by permit type
	<i>Hazardous Materials charges</i>	time and materials
	<i>Non-Resident - vehicle fire & extrication</i>	\$500
Marshfield	<i>Suppression System/Sprinkler Inspection Fee</i>	\$100/\$250/\$350
Stevens Point	<i>HazMat Response Fee</i>	varies
Wisconsin Rapids	<i>Fire Code Inspection/Re-inspection</i>	\$50/\$100/\$250

The SPFD currently requires that a third party inspection be performed for newly installed suppression systems associated with a City Building permit, and dispatches staff to observe the inspection. Although the SPFD staff is on site, the Department does not conduct the inspection, nor does it charge a fee for this activity.

Recommendation #6: The Police and Fire Commission should authorize the SPFD to implement a fee program to offset costs associated with Fire Prevention activities. Establishing Fire Prevention Fees will require a change to Municipal Code. The Commission should formally set a cost recovery policy (i.e. a policy specifying what percent of actual costs should be recovered through the fee) as part of implementation. As part of this process, determine the actual cost to the City to provide these services, rather than setting the fee according to the rates set by other municipalities. See Recommendation #16a for further discussion of potential revenue amounts.

The most important revenue category for the SPFD is the County contract to provide ALS ambulance service to all communities in the County. In 2007, payment for county-wide EMS services amounted to over \$1.1 million in revenues toward the SPFD's costs to provide these services. Between the years of 2004 through 2006, revenues from the County exceeded the **direct** costs as reported under the Ambulance expenditure category. In 2007, per the SPFD budget, reported direct costs for the Ambulance expenditure program exceeded contract revenue amounts from the County. However, as described in the following section, it is apparent from our review that the current contract costing methodology used by the City is inadequate to describe the true costs to the City to provide this service as it is currently operated. **Therefore, we believe that the current level of revenues from Portage County for EMS services do not fully cover the City's direct and indirect costs to provide this service.**

B. County EMS Contract Methodology

Our review of the current approach to the County EMS Contract cost methodology indicates that actual SPFD costs likely exceed the amount currently covered by the County under the contract. This is true both for direct costs as well as indirect costs, as discussed in detail below. Indirect costs, such as time spent by management and training staff, as well as facility costs and costs of City administration to support the Fire Department (for example payroll, accounting, budgeting, time spent by the Mayor and other City staff working on Fire Department issues) are not currently covered by the Contract.

It should be noted that the County recently began funding a separate ambulance service in Amherst, and some in the County have called for additional similar arrangements (for example in the Town of Grant), in an effort to improve response times to outlying areas of the County. We did not attempt to analyze the cost effectiveness of the Amherst arrangement. However, given the low number of calls in those areas, County costs to fund those services would need to be very low to be cost effective. The Emergency Services Master Plan developed for the County by Emergency Services Consulting, Inc, (July 2006) provides more specific detail on EMS service costing.

Finding #7: The contract states that the City agrees to staff and operate two ALS ambulances; however given current call volume it under-funds FF/Paramedic positions by a minimum of one position. While the contract does not specifically indicate the number of positions funded, it appears to be implicit that a total of twelve (12) positions are currently covered. Budgeting methodology to cover costs for staff assigned to support the ambulance service has changed over the past several years. Prior to 2002 the budget for ambulance services included wages and benefits for 3 Lead EMTs and the 7 least senior FF/Paramedic positions, for a total of 10 staff. From 2003 through 2005, the budget for ambulance services included 1 Deputy Chief, 1 Captain, 3 Lead EMTs, and the 5 least senior FF/Paramedic positions, for a total of 10 staff. In 2006, the contract with the county was increased to fund an additional 2 personnel. Since that time, the ambulance budget has included 1 Deputy Chief, 3 Lead EMTs, and the 8 least senior FF/Paramedic positions, for a total of 12 staff.

The requirement to staff and operate two ambulances requires a minimum of 14 personnel for coverage (12 posts per shift plus a Post Shift relief factor that accounts for non-productive staff time). This represents one Lead EMT and one FF/Paramedic on one Ambulance Company and two FF/Paramedic positions on the second Ambulance Company for each of the Department's three shift rotations, as shown in **Figure 21**. The figure below does not include the Deputy Chief position, because this position is in charge of the management of the EMS Division, and does not serve in an Ambulance Company.

Figure 21
Lead Paramedic and Paramedic Staffing Requirement for 2 Ambulance Companies

Position	Operational Posts	Post Hours	Availability Percentage	Available Hours/FTE	Post Shift FTE Need
Lead Paramedic	3.0	8760	78.7%	2291	3.8
FF-Paramedic	9.0	26280	87.9%	2561	10.3
Total	12.0				14.1

Note: Excludes Deputy Chief. Assumes 3 shifts, Ambulance Company 1 staffed by 1 Lead Paramedic and 1 FF-Para, and Ambulance Company 2 staffed by 2 FF-Paras, and 2007 actual staff availability by position type.

Therefore, the actual number of staff required to achieve full staffing for 2 Ambulance Companies is approximately 1 Lead Paramedic and 2 FF-Paramedic positions more than what is paid for by the County under the current EMS contract. As shown in Figure 22, the estimated annual cost of adding the three positions is approximately \$203,080. Recognizing the need to provide direct supervisory oversight and coordination of the ambulance program, the Department has included a Deputy Chief in the budget since 2003. Since the Deputy Chief does not staff an ambulance and therefore is not included in the minimum staffing for ambulance coverage, there are effectively only 11 EMT positions funded to provide personnel coverage for the two ambulance units that are normally in service.

Figure 22
Estimated Annual Cost to Achieve Full Staffing Levels for 2 Ambulance Companies

Position	Post Shift FTE Need	EMS Contract Positions	Rounded Additional Staff Need	Estimated Annual Cost
Lead Paramedic	3.8	3.0	1	\$ 73,582
FF-Paramedic	10.3	8.0	2	129,499
Total	14.1	11.0	3	\$ 203,080

Note: Assumes 2007 annual rate of pay, plus 33% fringe benefit costs.

Recommendation #7: The contract should be modified to explicitly state the total number of direct staff positions to be funded. This should include the Deputy Chief to provide supervisory oversight, plus an appropriate number of Lead EMT and FF/Paramedic positions to fully staff a minimum of two ALS ambulances 24-hours per day, 365-days per year. In addition to the other recommendations relative to needed changes to the current contract cost methodology, we believe that in order to cover the direct cost portion of EMS operations, the contract would need to fund the Deputy Chief-EMS, 4 Lead Paramedic and 10 FF-Paramedic positions, in addition to the Deputy Chief and associated administrative and facility overhead, overtime costs, supplies, services, and other expenditures.

Finding #8: The City is not recovering the costs of Department management and administrative support for operating the ambulance service despite the fact that ambulance service accounted for 85.6% of total SPFD incidents in 2007. As noted, the Department has assigned direct responsibility for supervisory oversight of the ambulance service through the inclusion of a Deputy Chief directly in the ambulance account. The ambulance budget account also includes the direct wages and benefits to fund the Lead Paramedic and FF/Paramedic positions discussed above as well as general expenses to support the operation of the Department’s ambulances. In 2008, the total budget for direct support of the EMS Division is just over \$1.3 million.

The contract states that the annual base rate is to “be used for paramedic staffing and EMS related support and costs.” Based on information provided by the City and County as part of the annual reconciliation process, the contract payment does not include costs associated with overall management and support of the Fire Department. Specifically, the Department has budgeted over \$192,000 for the Fire Chief and Administrative Assistant to manage daily operations, including the ambulance service. These activities do not only include the management of the Department, but also the processing of payroll and accounting activities handled by the Administrative Assistant.

It is also important to note that while 100% of the Deputy Chief's wages and benefits are charged to the ambulance account to recognize that this position is primarily responsible for supervision of the ambulance program this individual also serves as a shift commander. As a result, some of the activities of the Deputy Chief are related to fire functions that should be adjusted for to ensure that the ambulance account does not include un-reimbursable amounts.

Recommendation #8: The City should work with the Fire Department to develop a methodology to identify a reasonable allocation of effort associated with management, supervision, and support of the ambulance service to ensure that all reasonable costs of support are reimbursed under the contract with the County. This methodology should then be discussed with the County and formally recognized in the contract to ensure costs for these activities are reimbursed to the City. Potential allocation methodologies could include one or a combination of the following:

- **Percentage of direct FTE devoted to EMS compared to the total staffing of the Fire Department (currently approximately 45%);**
- **Percentage of direct budgeted/actual expenses devoted to EMS compared to the total budget of the Fire Department (currently approximately 31%);**
- **Five-year rolling average of the percentage of calls for service between fire and EMS (currently approximately 85.6%); and**
- **Development of a time study process that would track effort devoted to EMS activities by the Fire Chief, Deputy Chief-EMS, and Administrative Assistant to determine a percentage distribution that could be applied to the Fire Department-Administration budget account and then charged as part of the contract.**

Finding #9: The City is currently recovering only a portion of the facility related costs of operating the ambulance service. In addition to the management costs associated with Fire Department's administration, the budget also includes accounts that record facility specific costs (e.g., utilities and building maintenance) for Fire Stations #1 and #2. The ambulance budget includes an allocation of a portion of utilities (e.g., gas, electric, water, sewer, and telephone), but does not include costs associated with the maintenance supplies for the two stations. Current methodology distributes one-half of the total costs for the utility expenses (utilities and telephone) to the ambulance budget, totaling approximately \$27,000 in 2008. In addition to this amount, however, the 2008 budget includes nearly \$15,000 in the Fire Station 1 and Fire Station 2 accounts for "general building maintenance supplies" that are not included in the contract expenses reimbursed under the contract.

Recommendation #9: The Fire Department should develop a methodology to confirm the current distribution of facility utility related expenses, but also ensure that this process is also used to include the building maintenance supplies. The general methodology should be based on square footage of space devoted to ambulance activities versus fire activities.

Finding #10: The City has historically not recovered the costs of the wages and benefits related to the Training & Safety Officer's efforts for supporting training programs for the ambulance service. Although currently vacant, the Fire Department's budget includes an account to record wages, benefits, and other expenses necessary to support a Training & Safety Officer. The SPFD currently estimates that approximately 75% of all training time in the Department is spent on EMS training activities, which greatly hampers the ability of the Department to perform training in other categories, such as confined space, high-angle rescue, and other operational areas. While the direct costs for contracting with outside entities to provide

training programs for EMTs is included in the ambulance budget it does not recognize any costs associated with the Training & Safety Officer position. In the 2008 budget, the ambulance account includes over \$28,000 for “general seminars and educational expense. The Training & Safety Officer account includes over \$111,000 that funds primarily wages and benefits for the Training & Safety Officer. Historically, the Department has not assigned any costs associated with the Training & Safety Officer’s support for EMS training to the ambulance budget, and therefore they are not reimbursed by the County.

At the present time, the Deputy Chief-EMS has assumed the bulk of the work associated with coordinating, scheduling, and maintaining training records and programs associated with EMS activities. Therefore, since the beginning of 2008 it would appear that any oversight of training programs is included. Once the Training & Safety Officer position is re-filled, however, it will be important to recognize the efforts associated with supporting EMS training.

Recommendation #10: The Fire Department should develop a methodology to identify a reasonable allocation of effort associated with the Training & Safety Officer’s support of the ambulance service to ensure that all costs of support are reimbursed under the contract with the County. This methodology should then be discussed with the County and formally recognized in the contract to ensure costs for these activities are reimbursed to the City. Potential allocation methodologies could include one or a combination of the following:

- **Percentage of direct FTE devoted to EMS compared to the total staffing of the Fire Department (currently approximately 45%).**
- **Percentage of training hours provided for EMS compared to total training hours provided to Fire Department employees.**
- **Development of a time study process that would track effort devoted to EMS training activities by the Training & Safety Officer to determine a percentage distribution that could be applied to the Fire Department-Training budget account and then charged as part of the contract.**

Finding #11a: Wages and benefits related to the direct staffing of the ambulance service are understated as a result of current time recording practices. All wages and benefits for the 12 personnel noted above are charged directly to the ambulance account regardless of the functional assignments they may perform. When one of the FF/Paramedic positions is on leave and other staff is scheduled to replace that individual, the personnel related costs (overtime and benefits) for the replacement are charged to the “general overtime wages” account in the ambulance budget. However, if a third or fourth ambulance is called into service, personnel related expenses are only charged to the ambulance account if additional staff is called in. If staff already on shift handles the additional ambulance(s) called into service, there is no recording or transfer of wages or benefits. Likewise, if staff is pulled off fire activities to cover an ambulance call, no transfer of wages or benefits occurs. Additionally, since all staff are trained as EMTs in addition to their fire duties, the time for training for staff beyond the 12 individuals assigned to the ambulance budget is not recorded against the ambulance account. Alternatively, since the FF/Paramedic positions that are charged to the ambulance budget also perform fire functions, there may be a need to recognize a shifting of costs when there is a call for service that does not require a response from an ambulance, but still requires the staff to respond for fire fighting purposes.

Since the Fire Department provides EMS services under contract to the County, it is important that more effort be taken to ensure that appropriate direct costs of ambulance services are recorded.

Finding #11b: Overtime to provide EMS coverage and services is significant. As noted, the SPFD is challenged by a high tempo of operations and a very lean complement of staff. Given the number of calls for service that occur every day, the minimum shift staffing requirements, and the lower than typical availability of some categories of line staff, total ambulance-related overtime was \$161,440 in 2007, or 47.4% of all SPFD overtime for the year, as shown in **Figure 18**. A majority of this overtime is ambulance-related overtime (both scheduled overtime and call-back) worked by staff allocated under the contract, as well as staff that are not, but who are involved on an EMS call off their regular shift. In addition, a subset of this overtime involves “Off-Duty” call backs, which are out-of-county transfers that are made on an overtime basis. As shown in **Figure 23**, there were 245 of these ambulance runs in 2007, which cost the SPFD \$50,884 in overtime payments. Between 1999 and 2007, the average number of Out-of-County overtime ambulance runs was 334 per year. When compared to all overtime in 2007, off-duty ambulance runs represented 14.9% of all overtime paid in 2007.

Figure 23
Out-of-County Off-Duty Ambulance Runs and Associated Overtime
 2003 through 2007

	2003	2004	2005	2006	2007
Number of Off-Duty Ambulance Runs	257	323	331	198	245
Amount of Overtime Paid	\$54,362	\$73,432	\$70,957	\$39,630	\$50,884

According to SPFD staff, the typical operational approach for the SPFD is to staff two ambulance companies on each normal shift. When a third or fourth Ambulance Company is called to respond to an incident, the standard approach is to re-assign crew from Engine Company 1 to operate the needed Ambulance Company or companies. In this situation, Engine Company 1 is out of service, and the Department cannot sortie this apparatus to respond to a Fire or other incident. When the Engine Company itself is already in the field, either responding to an incident or performing fire code inspections (1,123 inspections of all types were performed by staff from Station 1 in 2007), the Department must call in off-duty staff to respond with a third or fourth Ambulance Company.

Finding #11c: Simultaneous ambulance responses can occur several times per day. During focus groups with staff, and from our review of the EMS ambulance logs from 2005, 2006, and 2007 and data provided by a member of Local 484, it is clear that simultaneous ambulance responses are frequent. Due to missing departure and/or arrival time data for some records in the Ambulance Logs, we were unable to reconcile the exact number of simultaneous ambulance responses with the data shown in **Figure 23**. On the other hand, data provided by Local 484 indicates that, in 2005 (the most recent year tracked), there were simultaneous call responses by:

- 2 Ambulance Companies 686 times;
- 3 Ambulance Companies 138 times;
- 4 Ambulance Companies 15 times; and
- 5 Ambulance Companies 2 times.

SPFD staff indicated that not all simultaneous ambulance response situations result in a call-back on overtime. Nevertheless, this pace of operations can have negative affects both on response time as well as financial impacts of overtime for off-duty ambulance runs, when staff are called back to provide cover for multiple ambulance companies responding to calls. Further, very high-tempo operations also result in higher staff fatigue levels, which typically results in increased injury rates and errors.

Recommendation #11: Given the significant pressure that operating a county-wide EMS services places on available staff resources, the SPFD should develop improved time recording practices that track all actual time for personnel that staff ambulances. This should include charging time for staff that may be transferred to a third or fourth ambulance call, but who are not included in the 11 Lead EMT or FF/Paramedic positions charged to the ambulance budget as well as for the 11 positions who are, but may be called on to respond to fire or other non-ambulance calls for service. Likewise, if staff already on shift is pulled from fire to EMS duties, the payroll records should reflect the transfer of time devoted directly to the ambulance budget. The goal should be to provide better documentation of the actual hours of staff time devoted to ambulance response so an accurate contract payment can be determined.

Finding #12: The current contract reconciliation process should be improved. The contract requires that the City and County reconcile the prior year actual costs and establish the base contract cost per run rate in early February. This is intended to establish three things. First, it establishes the estimated contract amount for the next year by looking at actual City expenditures from the prior year plus any addendums and adds a 3% inflationary adjustment. This amount is then divided by the prior year run volume to determine the contract cost per run for the following year which also establishes the base contract amount. For example, the 2006 actual City expenditures at the time of the reconciliation (\$1,097,516) were increased by 3% to arrive at an estimated contract amount for 2007 of \$1,130,442. This number was divided by the number of ambulance runs in 2006 (3,395) to arrive at a 2007 contract cost per run amount of 333.

The second item accomplished via the annual reconciliation process is to determine the net amount due to (or from) the City for the recently completed year. Again as an example, the 2005 reconciliation process resulted in an estimated contract amount of \$1,138,624. When multiplying the actual number of ambulance runs in 2006 (3,395) by the cost per run calculated in 2005 (\$341), the contract amount due was \$1,157,695, resulting in a net final payment due to the City of \$19,071.

The current methodology and timeline is adequate for establishing the base contract cost per run rate for the next year, but it does not reflect any reconciliation to the actual expenditures of the City.

The third item established by the annual reconciliation process is a comparison of the contract payment to actual City expenditures. However, this calculation is made prior to the City's financial information being audited. In both 2005 and 2006, the current methodology resulted in an overstatement of the City's actual expenditures. In 2006, the difference was just over \$9,100, while the variance in 2005 was more than \$43,500. Additionally, the 2006 reconciliation appears to have under-represented the City's 2% share by over \$9,700, and by over \$27,600 in 2005.

Recommendation #12: The City and County should modify its current process to include a final reconciliation of actual costs to contract upon completion of the audited financial statements. This final reconciliation should result in an adjusted cost per run amount that would be applied to the overall calculation of the final payment due to (or from) the City. While the City's audit is generally not completed until mid-year, this process would still provide a settlement point to make either the City or County whole based on actual costs and ambulance runs.

V. SERVICE DELIVERY AND OPERATIONAL ISSUES

The SPFD has several strengths in the areas of service delivery and operations that should be noted.

Stakeholders outside the Department as well as internal staff cited the outstanding level of service and expertise provided by the SPFD EMS operation. Specifically, the SPFD's Medical Director has provided line staff with broader latitude in carrying out ALS operations because SPFD Lead Paramedics and FF/Paramedics have proven to be technically adept in completing this vital activity. Additionally, Police and Fire Commission members specifically cited the quality of the Department's EMS program as a particular strength. Finally, during focus group sessions with staff, perhaps the most commonly referenced Department strength was the expertise of Paramedic staff.

Further, the SPFD has performed very well in limiting property loss. With the exception of 2001, the success rate achieved by the SPFD in the protecting the value of buildings involved in a fire incident has fluctuated between 96.0% and 99.5% of the estimated value (excluding tax exempt property and vehicles). As shown in **Figure 24**, between 2000 and 2007, the SPFD saved an estimated \$207,188,200 in real property involved in fires. Total property losses over these seven years were an estimated \$2,831,500, or less than \$600 in losses per fire. There is no generally accepted benchmark standard related to property loss levels, because of variances in property values from community to community. However, in our experience with other Midwestern Fire Departments this is a solid standard of performance.

Figure 24
Real Property Saved and Lost, 2000-2007

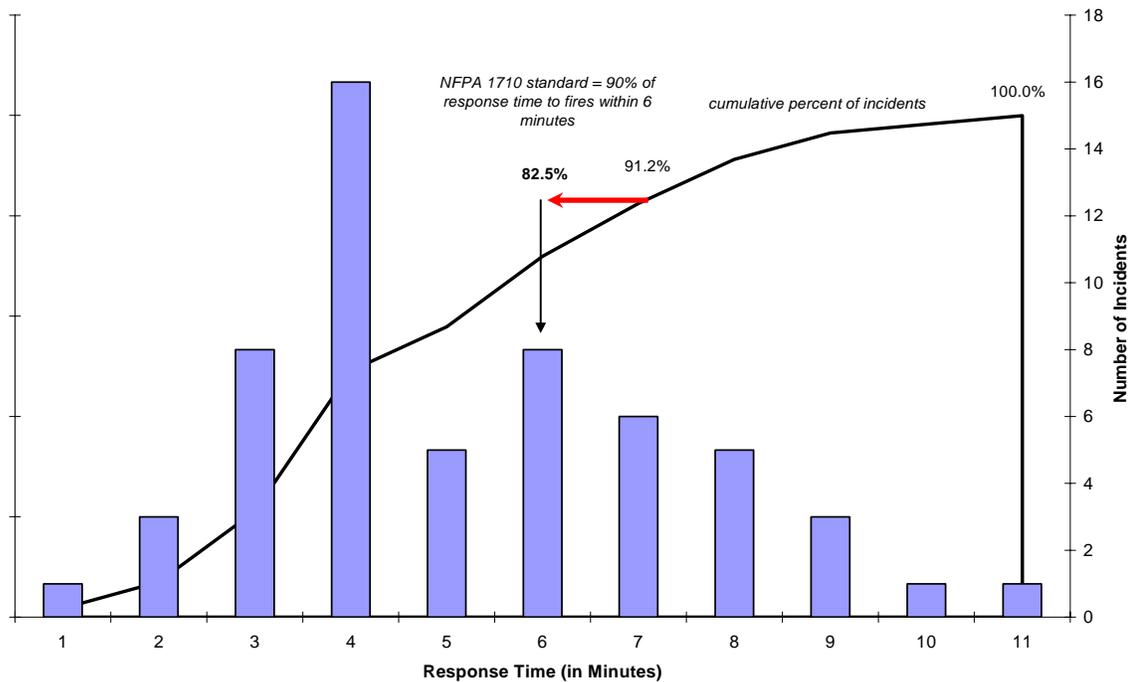
	2000	2001	2002	2003	2004	2005	2006	2007
Estimated Value of Buildings with Fire	\$ 10,373,099	\$ 3,951,850	\$ 21,217,167	\$ 56,938,000	\$ 45,574,675	\$ 53,017,200	\$ 12,401,840	\$ 6,545,920
Estimated Loss	\$ 312,720	\$ 448,550	\$ 398,301	\$ 308,400	\$ 592,600	\$ 374,150	\$ 131,720	\$ 265,075
Estimated Saved Value of Buildings	\$ 10,060,379	\$ 3,503,300	\$ 20,818,866	\$ 56,629,600	\$ 44,982,075	\$ 52,643,050	\$ 12,270,120	\$ 6,280,845
Success Percentage	97.0%	88.6%	98.1%	99.5%	98.7%	99.3%	98.9%	96.0%
Source: SPFD Monthly Fire Report								
Note: Excludes tax-exempt properties and vehicle loss								

A. Response Trends

Finding #13a: Response time for fire apparatus currently does not meet NFPA standards, but in our experience is generally reasonable. In order to meet NFPA 1710 standards for total response times to working fires, the SPFD would need to have a fire suppression vehicle on the scene within 6 minutes 90% of the time. In 2007, as shown in **Figure 25** the SPFD had a vehicle (not necessarily a fire suppression vehicle) at the scene within 6 minutes 82.5% of the time.

Figure 25

SPFD 2007 Response Time Frequency, Fire Incidents Only



In general, total response time is measured in three stages:

1. Alarm processing;
2. Turnout; and
3. Travel time.

In addition, response time performance can be conceptualized as the amount of time it takes the Department to:

1. Have the first fire suppression vehicle on the scene;
2. Establish the ability to comply with the 2-in/2-out rule; and
3. Establish an effective fire fighting force.

It should be noted that the City is currently installing laptops into SPFD apparatus that will provide the opportunity for improving data collection in the future, but specific enhancements have not yet been determined.

Finding #13b: The SPFD collects and enters a great deal of data but does not consistently use them for management or to inform the community about its successes. Currently, staff spend a great deal of time recording data about fire incidents, overtime uses, and other dimensions of service delivery. While fire incident data are reporting electronically to NIFRS, statistics about ambulance incidents (the vast majority of all incidents) are recorded in excel spreadsheets, apparently both by the Department and by Local 484. While some data collected is vital for payroll and accounting, other statistics are kept “just in case” an inquiry is made by the City or the Police and Fire Commission, such as the Monthly Fire Report, which is an internal document that is maintained by the Administrative Assistant. Further, unlike many full-time professional Fire Departments in Wisconsin, the SPFD has not completed an Annual Report in a number of years. On the other hand, the Fire Chief has developed a number of ad-hoc memos on staff resource issues for the Police and Fire Commission and for the budget process.

Recommendation #13a: The SPFD should assess its current compliance with NFPA standard 1710 and reporting relative to incident response time. Specifically, it should review its approach to recording incidents in the current incident database and ensure that, when recording incident details, the arrival of the first Engine or Quint Company should be recorded for fire incidents, rather than a Command Car or other vehicle. This will improve the accuracy of the data being collected.

Recommendation #13b: Leverage the staff time spent maintaining data such as the Monthly Fire Report and use the wealth of information contained in SPFD incident databases to publish information on response times, property value lost and saved, and other key service statistics in an Annual Report.

Finding #14: The number of false alarms responded to by the SPFD has increased significantly in recent years. Since 2001 the number of false alarms has grown from 93 to 165 in 2007, or 77.4%, as shown in **Figure 26**. Given the limited staff resources of the SPFD and the overall tempo of operations, false alarms and false calls represent a significant risk to the SPFD’s ability to respond to a working fire as well as placing additional stress on staff assigned to ambulance companies. The SPFD has indicated that it is aware of the issue and has taken some steps to address the issue, but thus far these efforts do not appear to have limited the number of false alarms in any significant way.

Figure 26
Fire Department Calls, 2001-2007
Excludes EMS Responses

Incident Category	2001	2002	2003	2004	2005	2006	2007	Percentage Change
Fires	82	79	72	56	67	40	58	-29.3%
Hazardous Conditions	66	62	69	51	65	82	90	36.4%
Good Intent Calls	26	23	18	54	45	53	49	88.5%
False Alarms / False Calls	93	91	96	152	119	149	165	77.4%
Service Calls	92	69	96	62	42	54	48	-47.8%
EMS Support	211	244	219	183	188	152	173	-18.0%
All other calls	9	18	12	18	33	25	22	144.4%
Total Fire Response	579	586	582	576	559	555	605	4.5%

Other Departments have sought to reduce or limit false alarms through a combination of education and false alarm fees. A comparison of false alarm fees is shown in **Figure 27**. Specific efforts to reduce false alarms in the benchmark communities include:

- Appleton has emphasized increased education efforts for businesses that have multiple false alarms. The City also has a false alarm fee ordinance. The Appleton Police Department has begun a program of licensing/registering alarm installers and systems and requiring that there is verification prior to PD response to an alarm, similar to some Fire Departments that have implemented a similar approach (Las Vegas area);
- Wisconsin Rapids recently implemented a false alarm fee ordinance, and the Department issues citations for multiple offenders;
- Oshkosh has implemented fines for multiple false alarms; and
- Marshfield and Eau Claire work individually with facilities with high number of false alarms to work on potential solutions.

**Figure 27
False Alarm Fees**

Department	False Alarm Fee	False Alarm Amount
Appleton	Yes	\$50 to \$300
Oshkosh	Yes	\$25 to \$100
Wisconsin Rapids	Yes	Min. \$350
Eau Claire	No	
Marshfield	No	
Stevens Point	No	
Wausau	No	

Note: Appleton and Oshkosh false alarm fees increase at threshold number of repeat offenses

Recommendation #14a: The SPFD should analyze false alarms to identify trends, patterns in repeat offenders, and Department cost impacts, and deliver a report with recommendations to the City and the Police and Fire Commission for use in setting a false alarm fee schedule and to establish a framework for a false alarm reduction initiative.

Recommendation #14b: The City should implement a false alarm fee schedule as part of a broader effort to reduce the number of false alarms. The intent of the fee schedule should not be primarily to raise revenue, but rather to serve as a deterrent. Accordingly, the fee schedule should be set at a level that is sufficient to act as such.

Recommendation #14c: The Department should develop an enhanced public education program, working collaboratively with stakeholders as well as facilities with a high number of false alarms to raise awareness.

B. Fire Code Inspections

Finding #15a: The SPFD currently conducts a significant number of Fire Code inspections every year, including a large number of re-inspections of properties initially deemed to be in non-compliance. These inspections are required under state law, and are regulated under Wisconsin Administrative Code. However, Wisconsin Fire Departments have adopted varying approaches in the staffing resources committed to complete these inspections. The current approach used by the SPFD is to send an entire engine company to conduct inspections, which prevents these staff from training or other needed activities. Further, inspection non-compliance situations must be written up by Deputy Chief which results in him having less time for other responsibilities and/or may result in delay in non-compliance reports. The SPFD may re-inspect a non-compliant property up to four times before issuing a citation. Specifically:

- Upon completion of the inspection of the building, all violations other than life-safety violations will be given thirty (30) calendar days to correct. Life safety violations shall be corrected by the end of the business day that the violation was noted, preferably immediately. The inspector writing the correction order shall return that same day, if possible, to verify the compliance;
- After the thirty (30) day compliance time, the shift doing the original inspection shall return to re-inspect the corrective order. If compliance has not been achieved, the owner/occupant shall be given an additional fifteen (15) calendar days to comply;
- As soon as possible after the fifteen (15) day period has elapsed, the Deputy Chief of Prevention, or his/her designee, will re-inspect for compliance any and all violations listed on the original and follow-up inspection forms;
- If compliance has not been achieved, a citation may be issued by the Deputy Chief of Prevention, or his/her designee, under City Ordinances 6.06 and 6.07. Seven (7) additional days shall be given to comply with the violations prior to issuing a second citation for non-compliance;
- If five (5) days after a second citation has been issued, the owner/occupant still refuses to comply, the State Fire Consultant may be called in to prosecute under Department of Commerce procedures.

The SPFD provides a postage paid card to non-critical violations. Once the owner/occupant corrects the violation, they can mail back the signed card, which the Department believes has reduced the need for re-inspections. As shown on **Figure 28** on the next page, the number of re-inspections made by the SPFD ranged from 341 to 435 during the past three year period:

Figure 28
Fire Code Inspection Trend, 2005-2007

	2005	2006	2007	Percentage Change
Station 1				
<i>Initial Inspections</i>	502	445	460	-8.4%
<i>Final Inspections</i>	431	460	462	7.2%
<i>Re-Inspections</i>	265	187	201	-24.2%
Station 1 Subtotal	1,198	1,092	1,123	-6.3%
Station 2				
<i>Initial Inspections</i>	505	511	450	-10.9%
<i>Final Inspections</i>	466	503	396	-15.0%
<i>Re-Inspections</i>	170	229	140	-17.6%
Station 2 Subtotal	1,141	1,243	986	-13.6%
Total				
<i>Initial Inspections</i>	1,007	956	910	-9.6%
<i>Final Inspections</i>	897	963	858	-4.3%
<i>Re-Inspections</i>	435	416	341	-21.6%
Total	2,339	2,335	2,109	-9.8%

The amount of time needed to complete a Fire Inspection varies by the type of property, condition of property, number of violations found, attitude of the owner/tenant, and other factors. However, in our experience with reviews of other Midwestern Fire Departments, an estimated average duration of a typical inspection is approximately 1 hour, including travel time. Given that the minimum staffing complement for Engine Company is three staff, this means that the SPFD committed an estimated 6,327 hours of staff time to this activity in 2007, or approximately 2.2 FTE. This represents a significant level of resources for a Department that is managing a high tempo of operations with a current staffing deficit.

Further, although there are some circumstances when having a full Engine Company attend a fire inspection is desirable from the perspective of familiarizing staff with building layouts, it is not clear that a three-person inspection team is necessary, or that the Engine itself needs to be taken to the inspection site. Re-inspections and final inspections may not require a full Engine Company to complete and the feasibility of using one staff to conduct such activities should be considered as is done in many other municipalities. Using the number of initial, final, and re-inspections in 2007 as a comparison, if initial inspections only were completed using a three-person team, and final and re-inspections only involved a one-person team, the net impact on staffing resources would be a net savings of approximately 2400 staff hours per year.

Finding #15b: Although Stevens Point Municipal Code allows the Fire Department to charge a fee for Fire Code non-compliance, the Department has only issued a citation once over the past several years. Further, the City does not charge for either re-inspections or inspections of commercial fire protection systems like other Wisconsin municipalities. In addition to Wisconsin Rapids, which charges for both inspections and re-inspections, the City of Madison also charge for re-inspections. The City of Racine has a separate property inspection fee on the property tax bill for all buildings (non-residential) that require inspections under Wisconsin Administrative Code. The City of Elgin, Illinois charges fees for a variety of fire prevention activities, including Fire Alarm plan reviews, Sprinkler System plan reviews and testing, Fire Code re-inspection fees, and a range of related plan reviews. Elgin's re-inspection fees range from \$75 for a first re-inspection to \$500 for a third or greater re-inspection.

Recommendation #15a: The City should implement a re-inspection fee, prior to the citation stage, for properties that fail to be in compliance with applicable city and state ordinances. The SPFD should identify current costs to provide this service for use as a basis in setting this fee. The fees should not be set at a level that exceeds the total cost to provide the service on a per-inspection basis.

If the City had collected \$100 for each re-inspection that occurred between 2005 and 2007, it would have received \$119,200, or an average of \$39,733 per year.

Recommendation #15b: The SPFD should define operational goals achieved by a three-person inspection team and sending the Engine apparatus to the inspection site, and identify Code inspection circumstances under which a one-person inspection team can be implemented consistent with stated operational goals. Specifically, the efficiency gains from performing re- and/or final inspections with one staff instead of three must be balanced against apparatus minimum staffing requirements and Engine Company readiness.

VI. MANAGEMENT AND STRATEGIC PLANNING

Overall, we found that the work environment and work culture in the SPFD is not currently ideal, but there are several factors that provide cause for optimism. Specifically, while labor-management relations have traditionally been strained, staff at the line level are motivated to improve the work culture at SPFD. This represents a strategic opportunity for the Department, but not one that will exist forever. Leadership must be shown to translate staff's desire for improvement into real results. Additionally, morale can be described as low to medium given many factors including concern with the current lack of long-term departmental vision, frustration with the workload, and a perception that the political issues in the EMS area may impact the long-term future of the department.

Finding #16a: The City lacks a clearly articulated strategic vision for the Department that includes input from community stakeholders to ensure the desired alignment of resources to community priorities. There is currently no strategic plan, nor does the Department prepare Annual Reports that could be used to inform and educate the community regarding the current performance of the Department. Further, there does not appear to be a consensus around strategic priorities that involve all stakeholders, including key decision makers at the municipal and county level. As shown in **Figure 29**, Wisconsin Rapids, Appleton, Wausau and Eau Claire have all completed a strategic plan within the last ten years, while Marshfield and Oshkosh have not.

Figure 29
Status of Strategic Planning Efforts among Benchmarking Communities

Department	Most Recent Strategic Plan
Wisconsin Rapids	2008
Appleton	2006
Wausau	2006
Eau Claire	1999
Marshfield	None
Oshkosh	None
Stevens Point	None

Note: Wisconsin Rapids strategic plan update in 2008

Strategic planning serves not only as a method for the community as a whole to articulate its priorities and provide guidance relative to allocation of scarce resources, but it also serves to focus and sharpen the Department's decision-making relative to programs and, ultimately, to operations. Finally, it also serves as a platform for the SPFD to "tell its story," and to communicate successes and challenges.

An example of the type of decision that should be made with a strategic focus is the composition of the SPFD's fleet of apparatus. A future decision on whether to purchase a Quint or an Engine should be made in the broader context of apparatus types in neighboring fire departments and what specifically the SPFD envisions for replacement of the current fleet of vehicles.

Finding #16b: There is no clear vision for the future of Fire/EMS service. As a corollary to the lack of a strategic plan, there does not appear to be a clear vision relative to the future of Fire and EMS service. In part, this appears to have been driven by past controversy between the City and the County over the status of the EMS contract. Negative effects of this condition include:

- Capital improvement decisions are reactive in nature, rather than aligned to the community's priorities;
- Uncertainty over the future of the EMS contract; and
- Staff feel there is a lack of career opportunity for the long-term.

Recommendation #16: Develop a framework for creation of a Strategic Plan that involves all key stakeholders of the SPFD, including members from:

- **The City Executive team;**
- **The Police and Fire Commission;**
- **The County Board;**
- **The University;**
- **The School District;**
- **Community groups, including community leaders, neighborhood associations or similar organizations, and interested members of the community; and**
- **SPFD management and staff.**

Finding #17: The collective bargaining agreement contains several provisions that represent outliers compared to those we have seen in other municipal collective bargaining agreements. Specifically, most overtime is paid at double time. In our experience, the typical approach is time and a half, except for holidays and other exceptions. Additionally, the CBA minimum call back payment provisions provide three hours of overtime for a call-back of any duration. A more typical minimum call-back payment provision is two hours, or none at all. It should be noted that the project team was not privy to the history of previous CBA negotiations, and we therefore are unable to assess past precedents and the bargaining contexts within which these provisions were developed. As shown on **Figure 30**, all of the benchmark communities pay overtime at a standard rate of time and half, subject to exceptions for working holidays.

**Figure 30
Standard Overtime Rate among Benchmarking Communities**

Department	Standard OT Rate
Wisconsin Rapids	Time and a Half
Appleton	Time and a Half
Eau Claire	Time and a Half
Marshfield	Time and a Half
Oshkosh	Time and a Half
Wausau	Time and a Half
Stevens Point	Double Time
<i>Note: Appleton OT calculated on pay for 80 hrs, not 112 hrs (shift)</i>	
<i>Note: Stevens Point training OT calculated on pay for 40 hours/week, not actual of 56.</i>	

As noted, total 2007 overtime expenditures (excluding working out of class payments) were \$270,900. Given variances in individual rates of pay and overtime hours worked, it is difficult to establish the extent of the impact of this CBA provision. However, if all overtime were paid at time and a half rather than double time (all else being equal), the estimated difference is \$67,700.

It should be noted that not all overtime is paid at a double time rate; the CBA provides that certain types of overtime are to be paid at less than double time. Specifically:

- Out-of-County “Off–Duty” overtime is paid at time and one half with three (3) hours minimum per run;
- Voluntary training is paid at straight time based on a 40-hour week; and
- Mandatory training paid at time and one half based on a 40-hour week (which actually results in an overtime rate exceeding double time).

Both types of training overtime are calculated as if the employee worked a 40 hour week, rather than the 56-hour week actually worked, which results in a higher effective hourly overtime rate.

Recommendation #17: During the next collective bargaining round, review the standard overtime rate paid to SPFD staff against comparable full-time professional bargaining agreements. Determine whether the financial constraints facing the City at that time warrant negotiating this item to reduce overtime expenditures.

Finding #18: Historically, labor/management relations have been strained; however, based on staff interviews it is clear that a willingness and desire exists to improve these relations. The current collective bargaining agreement is not yet completed, and the City may have to go to arbitration. Staff also indicated that the number of grievances has increased in past two years. Further, lack of staff involvement in joint labor-management initiatives is impacting culture, morale and staff relationships. Fortunately, during focus group sessions, staff signaled a willingness to embrace changes to work culture. This bodes well for the future of the Department.

Recommendation #18: Improve labor-management relations by involving labor and management in a standing framework of collaborative working groups designed to identify improvements to specific operational and tactical processes. Develop a formal continuous improvement framework consisting of SPFD staff that:

- Starts small;
- Provides a mechanism for nominating/identifying discrete operational/tactical processes, procedures, and policies for review and improvement;
- Leverages the knowledge and experience of line staff to recommend specific changes to discrete processes, procedures, and policies; and
- Includes clearly stated limitations on recommendations (i.e. can not result in layoffs, can not result in additional expenditures of greater than \$5,000, etc).

Once some successes have been achieved, take on more challenging issues.

Finding #19: The Department’s MABAS response cards are good overall, but could be improved. As noted, the SPFD currently has MABAS agreements in place with a number of neighboring Fire Departments, and belongs to one of just 15 active Divisions in Wisconsin. The MABAS approach uses response cards to automatically order support from the Department’s neighbors, depending on the nature and severity of a particular incident. The SPFD has, in essence, three response cards:

- Fire incidents in areas with hydrants;
- Fire incidents in areas without hydrants; and
- Wildland fires.

Our review of the resources to be deployed per the MABAS response cards from the Department’s partner agencies suggests that the cards could call for greater resources than is currently the case. The availability of resources from neighboring Departments is always a concern, particularly given the fact that many of the partner agencies are not full-time professional Departments. However, the trend in other MABAS Divisions is to call for a higher

level of resources sooner. For example, on a box alarm for a fire incident in an area with hydrants, the applicable SPFD response card calls for:

- 2 Engine Companies;
- 1 Ladder Truck;
- 1 Squad; and
- 2 Chiefs.

Additional resources ordered through improved response cards would ensure the establishment of an effective fire fighting force more quickly. A review of the capabilities of the neighboring Fire Departments was outside the scope of our review, and may be a limiting factor in the way that the response cards are currently configured.

In addition, we noted the existence of just three response cards. In other MABAS Divisions, we have frequently seen response cards for a broader range of incidents, including EMS Technical Rescue, and Water/Ice Rescue. The SPFD does not have MABAS cards for these types of incidents. When the SPFD responds to these incidents, either within the City or to assist in other jurisdictions, it is committing scarce staff resources, and MABAS cards can be used to call on neighbors to provide coverage for the Department for the duration of the incident.

Recommendation #19: The SPFD should review the current configuration of MABAS response cards, and report to the Police and Fire Commission with recommendations relative to:

- **The adequacy of the level of resources to be provided at different alarm levels, and whether greater resources could be requested sooner, and if not, the reasons preventing it; and**
- **The feasibility of adding additional response cards for EMS, Technical Rescue, Water/Ice, and other incidents.**

The SPFD could consider making revisions to the MABAS response card the subject of the collaborative labor-management continuous improvement work groups described in Recommendation #19.

Finding #20: There are several incentives for the City to consider the creation of a Metropolitan Fire District. As noted, the City is currently facing serious financial challenges, not least of which is the constraints placed by the State's levy limit law, as well as current economic uncertainties. Other Wisconsin communities have successfully reduced duplication and enhanced service delivery by creating consolidated Fire Departments. Consolidated Fire Departments, if implemented correctly, can address the following issues currently facing the SPFD:

- Need to find sources outside of the City's property tax levy to fund operations;
- Need to address growth on the City's far east side;
- Need to replace aging equipment; and
- Need to strategically align its vision with those being developed by key partners, including the University.

Current factors that suggest that a Metropolitan Fire Department is feasible for the City to consider:

- Few municipalities in Portage County are wholly immune to the financial challenges facing the City;

- The SPFD already has a track record of service outside the City Limits through its EMS operations; and
- Recent changes to the State's levy limit law provide specific additional incentives relative to levy limit relief for communities that create a consolidated fire district.

Recommendation #20: The City, the Police and Fire Commission, and SPFD management should work to identify potential partners for a Metropolitan Fire District. Once a group of credible partners has been identified, contract for a feasibility study to explore the issue and provide specific recommendations relative to:

- Potential governance approaches;
- Identification of capital and operating costs;
- Potential cost sharing approaches; and
- Timeframe for implementation.

It should be noted that there is currently no Wisconsin legislation specifically governing creation of Metropolitan Fire Departments. However, the intent of existing legislation does encourage cooperation between municipalities, and provides for flexibility in creating various forms of intergovernmental agreements. Therefore, there is no single "right answer" to consolidation.

A phased timeframe provides the opportunity to assess and address issues as they arise. For example, the City may wish to consider a phased approach, such as a 2/5/10 framework, under which:

- In the first two years, shared training activities, enhanced automatic aid, limited shared services such as joint purchasing, and other preparatory activities can help prepare participating agencies and communities for a consolidation;
- Over the next five years, expanded shared services and limited sharing of staff, such as a joint training Division are implemented; and
- After ten years, a full consolidation is implemented with a single organization to serve all participating communities.

However, a key component to a successful consolidation process will be the presence of strong leadership from the Chief to lead and serve as key advocate for the City in any consolidation feasibility analysis, consolidation approval decision-making, and ultimately the coordination of implementation should consolidation efforts be deemed appropriate and support gained from neighboring departments. The Chief will also serve a vital role in proactively communicating the status, benefits and likely outcomes inherent with a potential consolidation to manage department reaction and more importantly garner staff buy-in to the final decision.

APPENDIX A
BENCHMARKING SURVEY RESPONSES

Fire Department Benchmark Survey Instrument

(Blank Version)

Staff Positions and Vacancies	2008 Authorized FTE
Shift or 40 hr week	Staff
Administration	
Chief	
Assistant Chief	
Clerical	
Prevention and Education	
Fire Marshal	
Fire Training & Safety Officer	
Fire Prevention/Education Officer	
Suppression	
Battalion Chief	
Fire Captain	
Fire Lieutenant - EMT	
Fire Lieutenant	
Firefighter - EMT	
Firefighter	
Other: Describe	
Total	-

Note: Indicate current or calendar year; FTE is full-time equivalent; 2080 hours or 100% position

Note: includes Deputy/Assistant Chiefs

Note: Record full time clerical as 1.0 FTE each, half-time clerical as .5 FTE each

Note: your Department may not make these distinctions, in that case enter total of related types

Describe certification level here (EMT-Basic, EMT-I, Para)

Describe certification level here (EMT-Basic, EMT-I, Para)

Note: describe position type in column A, eg. Dispatchers, Mechanics, etc insert rows as needed

Total number of 40 hr staff (excluding clerical)

Staff Roles

Please describe staff assigned to fire programs by listing staff title, schedule, and number of personnel assigned. Insert rows as needed

Training	Shift or 40 hr week	Number of Personnel	Notes:
(position title here)			
EMS Program	Shift or 40 hr week	Number of Personnel	Notes:
(position title here)			
Fire Prevention/Inspection	Shift or 40 hr week	Number of Personnel	Notes:
(position title here)			
Vehicle Maintenance	Shift or 40 hr week	Number of Personnel	Notes:
(position title here)			

EXAMPLE:

Training	Shift or 40 hr week	Number of Personnel	Notes:
Training Officer	40 hr	1	Training Officer coordinates, plans, leads sessions, and
Captain	Shift	2	maintains records; Captains and Lieutenant lead sessions
Lieutenant	Shift	1	on shift days

Fire Department Benchmark Survey Instrument

(Blank Version)

Expenditures and Budget		
	2006	2007 (YTD)
Total employee regular earnings		
Total employee overtime earnings		
Total employee fringe benefits		
Total maintenance expenditures		
Total dispatch expenditures		
Total fire prevention & education expenditures		
Total all other operating expenditures		
Total Department annual expenditures	\$ -	\$ -
Capital equipment replacement expenditures		
Total revenues		
List primary revenue sources: (eg interdepartmental chargebacks, false alarm fees, etc.)		
1.		
2.		
3.		

Fees and Charges	Yes/No	2007 Revenue	Fee Amounts
Fire Suppression System/Sprinkler Inspection Fee?			
Fire Code Inspection/Re-inspection Fees?			
False Alarm/False Call Fees?			
Other Fees?			

Fire Department Benchmark Survey Instrument

(Blank Version)

Scheduling and Shift Pattern					
Scheduling/Shift Pattern at FULL Staffing Complement					
Shift 1		Shift 2		Shift 3	
<u>Suppression</u>	Total FTE Staff	<u>Suppression</u>	Total FTE Staff	<u>Suppression</u>	Total FTE Staff
Battalion/Shift Chief		Battalion/Shift Chief		Battalion/Shift Chief	
Fire Captain		Fire Captain		Fire Captain	
Fire Lieutenant - Paramedic		Fire Lieutenant - Paramedic		Fire Lieutenant - Paramedic	
Fire Lieutenant		Fire Lieutenant		Fire Lieutenant	
Firefighter-Paramedic		Firefighter-Paramedic		Firefighter-Paramedic	
Fire Fighter		Fire Fighter		Fire Fighter	
Other: Describe		Other: Describe		Other: Describe	

Scheduling/Shift Pattern at MINIMUM Staffing Complement					
Shift 1		Shift 2		Shift 3	
<u>Suppression</u>	Total FTE Staff	<u>Suppression</u>	Total FTE Staff	<u>Suppression</u>	Total FTE Staff
Battalion/Shift Chief		Battalion/Shift Chief		Battalion/Shift Chief	
Fire Captain		Fire Captain		Fire Captain	
Fire Lieutenant - Paramedic		Fire Lieutenant - Paramedic		Fire Lieutenant - Paramedic	
Fire Lieutenant		Fire Lieutenant		Fire Lieutenant	
Firefighter-Paramedic		Firefighter-Paramedic		Firefighter-Paramedic	
Fire Fighter		Fire Fighter		Fire Fighter	
Other: Describe		Other: Describe		Other: Describe	

Note: please indicate your Department's corresponding position title in column G

Fire Department Benchmark Survey Instrument

(Blank Version)

Equipment Staffing			
	Officer	Firefighter	EMT
Full company/staff complement: engine			
Minimum company/staff complement: engine			
Full company/staff complement: ladder			
Minimum company/staff complement: ladder			
Full company/staff complement: ambulance			
Minimum company/staff complement: ambulance			
Full company/staff complement: tanker			
Minimum company/staff complement: tanker			

Note: minimum complement means the number of staff required to sortie vehicle

Calls For Service		
NIFRS Data Set (Fire Response)	2006	2007
Fires		
Hazardous Conditions		
Good Intent Calls		
False Alarms / False Calls		
Service Calls		
EMS Support		
All other calls		
Total Fire Response	0	0
EMS Responses		

Stations and Assets

Station 1	Vehicles	Station 4	Vehicles
Engine		Firetruck	
Ladder		Ladder	
Ambulance		Ambulance	
Tanker		Tanker	
Other		Other	
Station 2	Vehicles	Station 5	Vehicles
Engine		Firetruck	
Ladder		Ladder	
Ambulance		Ambulance	
Tanker		Tanker	
Other		Other	
Station 3	Vehicles	Station 6	Vehicles
Engine		Firetruck	
Ladder		Ladder	
Ambulance		Ambulance	
Tanker		Tanker	
Other		Other	

Fire Department Benchmark Survey Instrument

(Blank Version)

Short answer questions

Response

What is the date of your last strategic plan?	
Is the standard overtime rate time and a half or double time?	
Does management work down on an acting basis? (eg Battalion Chiefs coming in to cover as an acting captain)	
During Code inspections, how many re-inspections occur before a citation is issued?	
Is the Public Fire Protection charge on the water bill or the general levy?	
Has there been any serious discussion about regionalization or consolidation of Fire Service (eg. study was done, Mayor set up a special committee to review)?	
Do Shift Commanders play a significant role in Fire Programs (eg. assigned to specific responsibilities for Maintenance, Prevention, etc) ? If yes, how so?	
Do Captains play a significant role in Fire Programs (eg. assigned to specific responsibilities for Maintenance, Prevention, etc) ? If yes, how so?	
Does your Department provide ambulance/EMS in your service area? Is the EMS coverage area limited to your municipality boundaries or do you provide regional- or County-wide service?	
Have you instituted any special efforts to reduce false alarms?	

Appleton Fire Department

Staff Positions and Vacancies		2008 Authorized FTE
Shift or 40 hr week	Staff	Staff
Administration		
Chief		1.000
Assistant Chief		2.000
Clerical		3.000
Prevention and Education		
Fire Marshall		
Fire Training & Safety Officer		2.000
Fire Prevention/Education Officer		5.000
Suppression		
Battalion Chief		3.000
Fire Captain		6.000
Fire Lieutenant - EMT		
Fire Lieutenant		15.000
Firefighter - EMT		42.000
Driver - Engineer		21.000
Mechanic		1.000
Total		101.000

Note: Indicate current or calendar year; FTE is full-time equivalent; 2080 hours or 100% position

Note: includes Deputy/Assistant Chiefs

Note: Record full time clerical as 1.0 FTE each, half-time clerical as .5 FTE each

Position belongs with a Deputy Chief

Includes 1 Fire Protection Engineer, 1 Pub.Ed Spec., 3 Inspectors

Describe certification level here (EMT-Basic, EMT-I, Para)

Describe certification level here (EMT-Basic, EMT-I, Para)

Note: describe position type in column A, eg. Dispatchers, Mechanics, etc insert rows as needed

Total number of 40 hr staff (excluding clerical)

Staff Roles

Please describe staff assigned to fire programs by listing staff title, schedule, and number of personnel assigned. Insert rows as needed

Training	Shift or 40 hr week	Number of Personnel	Notes:
(position title here)			
Batt.Chief - Training Officer		40	1
Batt.Chief Special Operations		40	1
EMS Program	Shift or 40 hr week	Number of Personnel	Notes:
(position title here)			
Fire Prevention/Inspection	Shift or 40 hr week	Number of Personnel	Notes:
(position title here)			
Inspector		40	3
Fire Prevention Engineer		40	1
Public education Specialist		40	1
Vehicle Maintenance	Shift or 40 hr week	Number of Personnel	Notes:
(position title here)			
Mechanic		40	1

EXAMPLE:

Training	Shift or 40 hr week	Number of Personnel	Notes:
Training Officer	40 hr	1	Training Officer coordinates, plans, leads sessions, and
Captain	Shift	2	maintains records; Captains and Lieutenant lead sessions
Lieutenant	Shift	1	on shift days

Appleton Fire Department

Expenditures and Budget			
	2006	2007 (YTD)	2008 Budget
Total employee regular earnings	\$ 5,389,865.00	\$ 5,746,239.00	\$ 6,200,796.00
Total employee overtime earnings	\$ 299,656.00	\$ 296,652.00	\$ 97,902.00
Total employee fringe benefits	\$ 2,246,230.00	\$ 2,357,197.00	\$ 2,649,789.00
Total maintenance expenditures	\$ 253,223.00	\$ 378,803.00	\$ 408,317.00
Total dispatch expenditures	\$ -	\$ -	\$ -
Total fire prevention & education expenditures	\$ 823,405.00	\$ 819,512.00	\$ 851,309.00
Total all other operating expenditures	\$ 381,778.00		
Total Department annual expenditures	\$ 9,394,157.00	\$ 9,375,842.00	\$ 10,208,113.00
Capital equipment replacement expenditures	248129		
Total revenues	284204	308271	246000
List primary revenue sources: (eg interdepartmental chargebacks, false alarm fees, etc.)			
1. Property Taxes			
2. Insurance Dues			
3. Fees & Intergovernmental charges			

includes salaries

includes salaries

new vehicles and facilities are budgeted differently than replacement of existing vehicles. This is not so weasily answered.

Fees and Charges	Yes/No	2007 Revenue	Fee Amounts
Fire Suppression System/Sprinkler Inspection Fee?	Yes	9042	Based on Sq foot
Fire Code Inspection/Re-inspection Fees?	No		
False Alarm/False Call Fees?	Yes	8240	
Assorted Permit Fees	Yes	30733	
Hazardous Materials charges	Yes	23581	time and materials
Non-Resident - vehicle fire & Extrication	Yes	4000	\$500

appleton.org Chapter 6 municipal code

Appleton Fire Department

Scheduling and Shift Pattern					
Scheduling/Shift Pattern at FULL Staffing Complement					
Shift 1		Shift 2		Shift 3	
<u>Suppression</u>	Total FTE Staff	<u>Suppression</u>	Total FTE Staff	<u>Suppression</u>	Total FTE Staff
Battalion/Shift Chief	1	Battalion/Shift Chief	1	Battalion/Shift Chief	1
Fire Captain	2	Fire Captain	2	Fire Captain	2
Fire Lieutenant - Paramedic		Fire Lieutenant - Paramedic		Fire Lieutenant - Paramedic	
Fire Lieutenant	5	Fire Lieutenant	5	Fire Lieutenant	5
Firefighter-Paramedic		Firefighter-Paramedic		Firefighter-Paramedic	
Fire Fighter	14	Fire Fighter	14	Fire Fighter	14
Driver-Engineer	7	Driver-Engineer	7	Driver-Engineer	7
Scheduling/Shift Pattern at MINIMUM Staffing Complement					
Shift 1		Shift 2		Shift 3	
<u>Suppression</u>	Total FTE Staff	<u>Suppression</u>	Total FTE Staff	<u>Suppression</u>	Total FTE Staff
Battalion/Shift Chief	1	Battalion/Shift Chief	1	Battalion/Shift Chief	1
Fire Captain	2	Fire Captain	2	Fire Captain	2
Fire Lieutenant - Paramedic		Fire Lieutenant - Paramedic		Fire Lieutenant - Paramedic	
Fire Lieutenant	5	Fire Lieutenant	5	Fire Lieutenant	5
Firefighter-Paramedic		Firefighter-Paramedic		Firefighter-Paramedic	
Fire Fighter	8	Fire Fighter	8	Fire Fighter	8
Driver-Engineer	7	Driver-Engineer	7	Driver-Engineer	7

Note: please indicate your Department's corresponding position title in column G

Appleton Fire Department

Equipment Staffing			
	Officer	Firefighter	EMT
Full company/staff complement: Pumper	1	3	
Minimum company/staff complement: Pumper	1	2	
Full company/staff complement: ladder	1	3	
Minimum company/staff complement: ladder	1	see note below	
Full company/staff complement: ambulance			
Minimum company/staff complement: ambulance			
Full company/staff complement: tanker			
Minimum company/staff complement: tanker			

Note: minimum complement means the number of staff required to sortie vehicle

Note: this number is generally 3 but can change based upon another vehicle being placed into service

Calls For Service		
NIFRS Data Set (Fire Response)	2006	2007
Fires	166	136
Hazardous Conditions	235	300
Good Intent Calls	180	169
False Alarms / False Calls	316	423
Service Calls	274	201
EMS Support	1762	1895
All other calls	35	21
Total Fire Response	2968	3145
EMS Responses		

Stations and Assets

Station 1	Vehicles	Station 4	Vehicles
Pumper	1	Pumper	1
Ladder	1	Ladder	
Ambulance		Ambulance	
Tanker		Tanker	
Other	2	Other	
Station 2	Vehicles	Station 5	Vehicles
Quint	1	Pumper	1
Ladder		Ladder	
Ambulance		Ambulance	
Tanker		Tanker	
Other		Other	
Station 3	Vehicles	Station 6	Vehicles
Pumper	1	Pumper	1
Ladder		Ladder	
Ambulance		Ambulance	
Tanker		Tanker	
Other		Other	

Appleton Fire Department

Short answer questions

	Response
What is the date of your last strategic plan?	2006
Is the standard overtime rate time and a half or double time?	Yes - But rate is based upon bi-weekly pay divided by 80 hours not 112.
Does management work down on an acting basis? (eg Battalion Chiefs coming in to cover as an acting captain)	No
During Code inspections, how many re-inspections occur before a citation is issued?	
Is the Public Fire Protection charge on the water bill or the general levy?	Water Bill
Has there been any serious discussion about regionalization or consolidation of Fire Service (eg. study was done, Mayor set up a special committee to review)?	A proposal is pending to study this with a neighboring community.
Do Shift Commanders play a significant role in Fire Programs (eg. assigned to specific responsibilities for Maintenance, Prevention, etc) ? If yes, how so?	
Do Captains play a significant role in Fire Programs (eg. assigned to specific responsibilities for Maintenance, Prevention, etc) ? If yes, how so?	Captains - Those assigned to the training station are assigned to provide on-duty training.
Does your Department provide ambulance/EMS in your service area? Is the EMS coverage area limited to your municipality boundaries or do you provide regional- or County-wide service?	EMS 1st responder level only
Have you instituted any special efforts to reduce false alarms?	We are working on an increased education effort for those businesses that have multiple false alarms. There also exists a false alarm fee ordinance. Our PD began a program of licensing/registering alarm installers and systems and requiring that there is verification prior to PD response to an alarm. There are some FD's that have implemented a similar approach (Las Vegas area).

Eau Claire Fire Department

Staff Positions and Vacancies		
	Shift or 40 hr week	2008 Authorized FTE Staff
Administration		
Chief	Salaried (40+ Hrs)	1.000
Assistant Chief	Salaried (40+ Hrs)	1.000
Clerical	40 Hr	2.000
Prevention and Education		
Fire Marshall	Salaried (40+ Hrs)	1.000
Fire Training & Safety Officer	Salaried (40+ Hrs)	1.000
Fire Prevention/Education Officer	40 Hr	2.000
Suppression		
Battalion Chief	Shift	3.000
Fire Captain	Shift	6.000
Fire Lieutenant - EMT	Shift	6.000
Fire Lieutenant	Shift	6.000
Firefighter - EMT	Shift	35.000
Firefighter	Shift	30.000
Other: Describe		
Total		94.000

Note: Indicate current or calendar year; FTE is full-time equivalent; 2080 hours or 100% position

Deputy Chief of Operations

Note: Record full time clerical as 1.0 FTE each, half-time clerical as .5 FTE each

Deputy Chief of Prevention

Division Chief of EMS and Training

Describe certification level here (EMT-Basic, EMT-I, Para)

Paramedics

EMT-B

Describe certification level here (EMT-Basic, EMT-I, Para)

Paramedics

EMT-B

Note: describe position type in column A, eg. Dispatchers, Mechanics, etc insert rows as needed

Total number of 40 hr staff (excluding clerical)

Staff Roles

Please describe staff assigned to fire programs by listing staff title, schedule, and number of personnel assigned. Insert rows as needed

Training	Shift or 40 hr week	Number of Personnel	Notes:
Division Chief of EMS and Training	Salaried (40+ Hrs)	1	Shares duties of Oversight for EMS and Training - One Battalion Chief and one Captain for assistance
EMS Program (position title here)	Shift or 40 hr week	Number of Personnel	Notes: See Above
Fire Prevention/Inspection Fire Inspectors	Shift or 40 hr week 40 Hr	Number of Personnel 2	Notes: Full time fire/education inspectors
Vehicle Maintenance (position title here)	Shift or 40 hr week	Number of Personnel	Notes: Handled through Central Maintenance

EXAMPLE:

Training	Shift or 40 hr week	Number of Personnel	Notes:
Training Officer	40 hr	1	Training Officer coordinates, plans, leads sessions, and
Captain	Shift	2	maintains records; Captains and Lieutenant lead sessions
Lieutenant	Shift	1	on shift days

Eau Claire Fire Department

Expenditures and Budget			
	2006	2007 (YTD)	2008 Budget
Total employee regular earnings	4,685,611	4,873,500	4,938,400
Total employee overtime earnings	626,607	317,500	425,100
Total employee fringe benefits	2,973,482	3,407,900	3,347,100
Total maintenance expenditures	96,900	91,586	93,200
Total dispatch expenditures			
Total fire prevention & education expenditures	18,243	19,452	20,000
Total all other operating expenditures	851,657	861,862	649,800
Total Department annual expenditures	\$9,252,500	\$9,571,800	\$9,473,600
Capital equipment replacement expenditures	442,000	2,355,000	284,146
Total revenues	1,335,279	1,430,533	
List primary revenue sources: (eg interdepartmental chargebacks, false alarm fees, etc.)			
1. Ambulance Fee	1,175,600	1,284,300	1,500,000
2. 2% Dues	134642.95	121248.09	120000
3. Act 102 Monies	13819.49	13417.26	15000
4. Storage Tank Fee	11216.4	11568.01	10000

Fees and Charges	Yes/No	2007 Revenue	Fee Amounts
Fire Suppression System/Sprinkler Inspection Fee?	No		
Fire Code Inspection/Re-inspection Fees?	No		
False Alarm/False Call Fees?	No		
Other Fees?	No		

Eau Claire Fire Department

Scheduling and Shift Pattern						
Scheduling/Shift Pattern at FULL Staffing Complement						
Shift 1		Shift 2		Shift 3		
<u>Suppression</u>	Total FTE Staff	<u>Suppression</u>	Total FTE Staff	<u>Suppression</u>	Total FTE Staff	
Battalion/Shift Chief	1	Battalion/Shift Chief	1	Battalion/Shift Chief	1	BC
Fire Captain	2	Fire Captain	2	Fire Captain	2	Captain
Fire Lieutenant - Paramedic	2	Fire Lieutenant - Paramedic	2	Fire Lieutenant - Paramedic	2	Lt/P
Fire Lieutenant	2	Fire Lieutenant	2	Fire Lieutenant	2	Lt
Firefighter-Paramedic	7	Firefighter-Paramedic	7	Firefighter-Paramedic	7	FF/P
Fire Fighter	9	Fire Fighter	8	Fire Fighter	9	FF
Other: Engineer	6	Other: Engineer	6	Other: Engineer	6	Engineer
Scheduling/Shift Pattern at MINIMUM Staffing Complement						
Shift 1		Shift 2		Shift 3		
<u>Suppression</u>	Total FTE Staff	<u>Suppression</u>	Total FTE Staff	<u>Suppression</u>	Total FTE Staff	
Battalion/Shift Chief	1	Battalion/Shift Chief	1	Battalion/Shift Chief	1	
Fire Captain	2	Fire Captain	2	Fire Captain	2	
Fire Lieutenant - Paramedic	2	Fire Lieutenant - Paramedic	2	Fire Lieutenant - Paramedic	2	
Fire Lieutenant	2	Fire Lieutenant	2	Fire Lieutenant	2	
Firefighter-Paramedic	9	Firefighter-Paramedic	9	Firefighter-Paramedic	9	
Fire Fighter	9	Fire Fighter	9	Fire Fighter	9	
Other: Describe		Other: Describe		Other: Describe		

Note: please indicate your Department's corresponding position title in column G

Eau Claire Fire Department

Equipment Staffing			
	Officer	Firefighter	Engineer
Full company/staff complement: engine	1	1	1
Minimum company/staff complement: engine	1	1	1
Full company/staff complement: ladder	1	1	1
Minimum company/staff complement: ladder	1	1	1
Full company/staff complement: ambulance	1	1	
Minimum company/staff complement: ambulance	1	1	
Full company/staff complement: tanker	N/A		
Minimum company/staff complement: tanker			

Note: minimum complement means the number of staff required to sortie vehicle

Calls For Service		
NIFRS Data Set (Fire Response)	2006	2007
Fires	201	166
Hazardous Conditions	147	190
Good Intent Calls	125	143
False Alarms / False Calls	536	545
Service Calls	15	20
EMS Support	41	22
All other calls	95	132
Total Fire Response	1160	1218
EMS Responses	4741	4622

Stations and Assets

Station 2	Vehicles	Station 8	Vehicles
Engine	1	Engine	1
Ladder		Ladder/Quint	1
Ambulance		Ambulance	
Tanker		Tanker	
Other	7	Other	
Station 5	Vehicles	Station 9	Vehicles
Engine	1	Engine	1
Ladder		Ladder	
Ambulance	2	Ambulance	2
Tanker		Tanker	
Other		Other	
Station 6	Vehicles	Station 10	Vehicles
Engine	1	Engine	1
Ladder/Quint	1	Ladder	
Ambulance		Ambulance	2
Tanker		Tanker	
Other		Other	5

Eau Claire Fire Department

Short answer questions

	Response
What is the date of your last strategic plan?	1999
Is the standard overtime rate time and a half or double time?	Time and one half
Does management work down on an acting basis? (eg Battalion Chiefs coming in to cover as an acting captain)	No
During Code inspections, how many re-inspections occur before a citation is issued?	1
Is the Public Fire Protection charge on the water bill or the general levy?	Water bill
Has there been any serious discussion about regionalization or consolidation of Fire Service (eg. study was done, Mayor set up a special committee to review)?	We are in the process of taking over partial County EMS transport services for several surrounding Towns, City and Villiage
Do Shift Commanders play a significant role in Fire Programs (eg. assigned to specific responsibilities for Maintenance, Prevention, etc) ? If yes, how so?	Yes, each are assigned functional tasks for total oversight, (i.e., hazmat, spec ops, tactical teams, EMS)
Do Captains play a significant role in Fire Programs (eg. assigned to specific responsibilities for Maintenance, Prevention, etc) ? If yes, how so?	Yes, each are assigned functional tasks for partial oversight, (i.e., maintenance, EMS, breathing apparatus, special rescue, water/dive team, suppression equipment)
Does your Department provide ambulance/EMS in your service area? Is the EMS coverage area limited to your municipality boundaries or do you provide regional- or County-wide service?	We cover the City and are in the process of taking over partial County EMS transport services for several surrounding Towns, City and Villiage
Have you instituted any special efforts to reduce false alarms?	Yes, the prevention division will work with the entities involved to identify problems with possible solutions

Marshfield Fire Department

Staff Positions and Vacancies		2008 Authorized FTE
Shift or 40 hr week	Staff	Staff
Administration		
Chief		1.000
Assistant Chief		5.000
Clerical		1.000
Prevention and Education		
Fire Marshall		-
Fire Training & Safety Officer		1.000
Fire Prevention/Education Officer		1.000
Suppression		
Battalion Chief		-
Fire Captain		-
Fire Lieutenant - EMT		-
Fire Lieutenant		-
Firefighter - EMT	18-Paramedics 15-Basic	-
Firefighter		-
Other: Describe		-
Total		10.000

Note: Indicate current or calendar year; FTE is full-time equivalent; 2080 hours or 100% position

Note: Record full time clerical as 1.0 FTE each, half-time clerical as .5 FTE each

Note: your Department may not make these distinctions, in that case enter total of related types

Deputy Chief

Deputy Chief

Deputy Chief's

Describe certification level here (EMT-Basic, EMT-I, Para)

Describe certification level here (EMT-Basic, EMT-I, Para)

Note: describe position type in column A, eg. Dispatchers, Mechanics, etc insert rows as needed

Total number of 40 hr staff (excluding clerical) 3.000

Staff Roles

Please describe staff assigned to fire programs by listing staff title, schedule, and number of personnel assigned. Insert rows as needed

Training	Shift or 40 hr week	Number of Personnel	Notes:
Deputy Chief	Shift Schedule	1	Also a Shift Commander
EMS Program	Shift or 40 hr week	Number of Personnel	Notes:
Deputy Chief	40 Hour Week	1	
Fire Prevention/Inspection	Shift or 40 hr week	Number of Personnel	Notes: *Also in Charge of Buildings/Vehicles
Deputy Chief	40 Hour Week	1	
Vehicle Maintenance	Shift or 40 hr week	Number of Personnel	Notes:
*Deputy Chief	40 Hour Week	1	

EXAMPLE:

Training	Shift or 40 hr week	Number of Personnel	Notes:
Training Officer	40 hr	1	Training Officer coordinates, plans, leads sessions, and
Captain	Shift	2	maintains records; Captains and Lieutenant lead sessions
Lieutenant	Shift	1	on shift days

Marshfield Fire Department

Expenditures and Budget			
	2006	2007 (YTD)	2008 Budget
Total employee regular earnings	\$ 1,820,542.00	\$ 1,786,372.00	\$ 1,946,358.00
Total employee overtime earnings	\$ 131,485.00	\$ 135,242.00	\$ 111,000.00
Total employee fringe benefits	\$ 859,270.00	\$ 785,769.00	\$ 961,872.00
Total maintenance expenditures	\$ 57,531.00	\$ 58,052.00	\$ 63,296.00
Total dispatch expenditures	\$ -	\$ -	\$ -
Total fire prevention & education expenditures	\$ 54,281.00	\$ 56,078.00	\$ 87,627.00
Total all other operating expenditures	\$ 116,065.00	\$ 155,166.00	\$ 169,749.00
Total Department annual expenditures	\$ 3,039,174.00	\$ 2,976,679.00	\$ 3,339,902.00
Capital equipment replacement expenditures	\$ 41,003.00	\$ 89,497.00	\$ 681,731.00
Total revenues	\$ 842,433.00	\$ 973,902.00	\$ 844,604.00
List primary revenue sources: (eg interdepartmental chargebacks, false alarm fees, etc.)			
1. Ambulance Fees			
2. 2% Dues			
3. UST/AST Inspections			

Fees and Charges	Yes/No	2007 Revenue	Fee Amounts
Fire Suppression System/Sprinkler Inspection Fee?	Yes	1700	100/250/350
Fire Code Inspection/Re-inspection Fees?	No		
False Alarm/False Call Fees?	No		
Other Fees?	No		

Marshfield Fire Department

Scheduling and Shift Pattern						
Scheduling/Shift Pattern at FULL Staffing Complement						
Shift 1		Shift 2		Shift 3		
Suppression	Total FTE Staff	Suppression	Total FTE Staff	Suppression	Total FTE Staff	
Battalion/Shift Chief	1	Battalion/Shift Chief	1	Battalion/Shift Chief	1	Deputy Chief
Fire Captain	0	Fire Captain	0	Fire Captain	0	
Fire Lieutenant - Paramedic	0	Fire Lieutenant - Paramedic	0	Fire Lieutenant - Paramedic	0	
Fire Lieutenant	0	Fire Lieutenant	0	Fire Lieutenant	0	
Firefighter-Paramedic	6	Firefighter-Paramedic	6	Firefighter-Paramedic	6	
Fire Fighter	3	Fire Fighter	3	Fire Fighter	3	
Other: Describe	0	Other: Describe	0	Other: Describe	0	
Scheduling/Shift Pattern at MINIMUM Staffing Complement						
Shift 1		Shift 2		Shift 3		
Suppression	Total FTE Staff	Suppression	Total FTE Staff	Suppression	Total FTE Staff	
Battalion/Shift Chief	1	Battalion/Shift Chief	1	Battalion/Shift Chief	1	Deputy Chief
Fire Captain	0	Fire Captain	0	Fire Captain	0	
Fire Lieutenant - Paramedic	0	Fire Lieutenant - Paramedic	0	Fire Lieutenant - Paramedic	0	
Fire Lieutenant	0	Fire Lieutenant	0	Fire Lieutenant	0	
Firefighter-Paramedic	5	Firefighter-Paramedic	5	Firefighter-Paramedic	5	
Fire Fighter	2	Fire Fighter	2	Fire Fighter	2	
Other: Describe	0	Other: Describe	0	Other: Describe	0	

Note: please indicate your Department's corresponding position title in column G

Note: Relief Deputy Chiefs Fill in If a D/C Is Off-Duty
(This Is Not a "Position" But Rather an "Appointment")

Marshfield Fire Department

Equipment Staffing			
	Officer	Firefighter	EMT
Full company/staff complement: engine	1	1	1
Minimum company/staff complement: engine	1	1	
Full company/staff complement: ladder		1	
Minimum company/staff complement: ladder		1	
Full company/staff complement: ambulance			3
Minimum company/staff complement: ambulance			2
Full company/staff complement: tanker			N/A
Minimum company/staff complement: tanker			N/A

Note: minimum complement means the number of staff required to sortie vehicle

Calls For Service		
NIFRS Data Set (Fire Response)	2006	2007
Fires	41	41
Hazardous Conditions	58	68
Good Intent Calls	14	23
False Alarms / False Calls	68	67
Service Calls	10	10
EMS Support		
All other calls	8	5
Total Fire Response	199	214
EMS Responses	2233	2507

Stations and Assets

Station 1	Vehicles	Station 4	Vehicles
Engine	3	Firetruck	
Ladder	1	Ladder	
Ambulance	4	Ambulance	
Tanker	0	Tanker	
Sky Boom/Engine	1	Other	
Station 2	Vehicles	Station 5	Vehicles
Engine		Firetruck	
Ladder		Ladder	
Ambulance		Ambulance	
Tanker		Tanker	
Other		Other	
Station 3	Vehicles	Station 6	Vehicles
Engine		Firetruck	
Ladder		Ladder	
Ambulance		Ambulance	
Tanker		Tanker	
Other		Other	

Marshfield Fire Department

Short answer questions

	Response
What is the date of your last strategic plan?	
Is the standard overtime rate time and a half or double time?	Time and a half for represented employees only
Does management work down on an acting basis? (eg Battalion Chiefs coming in to cover as an acting captain)	We only have Deputy Chiefs and Yes they have had to come in when other represented personnel wouldn't/couldn't
During Code inspections, how many re-inspections occur before a citation is issued?	On second re-inspection a non-compliance notice with compliance date is issued and referred for citation upon expiration of non-compliance notice without correction
Is the Public Fire Protection charge on the water bill or the general levy?	Water Bill
Has there been any serious discussion about regionalization or consolidation of Fire Service (eg. study was done, Mayor set up a special committee to review)?	
Do Shift Commanders play a significant role in Fire Programs (eg. assigned to specific responsibilities for Maintenance, Prevention, etc) ? If yes, how so?	Yes - One is in charge of Hazardous Materials, One in charge of Emergency Management plus Training and the other one is in charge of Safety Committee
Do Captains play a significant role in Fire Programs (eg. assigned to specific responsibilities for Maintenance, Prevention, etc) ? If yes, how so?	
Does your Department provide ambulance/EMS in your service area? Is the EMS coverage area limited to your municipality boundaries or do you provide regional- or County-wide service?	Yes - City Limits and 280 additional contracted square miles
Have you instituted any special efforts to reduce false alarms?	Working individually with facilities with high number of false alarms to work on a solution.

Oshkosh Fire Department

Staff Positions and Vacancies		
	Shift or 40 hr week	2008 Authorized FTE Staff
Administration		
Chief	40	1.000
Assistant Chief	52	1.000
Clerical	40	1.000
Prevention and Education		
Fire Marshall	40	1.000
Fire Training & Safety Officer		
Fire Prevention/Education Officer	40	2.000
Suppression		
Battalion Chief	52	5.000
Fire Captain	56	7.000
Fire Lieutenant - EMT	56	7.000
Fire Lieutenant	56	7.000
Firefighter - EMT	56	52.000
Firefighter	56	2.000
Other:E.O. (Driver)-EMT	56	20.000
Other:E.O. (Driver)	56	1.000
Other: Mechanic	40	1.000
Total		108.000

Note: Indicate current or calendar year; FTE is full-time equivalent; 2080 hours or 100% position

Note: includes Deputy/Assistant Chiefs

Note: Record full time clerical as 1.0 FTE each, half-time clerical as .5 FTE each

Note: your Department may not make these distinctions, in that case enter total of related types

Describe certification level here (EMT-Basic, EMT-I, Para)

EMT-B

Describe certification level here (EMT-Basic, EMT-I, Para)

EMT-P

EMT-P

Note: describe position type in column A, eg. Dispatchers, Mechanics, etc insert rows as needed

Total number of 40 hr staff (excluding clerical) 4.000

Staff Roles

Please describe staff assigned to fire programs by listing staff title, schedule, and number of personnel assigned. Insert rows as needed

Training	Shift or 40 hr week	Number of Personnel	Notes:
Battalion Chief Fire Ops	52 Shift	1	52 hour shift is a combo of days and 24 hr shifts. The Battalion Chiefs have Admin. functions for their area and plan and conduct training for their assigned area as well.
Battalion Chief Special Ops	52 Shift	1	
EMS Program	Shift or 40 hr week	Number of Personnel	Notes:
Battalion Chief of Ems	52 shift	1	See above
Fire Prevention/Inspection	Shift or 40 hr week	Number of Personnel	Notes:
Battalion Chief Prevention	40 hr.	1	Operations personnel are transfereerd in in two week increments(voluntarily) during winter months, peak staff availability to assit, they act as Lt.'s
Lt. Inspector	40 hr.	1	
Fire Education Specialist	40 hr.	1	
Vehicle Maintenance	Shift or 40 hr week	Number of Personnel	Notes:
Mechanic	40hr.	1	This area and buildings is supervised by the Battalion Chief of Maint. Who is also on 52 hour shift as described above.

EXAMPLE:

Training	Shift or 40 hr week	Number of Personnel	Notes:
Training Officer	40 hr	1	Training Officer coordinates, plans, leads sessions, and maintains records; Captains and Lieutenant lead sessions on shift days
Captain	Shift	2	
Lieutenant	Shift	1	

52 hour work week for Chief officers includes a 24 hour shift as the Duty Chief every five days, with the balance of their 52 hours being earned on 8 hour administrative days
 Vacation fro Chief officers is covered by EMS Battalion Chief and if need be the Prevention BC and occasionally the Fire Chief

Oshkosh Fire Department

Expenditures and Budget			
	2006 2007 (YTD)		2008 Budget
Total employee regular earnings	\$ 6,348,601.00	\$ 6,486,836.00	\$ 6,663,916.00
Total employee overtime earnings	\$ 267,417.00	\$ 293,543.00	\$ 220,000.00
Total employee fringe benefits	\$ 2,578,581.00	\$ 2,611,020.00	\$ 2,880,171.00
Total maintenance expenditures	\$ 84,285.00		\$ 116,040.00
Total dispatch expenditures			\$ -
Total fire prevention & education expenditures			\$ 9,792.00
Total all other operating expenditures	\$ 301,329.00		\$ 326,041.00
Total Department annual expenditures	\$ 9,580,213.00	\$ 9,391,399.00	\$ 10,215,960.00
Capital equipment replacement expenditures	340000	162000	1477000
Total revenues	\$ 2,103,059.00	\$ 2,117,934.00	\$2,226,962
List primary revenue sources: (eg interdepartmental chargebacks, false alarm fees, etc.)			
1. Ambulance Fees			
2. Special Events Coverage			
3.			

Fees and Charges	Yes/No	2007 Revenue	Fee Amounts
Fire Suppression System/Sprinkler Inspection Fee?	No		
Fire Code Inspection/Re-inspection Fees?	No		
False Alarm/False Call Fees?	Yes	?	
Other Fees?			

2008 CIP includes major maint./ overhaul of main fire station

Oshkosh Fire Department

Scheduling and Shift Pattern						
Scheduling/Shift Pattern at FULL Staffing Complement						
Shift 1		Shift 2		Shift 3		
<u>Suppression</u>	Total FTE Staff	<u>Suppression</u>	Total FTE Staff	<u>Suppression</u>	Total FTE Staff	
Battalion/Shift Chief	1	Battalion/Shift Chief	1	Battalion/Shift Chief	1	Battalion Chief or Assitant Chief
Fire Captain	2	Fire Captain	2	Fire Captain	3	
Fire Lieutenant - Paramedic		Fire Lieutenant - Paramedic		Fire Lieutenant - Paramedic		
Fire Lieutenant	5	Fire Lieutenant	5	Fire Lieutenant	4	Lieutenant
Firefighter-Paramedic	18	Firefighter-Paramedic	17	Firefighter-Paramedic	17	Firefighter Paramedic
Fire Fighter		Fire Fighter	1	Fire Fighter	1	
Other: Describe E.O/Driver	7	Other: Describe E.O/Driver	7	Other: Describe E.O/Driver	7	Equipment Operator
Scheduling/Shift Pattern at MINIMUM Staffing Complement						
Shift 1		Shift 2		Shift 3		
<u>Suppression</u>	Total FTE Staff	<u>Suppression</u>	Total FTE Staff	<u>Suppression</u>	Total FTE Staff	
Battalion/Shift Chief	1	Battalion/Shift Chief	1	Battalion/Shift Chief	1	
Fire Captain	2	Fire Captain	2	Fire Captain	3	
Fire Lieutenant - Paramedic		Fire Lieutenant - Paramedic		Fire Lieutenant - Paramedic		
Fire Lieutenant	5	Fire Lieutenant	5	Fire Lieutenant	5	
Firefighter-Paramedic	12	Firefighter-Paramedic	12	Firefighter-Paramedic	12	
Fire Fighter		Fire Fighter		Fire Fighter		
Other: Describe	7	Other: Describe	7	Other: Describe	7	

Note: please indicate your Department's corresponding position title in column G

Oshkosh Fire Department

Equipment Staffing			
	Officer	Firefighter	EMT
Full company/staff complement: engine	1	2	
Minimum company/staff complement: engine	1	2	
Full company/staff complement: ladder	1	3	
Minimum company/staff complement: ladder	1	2	
Full company/staff complement: ambulance			
Minimum company/staff complement: ambulance		2	
Full company/staff complement: Heavy Rescue	1	1	
Minimum company/staff complement: Heavy Rescue	1	3	

Note: minimum complement means the number of staff required to sortie vehicle
 All firefighters and E>o's are paramedics except for 3 senior personnel

Calls For Service		
NIFRS Data Set (Fire Response)	2006	2007
Fires	183	220
Hazardous Conditions	198	221
Good Intent Calls	158	159
False Alarms / False Calls	340	338
Service Calls	128	108
EMS Support		
All other calls	16	27
Total Fire Response	1023	1073
EMS Responses	5887	6416

Stations and Assets

Station 1	Vehicles	Station 4	Vehicles
Engine	1	Firetruck	
Ladder		Ladder/Quint	1
Ambulance	2	Ambulance	1
Tanker		Tanker	
Other	2	Other	3
Station 2	Vehicles	Station 5	Vehicles
Engine		Engine	1
Ladder/Quint	1	Ladder	
Ambulance	1	Ambulance	1
Tanker		Tanker	
Other		Other	
Station 3	Vehicles	Station 6	Vehicles
Engine	1	Engine	1
Ladder		Ladder	
Ambulance	2	Ambulance	
Tanker		Tanker	
Other		Other	1

EMS fire company support not split out in reporting

Oshkosh Fire Department

Short answer questions

	Response
What is the date of your last strategic plan?	Under Development
Is the standard overtime rate time and a half or double time?	Time and one half
Does management work down on an acting basis? (eg Battalion Chiefs coming in to cover as an acting captain)	no
During Code inspections, how many re-inspections occur before a citation is issued?	No set number, but usually 2
Is the Public Fire Protection charge on the water bill or the general levy?	Both not sure of the percentage split
Has there been any serious discussion about regionalization or consolidation of Fire Service (eg. study was done, Mayor set up a special committee to review)?	Yes, Ems regionalized in 2004, currently studying contracting for fire with neighboring towns
Do Shift Commanders play a significant role in Fire Programs (eg. assigned to specific responsibilities for Maintenance, Prevention, etc) ? If yes, how so?	MA
Do Captains play a significant role in Fire Programs (eg. assigned to specific responsibilities for Maintenance, Prevention, etc) ? If yes, how so?	Captains each have an Amin assignemnt as well, such as, Ems Supplies, Janitorial supplies, PPE, Ground Ladders and Haz-Mat and Dive Team
Does your Department provide ambulance/EMS in your service area? Is the EMS coverage area limited to your municipality boundaries or do you provide regional- or County-wide service?	Yes, We provide regional service to 10 other municiplaites
Have you instituted any special efforts to reduce false alarms?	Fines for repeat alarms

Wisconsin Rapids Fire Department

Staff Positions and Vacancies		
	Shift or 40 hr week	2008 Authorized FTE Staff
Administration		
Chief	40 hrs/wk	1.000
Assistant Chief	Deputy Chief 40 hrs/wk	1.000
Clerical	40 hrs/wk clerical union	1.000
Prevention and Education		
Fire Marshal	Deputy Chief	
Fire Training & Safety Officer	fills all three	
Fire Prevention/Education Officer	assignments	
Suppression		
Battalion Chief		
Fire Captain - Paramedic	Shift 56 hrs/wk-mgmt	3.000
Fire Lieutenant - Paramedic	Shift-union position	3.000
Fire Lieutenant		
Firefighter - Paramedic	Shift	15.000
Firefighter		
Other: Describe	Motor Pump Operator	9.000
Total		33.000

Note: Indicate current or calendar year; FTE is full-time equivalent; 2080 hours or 100% position

Note: includes Deputy/Assistant Chiefs

Note: Record full time clerical as 1.0 FTE each, half-time clerical as .5 FTE each

Note: your Department may not make these distinctions, in that case enter total of related types

Describe certification level here (EMT-Basic, EMT-I, Para)

Describe certification level here (EMT-Basic, EMT-I, Para)

Note: describe position type in column A, eg. Dispatchers, Mechanics, etc insert rows as needed

Total number of 40 hr staff (excluding clerical)

Staff Roles

Please describe staff assigned to fire programs by listing staff title, schedule, and number of personnel assigned. Insert rows as needed

Training	Shift or 40 hr week	Number of Personnel	Notes:
Deputy Chief	40 hrs/wk	1	DC is assisted with training by Fire Chief, six other officers and certified MSTC fire/EMS instructors on department.
EMS Program	Shift or 40 hr week	Number of Personnel	Notes:
Deputy Chief	40 hrs/wk	1	Deputy Chief is our Paramedic Director and assisted by our
EMS Captain	56 hrs/wk	1	EMS Captain, an EMS Committee, and six EMS Crew
EMS Crew Coordinators	56 hrs/wk	6	Coordinators
Fire Prevention/Inspection	Shift or 40 hr week	Number of Personnel	Notes:
Deputy Chief	40 hrs/wk	1	DC coordinates and conducts inspections. Inspections along with pre-plans are conducted by crews. Fire Chief assists as necessary.
Vehicle Maintenance	Shift or 40 hr week	Number of Personnel	Notes:
MPOs	56 hrs/wk	9	MPOs conduct routine check-ins on all vehicles. City garage personnel work higher level maintenance and Red Power Diesel conducts annual maintenance.

EXAMPLE:

Training	Shift or 40 hr week	Number of Personnel	Notes:
Training Officer	40 hr	1	Training Officer coordinates, plans, leads sessions, and
Captain	Shift	2	maintains records; Captains and Lieutenant lead sessions
Lieutenant	Shift	1	on shift days

Wisconsin Rapids Fire Department

Expenditures and Budget			
	2006	2007 (YTD)	2008 Budget
Total employee regular earnings	\$ 1,671,639.00	\$ 1,717,106.00	\$ 1,788,513.00
Total employee overtime earnings	\$ 185,205.00	\$ 191,000.00	\$ 191,000.00
Other CBA earnings (ambulance pay, transfer pay, etc)	\$ 127,775.00	\$ 73,027.00	\$ 191,220.00
Health and dental insurance costs	\$ 529,102.00	\$ 586,389.00	\$ 592,229.00
Total employee fringe benefits	\$ 428,380.00	\$ 434,164.00	\$ 451,263.00
Total maintenance expenditures	\$ 49,368.00	\$ 60,500.00	\$ 67,900.00
Total dispatch expenditures	This is thru County and City pays a share		
Total fire prevention & education expenditures	\$ 32,316.00	\$ 26,500.00	\$ 31,620.00
Total all other operating expenditures	\$ 197,759.00	\$ 181,930.00	\$ 207,287.00
Total Department annual expenditures	\$ 3,221,544.00	\$ 3,270,616.00	\$ 3,521,032.00
Capital equipment replacement expenditures	106357	79500	54000
Also, have funds directed to FDASS (Fire Department Acquisition Sustainment Schedule) for vehicles and major equipment replacements such as defibs, IV pumps, hose, turnout gear, radios, etc.			
Total revenues			
List primary revenue sources: (eg interdepartmental chargebacks, false alarm fees, etc.)			
1. EMS billing	808591	629200	949950
2. Special Operations Fee*	0	0	20000-25000
3. Other fees (false alarms, haz mat spills, etc.)	0	0	approx 3000
<p style="background-color: yellow;">* = based upon amount of haz mat on site and # of confined space entries per year. Four different levels of reimbursement, on an annual schedule, with initial payment larger than subsequent payments. Currently, be discussed and city council approves of it conceptually.</p>			
Fees and Charges	Yes/No	2007 Revenue	Fee Amounts
Fire Suppression System/Sprinkler Inspection Fee?	No		
Fire Code Inspection/Re-inspection Fees?	Yes	just put into effect*	50/100/200
False Alarm/False Call Fees?	Yes	see above	min of \$350
Other Fees?	Yes	see above	approx. 3000/yr

Wisconsin Rapids Fire Department

Scheduling and Shift Pattern					
Scheduling/Shift Pattern at FULL Staffing Complement					
Shift 1		Shift 2		Shift 3	
<u>Suppression</u>	Total FTE Staff	<u>Suppression</u>	Total FTE Staff	<u>Suppression</u>	Total FTE Staff
Battalion/Shift Chief		Battalion/Shift Chief		Battalion/Shift Chief	
Fire Captain - Paramedic	1	Fire Captain - Paramedic	1	Fire Captain - Paramedic	1
Fire Lieutenant - Paramedic	1	Fire Lieutenant - Paramedic	1	Fire Lieutenant - Paramedic	1
Fire Lieutenant		Fire Lieutenant		Fire Lieutenant	
Firefighter-Paramedic	5	Firefighter-Paramedic	5	Firefighter-Paramedic	5
Fire Fighter		Fire Fighter		Fire Fighter	
Other: MPO	3	Other: MPO	3	Other: MPO	3
Scheduling/Shift Pattern at MINIMUM Staffing Complement					
Shift 1		Shift 2		Shift 3	
<u>Suppression</u>	Total FTE Staff	<u>Suppression</u>	Total FTE Staff	<u>Suppression</u>	Total FTE Staff
Battalion/Shift Chief		Battalion/Shift Chief		Battalion/Shift Chief	
Fire Captain - Paramedic	1	Fire Captain - Paramedic		Fire Captain - Paramedic	1
Fire Lieutenant - Paramedic		Fire Lieutenant - Paramedic	1	Fire Lieutenant - Paramedic	
Fire Lieutenant		Fire Lieutenant		Fire Lieutenant	
Firefighter-Paramedic	5	Firefighter-Paramedic	5	Firefighter-Paramedic	5
Fire Fighter		Fire Fighter		Fire Fighter	
Other: MPO (may be step up)	2	Other: MPO	2	Other: MPO	2

One officer must be on and two drivers, one of which may be a step up driver, for an 8 person minimum

Note: please indicate your Department's corresponding position title in column G

Wisconsin Rapids Fire Department

Equipment Staffing			
	Officer	FF/P	MPO
Full company/staff complement: engine	1	3	1
Minimum company/staff complement: engine	1	2	1
Full company/staff complement: ladder	1	3	1
Minimum company/staff complement: ladder	1	2*	1
Full company/staff complement: ambulance		3**	
Minimum company/staff complement: ambulance		2	
Full company/staff complement: tanker	N/A	N/A	N/A
Minimum company/staff complement: tanker	N/A	N/A	N/A

Note: minimum complement means the number of staff required to sortie vehicle

* = typically engine and ladder do not travel together, it is one or the other depending on call

** = 3 personnel respond on more complex calls and an engine company with 2 may assist

Stations and Assets

Station 1		Vehicles	Station 4 N/A		Vehicles
	Engine	2		Firetruck	
	Ladder	1		Ladder	
	Ambulance	2		Ambulance	
	Haz mat trailer	1		Tanker	
	Rescue	1		Other	
Station 2		Vehicles	Station 5 N/A		Vehicles
	Engine	2		Firetruck	
				Ladder	
	Ambulance	2		Ambulance	
				Tanker	
				Other	
Station 3 N/A		Vehicles	Station 6 N/A		Vehicles
	Engine			Firetruck	
	Ladder			Ladder	
	Ambulance			Ambulance	
	Tanker			Tanker	
	Other			Other	

Calls For Service		
NIFRS Data Set (Fire Response)	2006	2007
Fires	64	58
Hazardous Mat Calls	45	54
Rescue	58	56
False Alarms / False Calls	43	62
Service Calls	60	65
EMS	2190	2450
All other calls		
Total Fire Response	2460	2745
EMS Responses		

Wisconsin Rapids Fire Department

Short answer questions

	Response
What is the date of your last strategic plan?	Reviewed and updated 1st of 2008
Is the standard overtime rate time and a half or double time?	Time and one half
Does management work down on an acting basis? (eg Battalion Chiefs coming in to cover as an acting captain)	Not typically, but a Captain can be assigned to Station 2 in an overtime situation with a Captain at Station 1
During Code inspections, how many re-inspections occur before a citation is issued?	We used to use the three-strike rule before any citation was issued, but because of limited time and personnel we have moved to fines for any 2nd and 3rd violations through the city attorney's office and then a citation after that, if necessary
Is the Public Fire Protection charge on the water bill or the general levy?	It is now on the water bill.
Has there been any serious discussion about regionalization or consolidation of Fire Service (eg. study was done, Mayor set up a special committee to review)?	There has been some preliminary discussions but nothing official or by any ad hoc committee.
Do Shift Commanders play a significant role in Fire Programs (eg. assigned to specific responsibilities for Maintenance, Prevention, etc) ? If yes, how so?	Yes, our crew commanders are assigned a different area of responsibility, as are our Lieutenants. For the Captains, they are assigned the following areas of responsibility: EMS, Fire, Special Operations and the LTs: Special Ops, Buildings and Grounds, and Equipment and Apparatus.
Do Captains play a significant role in Fire Programs (eg. assigned to specific responsibilities for Maintenance, Prevention, etc) ? If yes, how so?	See above.
Does your Department provide ambulance/EMS in your service area? Is the EMS coverage area limited to your municipality boundaries or do you provide regional- or County-wide service?	We provide EMS for the City of Wisconsin Rapids and the Village of Biron, paramedic intercepts to outlying areas, and conduct critical care transports for our local medical facility.
Have you instituted any special efforts to reduce false alarms?	Yes, we have issued citations and have a false alarm fee schedule incorporated into the language in our city fire protection code.

Wausau Fire Department

Staff Positions and Vacancies

	Shift or 40 hr week	2008 Authorized FTE Staff	Note: Indicate current or calendar year; FTE is full-time equivalent; 2080 hours or 100% position
Administration			
Chief	40 hr per week		1
Assistant Chief	40 hr per week		1 Note: includes Deputy/Assistant Chiefs
Clerical	40 hr per week		1 Note: Record full time clerical as 1.0 FTE each, half-time clerical as .5 FTE each
Prevention and Education			
Fire Marshall	40 hr per week		1 Note: your Department may not make these distinctions, in that case enter total of related types
Fire Training & Safety Officer			0
Fire Prevention/Education Officer	40 hr per week		2
Suppression			
Battalion Chief	Shift		1
Fire Captain			0
Fire Lieutenant - EMT	Shift		9 Describe certification level here: All personnel must have EMT-B, We have 24 EMT-P's
Fire Lieutenant			0
Firefighter - EMT	Shift		33 Describe certification level here All firefighters are EMT-Basic or Paramedic
Firefighter			0
Other: Describe Engineer	Shift		12 Note: describe position type in column A, Engineer = driver/operator of dept apparatus
Total	Actual = 59	Authorized = 60	
Total number of 40 hr staff (excluding clerical)		5	5

Staff Roles

Please describe staff assigned to fire programs by listing staff title, schedule, and number of personnel assigned. Insert rows as needed

Training (position title here)	Shift or 40 hr week	Number of Personnel	Notes:
Training Officer	40 hours per week		0 Duties handled by assistant chief
EMS Program (position title here)	Shift or 40 hr week	Number of Personnel	Notes:
EMS Coordinators	Shift		3 Quality assurance, supplies, training/certifications
Fire Prevention/Inspection (position title here)	Shift or 40 hr week	Number of Personnel	Notes:
Firefighter Inspectors	40 hours per week		3 Inspections and public education
Vehicle Maintenance (position title here)	Shift or 40 hr week	Number of Personnel	Notes:
	N/A		0 Handled by DPW
EXAMPLE:			
Training	Shift or 40 hr week	Number of Personnel	Notes:
Training Officer	40 hr		1 Training Officer coordinates, plans, leads sessions, and maintains records; Captains and Lieutenant lead
Captain	Shift		2
Lieutenant	Shift		1

Wausau Fire Department

ad sessions on shift days

Wausau Fire Department

Scheduling and Shift Pattern

Scheduling/Shift Pattern at FULL Staffing Complement

Shift 1	Total FTE Staff	Shift 2	Total FTE Staff	Shift 3	Total FTE Staff
Suppression		Suppression		Suppression	
Battalion/Shift Chief		1 Battalion/Shift Chief		1 Battalion/Shift Chief	1
Fire Captain		0 Fire Captain		0 Fire Captain	0
Fire Lieutenant - Paramedic		0 Fire Lieutenant - Paramedic		0 Fire Lieutenant - Paramedic	0
Fire Lieutenant		3 Fire Lieutenant		3 Fire Lieutenant	3
Firefighter-Paramedic		6 Firefighter-Paramedic		6 Firefighter-Paramedic	6
Fire Fighter		3 Fire Fighter		4 Fire Fighter	4
Other: Describe Engineer		4 Other: Describe Engineer		4 Other: Describe Engineer	4
Total		17 Total		18 Total	18

Scheduling/Shift Pattern at MINIMUM Staffing Complement

Shift 1	Total FTE Staff	Shift 2	Total FTE Staff	Shift 3	Total FTE Staff
Suppression		Suppression		Suppression	
Battalion/Shift Chief		1 Battalion/Shift Chief		1 Battalion/Shift Chief	1
Fire Captain		0 Fire Captain		0 Fire Captain	0
Fire Lieutenant - Paramedic		0 Fire Lieutenant - Paramedic		0 Fire Lieutenant - Paramedic	0
Fire Lieutenant		3 Fire Lieutenant		3 Fire Lieutenant	3
Firefighter-Paramedic		4 Firefighter-Paramedic		4 Firefighter-Paramedic	4
Fire Fighter		3 Fire Fighter		3 Fire Fighter	3
Other: Describe Engineer		4 Other: Describe Engineer		4 Other: Describe Engineer	4
total		15 Total		15 Total	15

Note: please indicate your Department's corresponding position title in column G

Wausau Fire Department

Equipment Staffing	Officer	Firefighter	EMT	Calls For Service NIFRS Data Set (Fire Response)	2006	2007
Full company/staff complement: engine	1	2	0	Fires	16	6
Minimum company/staff complement: engine	1	1	0	Hazardous Conditions	1	3
Full company/staff complement: ladder	0	2	0	Good Intent Calls	5	10
Minimum company/staff complement: ladder	0	1	0	False Alarms / False Calls	57	73
Full company/staff complement: ambulance	0	0	2	Service Calls	31	26
Minimum company/staff complement: ambulance	0	0	2	EMS Support	558	545
Full company/staff complement: tanker	0	2	0	All other calls	683	653
Minimum company/staff complement: tanker	0	2	0	Total Fire Response	1,351	1,316
Note: minimum complement means the number of staff required to sortie vehicle				EMS Responses		4185

Stations and Assets

Station 1	Vehicles	Station 4	N/A	Vehicles
Engine	1	Firetruck		
Ladder	1	Ladder		
Ambulance	2	Ambulance		
Tanker	1	Tanker		
Other Rescue	1	Other		
Station 2	Vehicles	Station 5	N/A	Vehicles
Engine	1	Firetruck		
Ladder	0	Ladder		
Ambulance	1	Ambulance		
Tanker	0	Tanker		
Other	0	Other		
Station 3	Vehicles	Station 6	N/A	Vehicles
Engine	1	Firetruck		
Ladder Reserve	1	Ladder		
Ambulance	1	Ambulance		
Tanker	0	Tanker		
Other	0	Other		

Wausau Fire Department

Short answer questions

What is the date of your last strategic plan?

Is the standard overtime rate time and a half or double time?

Does management work down on an acting basis? (eg Battalion Chiefs coming in to cover as an acting captain)

During Code inspections, how many re-inspections occur before a citation is issued?

Is the Public Fire Protection charge on the water bill or the general levy?

Has there been any serious discussion about regionalization or consolidation of Fire Service?

Do Shift Commanders play a significant role in Fire Programs ? If yes, how so?

Do Captains play a significant role in Fire Programs ? If yes, how so?

Does your Department provide ambulance/EMS in your service area?

Is the EMS coverage area limited to your municipality boundaries or do you provide regional- or County-wide service?

Have you instituted any special efforts to reduce false alarms?

Response

2006

Time and a half

No

Two

Water Bill

Yes

Yes Assign inspections/Develop maintenance schedule.

No

Yes

Regional Service Six townships contract with us for service

No