WESTERN LAKES FIRE DISTRICT

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WESTERN LAKES FIRE DISTRICT

The Western Lakes Fire District's Fire Board will meet at the Pabst Station #1, located at 1400 Oconomowoc Parkway, Oconomowoc Wisconsin, on Monday January 27, 2020 beginning at 4:00 P.M. to address the following agenda:

1. Call to order
2. Proof of Notice of meeting
3. Pledge of Allegiance
4. Public Comment
5. Approval of minutes from Fire Board meetings –
    a. December 18, 2019
6. Swearing in of Full-Time Employees
7. Fire Chief's Report
8. Chief Officers Reports
9. Discussion/Action – Discussion/Action – Station #1 Network Server Bid Approval
10. Discussion/Action – Marine 1 Bid Approval
11. Discussion/Action – Engine 63 Bid Approval
12. Discussion/Action – Ambulance & Highway Refunds
13. Discussion/Action – Payment of Bills
14. Future Meetings
    a. February Fire Board Meeting – Monday, February 24th, 4:00pm location to be determined
15. Adjournment

It is possible that members of and possibly a quorum of members of other governmental bodies may be in attendance at the above stated meeting to gather information. No action will be taken by any governmental body at the above-stated meeting other than the governmental body specifically referred to above in this notice

Western Lakes Fire Board
Monthly Board Meeting
December 18, 2019

Call to Order

- George Morris called the meeting to order at 4:00 p.m. Board members present were George Morris, Kent Lorenz, Bill Riemenschneider, Mike Tompkins, Jimi Hall and Jeff Roemer. Also, in attendance were Chief Brad Bowen, Deputy Chiefs Kami Warren and Tim Meyer, Captain Chris Igl and Administrative Assistant Michael Krug. Mike Sauer was excused.

Proof of Notice

- Mike Krug announced that the notice was posted December 13th to the district web site, newspapers and at stations 1 and 2.

Pledge of Allegiance

- Captain Chris Igl led the group in the Pledge of Allegiance.

Announcement of Closed Session:

- George Morris announced that the fire board would be meeting in closed session pursuant to section 19.85(1)(c), Wisconsin State Statutes, "To consider employment, promotion, compensation, or performance evaluation of the District's part-time and full-time employees, over which the Fire Board exercises responsibility".
- The fire board will convene into open session at the close of the closed session.

Public Comment

- George Morris opened the meeting to comments from the public, of which there were none.

Approval of Minutes

- A motion was made by Kent Lorenz and seconded by Jeff Roemer to approve the minutes of the November 25th meeting as written. Motion carried.

Closed Session

- At 4:05 pm, the Fire Board convened into closed session by roll-call vote.

Open Session

- At 5:18 pm, the Fire Board reconvened into open session.

Fire Chief Brad Bowen's Report

- Chief Bowen stated we had 406 calls in November with a surge in calls this past Saturday due to the icy roads. Some of the accidents were serious with a car on top of a child and some extrications.
- The annual banquet will be on March 7th at the Oconomowoc Community Center.
- Chief Bowen was looking for direction on switching to electronics for the fire board. We are looking to purchase Microsoft Office Go for each board member to eliminate the need to print board packets. The anticipated price no more than $3,300 total, which Chief Bowen would like to do in 2019. They would pay for themselves with the paper savings in two years.
    - The direction of the board was to proceed with the purchase.

Chief Officer Reports

- Assistant Chief Schuetz was not at the meeting. Chief Schuetz did not submit a report.
- Assistant Chief Haerter was not at the meeting. There were no questions regarding his report.
- Deputy Chief Meyer had nothing to add to his report and there were no questions.
- Deputy Chief Kami Warren commented that she is still adjusting the 2020 EMS schedule to accommodate the new employees from Okauchee and Stone Bank. Jeff Roemer asked if all of the new employees had been cross credentialed with Western Lakes. Kami indicated that Okauchee was and we are in the process of getting Stone Bank cross credentialed.

Discussion/Action – EMS Billing Fee Schedule

- Chief Bowen stated that the proposed fee schedule was used to generate the 2020 budget, which has already been approved. A comparison of fees from other departments that Andrea's Billing serves was given comparing us to neighboring departments. Jimi Hall asked to see a copy of the 2020 Highway Billing fee. Chief Bowen indicated that there was no change to the Highway Billing so nothing was being presented. He also said that a copy of all fee schedules are sent to all municipalities per our contract and inter-municipal agreements.
- A motion was made by Jimi Hall and seconded by Mike Tompkins to approve the 2020 EMS Billing Fee Schedule as presented. Motion carried.

Discussion/Action – Highway/Fire Billing Fee Schedule

- Chief Bowen stated that there is no change to the fee schedule from 2019. Using US Fire Recovery, we are getting paid better and quicker.
- A motion was made by Jimi Hall and seconded by Jeff Roemer to approve the 2020 Highway/Fire Billing Fee Schedule as presented. Motion carried.

Discussion/Action – Special Event/Standby Fee Schedule

- Chief Bowen stated that these fees are based on our actual costs. In 2019 we added a fee for the Incident Command/Event Coordinator. Jimi Hall commented that these charges are a good deal and comparatively small.
- A motion was made by Jimi Hall and seconded by Bill Riemenschneider to approve the 2020 Special Event/Standby Fee Schedule as presented. Motion carried.

Discussion/Action – Fire Prevention Fee Schedule

Chief Bowen stated that these fees went into effect last year and when the municipalities enacted their ordinances, we agreed to not increase the fees for the first two years. Jimi Hall asked if we had any push-back or feed-back from these. Chief Bowen stated we had question on what the fee was from, but when we referred them to the documentation that was sent with the invoices, they were OK with them. Some businesses disagreed with the square footage used, which we receive from the municipalities. Where needed, we adjusted the square footage numbers.

- A motion was made by Mike Tompkins and seconded by Kent Lorenz to approve the 2020 Fire Prevention Fee Schedule as presented. Motion carried.

Discussion/Action – 2020 Capital Purchase (Cardiac Monitor)

- Chief Bowen stated that the Cardiac Monitors were part of the amended 2020 capital budget that was approved in October. This is to replace the Phillips monitor at station 6. The Phillips monitor was the same model we replaced due to the inability to get parts for repairs. The order will go in 2019 so we can get the current pricing even though it is a 2020 capital purchase.
- A motion was made by Jimi Hall and seconded by Bill Riemenschneider to approve the 2020 Capital Purchase for Cardiac Monitors as presented. Motion carried.

Discussion/Action – 2020 Capital Purchase (Extrication Equipment)

- Chief Bowen stated that equipment at station 6 would be replaced with Holmatro equipment to match the rest of the district.
- A motion was made by Jeff Lorenz and seconded by Kent Lorenz to approve the 2020 capital Purchase for Extrication Equipment as presented. Motion carried.

Discussion/Action – Full-time Pay Steps
Discussion/Action – Training Officer Position
Discussion/Action – Deputy Chief Position
Discussion/Action – Deputy Chief Fleet/Facilities Position
Discussion/Action – Firefighter/Paramedic Position

- George Morris stated that all of the above were discussed in closed session.
- A motion was made by Jeff Roemer and seconded by Kent Lorenz to approve the recommended positions and Full-time pay steps as presented and to proceed with conditional offers based on the commission and chief's recommendations. Motion carried.

Discussion/Action – Ambulance & Highway Refunds

- There were no ambulance or highway refunds so no action taken.

Discussion/Action - Payment of Bills

- A motion was made by Kent Lorenz and seconded by Mike Tompkins to approve the bills totaling $108,911.97. Motion carried.

Future Agenda Items and Meeting

- January Board Meeting –Monday January 27th at 4:00 pm at Station 1.

Adjournment

- At 5:40 pm, a motion was made by Jeff Roemer and seconded by Kent Lorenz to adjourn. Motion carried

WESTERN LAKES FIRE DISTRICT
MONTHLY REPORT
Month Ending December 31, 2019

CALLS BY MONTH														
Year	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD	Total
2016	283	241	249	263	263	319	309	304	283	**350**	286	347	3,497	*3,497*
2017	311	286	291	268	327	295	316	283	314	315	301	**381**	3,688	*3,688*
2018	360	287	342	328	350	360	**406**	385	372	365	344	349	4,248	*4,248*
2019	405	385	345	374	410	427	447	**452**	382	**452**	406	442	4,927	*4,927*

Year	Average Per Day
2016	9.58
2017	10.10
2018	11.64
2019	13.50

CALLS BY STATION		
Station	Calls	Percent
Station 1	1,607	32.6%
Station 2	1,019	20.7%
Station 3	2,016	40.9%
Station 4	285	5.8%
Total	4,927	100.0%

TYPE OF CALLS		
Type	Calls	Percent
EMS	4,124	83.7%
Fire	592	12.0%
Rescue	211	4.3%
Total	4,927	100.0%

STAFF BREAKDOWN		
Level	Num	Percent
FF/CCEMTP	6	2.9%
CCEMTP	7	3.4%
FF/Paramedic	25	12.2%
Paramedic	4	2.0%
FF/AEMT	28	13.7%
AEMT	7	3.4%
FF/EMT	48	23.4%
EMT	19	9.3%
FF	37	18.0%
MPO	4	2.0%
Intern	11	5.4%
Explorer	12	5.9%
New Member	8	3.9%
Total	205	105.4%

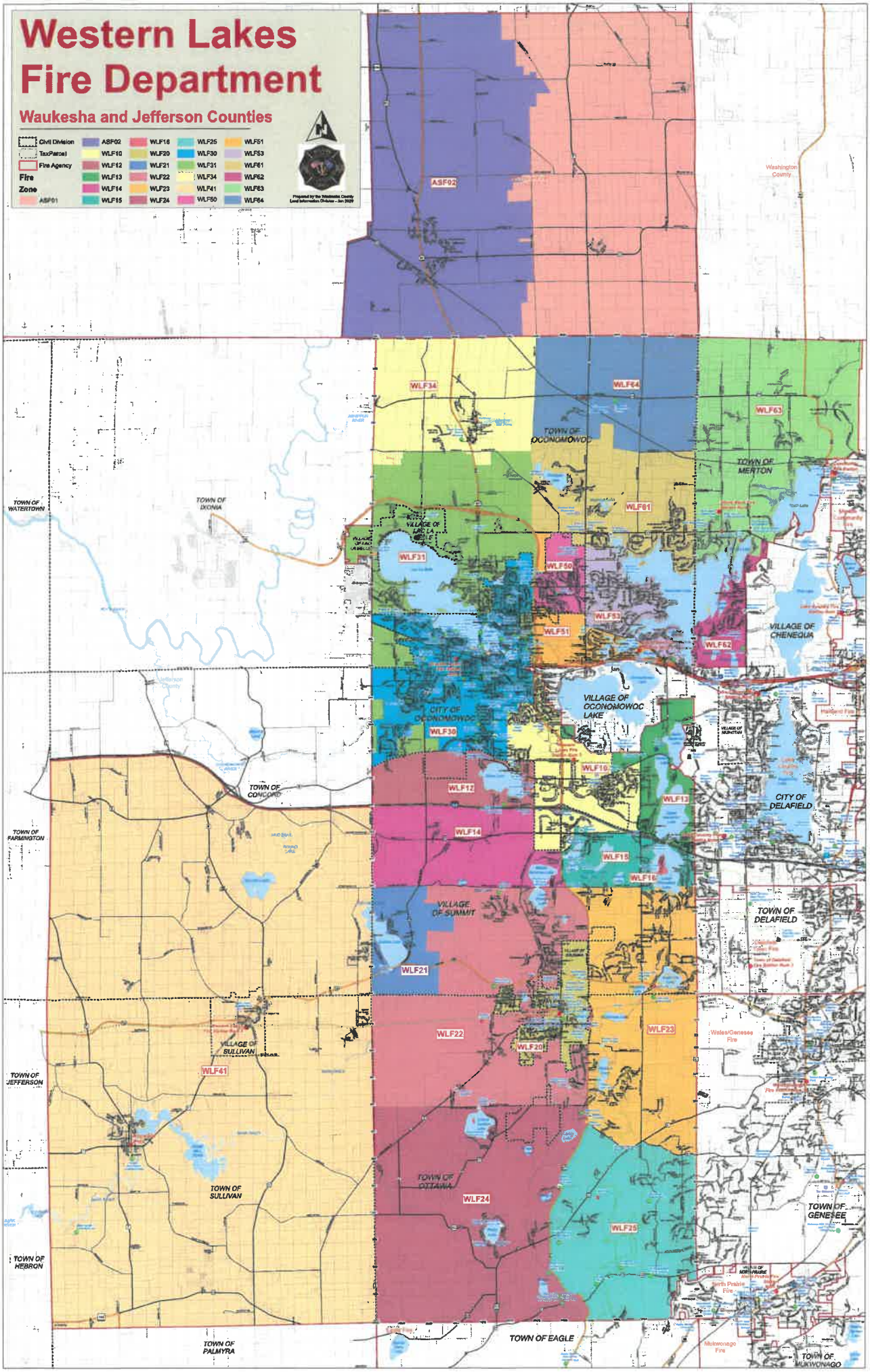
LOCATION OF CALLS		
Location	Calls	Percent
Dousman	391	7.9%
Oconomowoc, City	1,817	36.9%
Ottawa	218	4.4%
Summit	658	13.4%
Subtotal	3,084	62.6%
Ashippun	57	1.2%
Concord	85	1.7%
Lac la Belle	21	0.4%
Oconomowoc, Town	172	3.5%
Sullivan (Town)	106	2.2%
Sullivan (Village)	54	1.1%
Subtotal	438	8.9%
Mutual Aid	188	3.8%
Interfacility	1,160	23.5%
Subtotal	1,348	27.4%
Total	4,927	100.0%

MUTUAL AID GIVEN DISPOSITION		
Action Taken	Calls	Percent
Rehab Unit Response	6	3.2%
Standby	6	3.2%
Cancelled en route	20	10.6%
Fire - Provide Equip./Staff	25	13.3%
Fire -Provide Water	2	1.1%
BILLABLE EMS		
EMS no Transport	22	11.7%
EMS Transport	107	56.9%
Total	188	100.0%

MUTUAL AID RECEIVED		
Action Taken	Calls	Percent
Fire - Direct to Incident	9	90.0%
EMS -Direct to Incident	1	10.0%
Total	10	100.0%
Fire/EMS in Station Standby	3	100.0%

Western Lakes Fire Department

Waukesha and Jefferson Counties



About the District

The Western Lakes Fire District was originally established in 1968, and went through a name change in 2017 to become the Western Lakes Fire District. The name change came after a consolidation of the Dousman Fire District and City of Oconomowoc Fire Department. Since the consolidation response times for EMS and Fire incidents have decreased by 33% due to all stations in the District being staffed 24/7. On average an ambulance is on the scene of medical emergencies in 4 minutes at 25 seconds and a fire engine is on scene in 6 minutes and 40 seconds. In addition, the response times for secondary incidents when the primary station is already on a call have reduced 50%. The response times for high acuity medical incidents that require a paramedic have decreased 66% by strategically placing paramedics throughout the District. Capital spending for vehicles, facilities and equipment has been reduced by over 8 million dollars every twenty years without decreasing service levels to the communities it serves.

The District operates and staffs six stations, which provide fire suppression, rescue operations, community education/outreach, and emergency medical services at the paramedic level to eleven communities in Waukesha, Dodge and Jefferson Counties. Communities served by the District include the City of Oconomowoc, Village of Summit, Village of Dousman, Town of Ottawa, Town of Oconomowoc, Town of Merton, Town of Ashippun, Town of Concord, Village of Lac La Belle, Town of Sullivan, and the Village of Sullivan.

The District is a combination department comprised of 14 full-time, approximately 175 part time/paid-on-call personnel, and will include up to 15 interns. The daily staffing for the District is 17 to 20 personnel between the six stations. This staffing provides a duty chief, six ambulances that are also cross-staffed with either an engine/ladder/rescue, and four paramedic units. Additional staffing from paid on call personnel staff ensure adequate staffing for all fire, rescue, and motor vehicle incidents. As call volume continues to increase the District has been implementing a strategic plan for staffing to ensure staffing levels meet the needs of the communities it serves while being cognizant of the levy limits in place. Balancing the full-time to part-time ratio of employees and maintaining staffing levels is important to the District.

The District's staffing model utilizes the above classifications of employment to ensure all stations are staffed to meet the needs of the communities it serves. The District's interns are firefighters as well as EMT's with a third of them being paramedics. As part of the three-year internship they receive an associate's degree in fire science and paramedic. Over 85% of the District's part-time staff are also firefighters which provide staffing in the event of a fire related incident.

The District's annual call volume is over 5,500 calls per year including a mix of fire, emergency medical, and high acuity incidents, which continue to increase every year. The District participates in several joint special service teams in the region including Western Waukesha Dive Team, Western Waukesha Search and Rescue and a regional Rescue Task Force in the event of an active shooter incident. The District is part of both MABAS Division 106 and Division 118 due to the communities served by the District. Automatic and mutual aid responses are an important part of District operations and are taken seriously. In addition to the special teams, the District also maintains an Emergency Rehabilitation Unit that responds to large-scale incidents throughout the region.

Covering approximately 215 square miles, the Western Lakes Fire Districts service area is a diverse mix of suburban, rural, and wild land-urban interface with a population of approximately 44,000. Included in the Fire Districts coverage area are a State Forest, Level 2 Trauma Center, several miles of Interstate 94, a large behavioral/mental health hospital, seven large elderly living facilities, and several schools.

2020 Wisconsin Medicare Fee Schedule

CONTRACTOR / CARRIER	LOCALITY	HCPCS	CALL TYPE	RVU	GPCI	BASE RATE	URBAN BASE RATE / URBAN MILEAGE	RURAL BASE RATE / RURAL MILEAGE	RURAL BASE RATE / LOWEST QUARTILE	RURAL GROUND MILES 1-17*
06302	00	A0425	MILEAGE	1.00	0.957	$7.47	$7.62	$7.69	n/a	$11.54
06302	00	A0426	ALS NON ER	1.20	0.957	$231.98	$273.81	$276.49	$338.98	n/a
06302	00	A0427	ALS ER	1.90	0.957	$231.98	$433.53	$437.78	$536.72	n/a
06302	00	A0428	BLS NON ER	1.00	0.957	$231.98	$228.17	$230.41	$282.48	n/a
06302	00	A0429	BLS ER	1.60	0.957	$231.98	$365.08	$368.65	$451.96	n/a
06302	00	A0433	ALS 2	2.75	0.957	$231.98	$627.47	$633.63	$776.83	n/a
06302	00	A0434	SCT	3.25	0.957	$231.98	$741.56	$748.83	$918.07	n/a

Dodge County, WI

Ambulance System and EMS Operations Evaluation, Review, Findings, and Recommendations

Prepared by:

STRATEGIC
MANAGEMENT & CONSULTING

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Glossary

1. **ALS – Advanced Life Support**
2. **AED – Automatic External Defibrillator**
3. **BLS – Basic Life Support**
4. **CAAS – Commission on Accreditation of Ambulance Service Standards**
5. **EMR – Emergency Medical Responder**
6. **EMS – Emergency Medical Services**
7. **EMT – Emergency Medical Technician**
8. **EMT-P – Emergency Medical Technician - Paramedic**
9. **NFPS – National Fire Protection Agency**
10. **SOG's – Standard Operating Guidelines**

PREAMBLE

As with any quality review of an EMS system it is important to understand the circumstance that led up to the need of such a review. In the case of Dodge County, it had become increasingly obvious that some EMS agencies were having difficulty in assembling a legal ambulance crew to respond to a 9-1-1 request for emergency services. This difficulty presented itself on a more frequent basis to the point where patient care standards were not being met. EMS leaders in the County gathered together to begin to discuss this important topic. It didn't take long to realize that in one way or another most agencies were experiencing or felt that they are on the brink of experiencing the same obstacles to being able to respond to 9-1-1 ambulance requests. Emergency Medical Services is a tough, demanding and necessary service in today's society. Paramedics (EMT-P's), Emergency Medical Technicians (EMT's) and Emergency Medical Responders (EMR's) are on call around the clock to respond to anything imaginable from broken bones to heart attacks, car crashes and assaults, and everything in between.

They also have to manage non-emergency calls to transfer patients to doctor's offices or from one facility to another. The wheels on the ambulances rarely stop rolling. Demand for both emergency and non-emergency calls has grown tremendously and doesn't show any signs of slowing down. At the same time, the job market has opened for EMT's and Paramedics within other areas of the health care industry, making it harder and harder for ambulance services to recruit people to staff shifts on a regular basis.

To further illustrate that the problems plaguing Dodge County are not just local—they are happening throughout the Country--below are just a few media headlines that have appeared over the past year.

"CRITICAL EMS STAFFING SHORTAGES IN EMS"

"AMBULANCE SERVICES FACE NATIONAL PARAMEDIC SHORTAGE"

"NATIONWIDE EMT SHORTAGE PLAUGES EMERGENCY PROVIDER"

"MICHIGAN FACES STAFFING SHORTAGE IN EMS INDUSTRY"

"KENTUCKY'S EMS WORKERS ARE BURNED OUT AND IT'S HURTING PATIENTS"

"EMS DILEMMA: FEWER PEOPLE WANT TO BE EMT'S AND PARAMEDIC'S"

"FINANCIAL WOES, STAFFING SHORTAGES THREATEN THE FUTURE OF EMS"

"LOUISVILLE EMS STAFFING SHORTAGE CAUSES EMS TO ARRIVE LATE."

"WITHOUT ENOUGH VOLUNTEERS TO RUN AN AMBULANCE CALL ANYMORE AND WITHOUT THE CALL VOUME TO SUPPORT A PAID STAFF, MORE SERVICES ARE CLOSING."

"INTERNAL MEMO REVEALS STAFFING SHORTAGES, SLOWER RESPONSE TIMES FOR CHARLESTON CO. EMS"

GENERAL HISTORY OF EMS

In 1966 a landmark White Paper was completed by the Federal Government addressing the problem of the number of citizens that were being severely injured or killed on the highways of the United States. In 1966 Lyndon B. Johnson and President's Commission on Highway Safety/National Academy of Sciences declares the carnage of "the neglected disease of modern society." Across the country, emergency medical services (EMS) agencies are facing numerous challenges with regard to their funding, management, workforce, infrastructure, and research base. Though the modern EMS system was instituted and funded in large part by the federal government through the Highway Safety Act of 1966 and the EMS Act of 1973, federal support for EMS agencies declined precipitously in the early 1980s. Since that time, states and local agencies have had no choice but to take more prominent roles in financing and designing EMS programs. The result has been considerable fragmentation of EMS care and wide variability in the type of care that is offered from state to state and region to region.

Fast Forward to recent times

A decade ago, volunteer ambulance services thrived, especially in rural communities where pride and volunteerism were strong. However, a downturn in the economy and increased demand for quality health care has changed the business model for rural

EMS providers. It's all about the resource limitation, which is one of the determining factors on whether a volunteer service can provide the level of care that a community wants or whether a volunteer service has the funding necessary to provide that care.

Young families hit hard by the recession were the backbone of many volunteer services. A 2011 national EMS assessment showed that 70 percent of EMS providers, volunteer or professional, were between the ages of 20 and 49. Demographics (of rural communities) have dramatically shifted; there are more two-income families that are dependent on the additional funds to make ends meet today.

Unfortunately, there are less and less people that are interested in filling the void, within the volunteer EMS community. In recent years, many studies across the country have attempted to understand and determine definitive solutions to the EMS staffing problem. One study performed by the North Carolina Rural Health Research & Policy Analysis Center brought to light many of the issues faced in North Carolina that could easily be expanded to encompass the entire nation. According to this research, only 50% of EMS services in 2008 were fully staffed, of which, more than 63% had a volunteer component as part of their staffing level. These statistics alone showed the need for change in the EMS system. Since 2008 the problem has grown significantly—with services actually closing the doors. How do we ensure adequate staffing and retain the employees, both career and volunteer? That is the question being asked in most every rural area in Wisconsin.

The standard in the EMS industry for gauging adequate response to an incident is the response time. The National Fire Protection Agency NFPA) recommends that Basic Life Support (BLS) first response providers arrive with an AED on scene within 4 minutes and Advanced Life Support (ALS) providers arrive on scene within 8 minutes. While there is current debate on whether or not these response time guidelines are appropriate, the argument can easily be made that the quicker trained personnel arrive on scene to help mitigate an emergency situation, the better the outcome of that situation. The ability for a service to provide trained personnel to mitigate the emergency is directly related to the staffing levels and call volume each agency is responsible for.

WHAT CAUSED THE PROBLEM TO SPIN OUT OF CONTROL?

The modern EMS System began to take shape in the U.S. during the 1960s following the publication of a report titled "Accidental Death and Disability: The Neglected Disease of Modern Society," by the National Research Council. As we progressed through the 1970s and '80s, Americans were provided prehospital care by trained members of local ambulance providers, police or fire departments. Throughout the late 20th century, many developments in medicine and emergency medical care created the need for additional training, certification and continuing education for pre-hospital providers.

With these industry developments, volunteer EMS agencies began to decline as volunteer members found it difficult to meet these new requirements. When asked about difficulties retaining personnel, more than 65% of respondents reported that time and scheduling conflicts contributed to retention problems. Agencies with operational authority over these EMS entities began incentive programs to keep volunteers while pushing for state tax breaks for volunteering and even hiring supplemental career personnel to provide the necessary service to the community. These initiatives have helped slow the shortage but did not prove to be a definitive answer.

It is important to understand why people are leaving or have left the service. Usually, people don't leave EMS because they don't like it any longer...they leave because of a person or a group of people. Personality conflicts can do more damage to an active EMS service than anything else. So, you need to ask people when they leave, why? It is interesting to see that when a troublemaker is removed, how many of the past members are interested in returning to volunteer at the Service. Ineffective or no social

media policies within a service must be written so that it is unacceptable for service members to bully, ridicule, or otherwise damage the reputation of a fellow member.

Volunteers are aging. People are moving to or working in urban areas, making it inconvenient for them to volunteer for a rural service. The changing face of the country's economy has also made it more difficult for people to volunteer. Many jobs do not offer the flexibility for workers to go off the clock for a few hours to attend to their volunteer duties if there is an emergency, and in the wake of the financial collapse, some workers are balancing multiple part-time jobs to make ends meet. The days when a small-business owner, such as a local mechanic, could be on-call and place a "closed for emergency" sign in the window are all but gone. It is really changing the dynamics, and certainly the economy has a lot to do with this. We've built this system for 30 years on the shoulders of volunteers, and now we're having a tough time trying to turn that ship around. Most experts agree that the future of EMS will be a mix of paid professionals and volunteers, with the number of paid EMTs likely increasing over time.

The younger generation that is replacing the older EMS provides do have an interest in volunteering and /or working in EMS. The issue is that their interest is short-lived. It is now recognized that even in the Business world, most employees only stay with their employer for an average of 2.7 – 3.0 years. At that point, they move on to a totally different career or interest. That has changed the mindset of recruitment and retention. Whereas an EMS agency counted on volunteers to stay with the ambulance service for 10 or even 20 years, the new expectation is that there will be an employee turnover on the average of once every three years.

Lastly, we must recognize that there is a great amount of pride at the local ambulance services—in providing EMS to the community that it serves. The pride of the service helped in the recruitment of volunteers in the past, however, that pride is now creating an environment in which a number of problems are developing:

1. The service may not understand or be in denial that they are in need of additional staffing.

2. Even if the service realizes that they are short-staffed and being paged three times to respond to an emergency (or are missing calls entirely) they may refuse to call assistance (mutual aid) from surrounding ambulance services, to assist when needed.

3. Some of the services spend scarce funds on a "reserve back-up" rig that is rarely used throughout the year because of staff shortages.

PROJECT OVERVIEW

The objectives of this project were to evaluate the Dodge County EMS system. The County was tasked with being the lead agency on behalf of the EMS agencies in Dodge County. Commitments and financial resources were committed from all of the involved agencies. The County provided additional finances needed to seek an agency to provide a comprehensive review of the EMS System. Strategic Management & Consulting, LLC was selected to perform this assessment.

The report will focus on short and long term organizational, administrative, and operational needs. The depth of the report will include findings and recommendations relating to the Governance and Administration, Assessment and Planning, Goals and Objectives, Financial Resources, Programs, Physical Resources, Human Resources, and the potential for future regionalization possibilities for Dodge County. Other areas not specifically mentioned above will be reviewed with generalized findings and recommendations where needed. The first section evaluates the present EMS organizational and administrative structures countywide. This review was based in part, on the Commission on Accreditation of Ambulance Services Standards, (CAAS) as well as numerous other accrediting and operational standards throughout the EMS Industry.

Findings

Dodge County is the lead agency for this project. They are formally representing all of the EMS related providers in the County as a result of action that took place from the Dodge County Steering Committee on EMS. The County doesn't currently provide any EMS services within the County. However, they had the infrastructure to be the lead agency for this project within the Emergency Management department. Accordingly, Amy Nehls, Emergency Management Director was named as the Project Manager. The function of the project manager was to work with each agency to gather the required documentation and be the local contact for the Steering Committee.

Each individual EMS agency has its own governance through the relationship of the municipal entity they represent. Most of the Towns, Villages, and Cities throughout the County provide ambulance services either directly by, or through the local fire department or from a contracted provider. There also is one full-time private ambulance service that provides coverage to some municipalities and provides inter-facility transport services to local hospitals and the Department of Corrections.

In early May the steering Committee recommended a study be conducted to determine the short- and long-term EMS coverage needs and make recommendations for a sustainable EMS delivery system for the foreseeable future. As stated above, Strategic Management & Consulting, LLC was awarded the contract to perform the Study. Due to unforeseen circumstances the project didn't begin until late September.

Our firm requested significant documentation from all of the EMS agencies. The purpose of the request for documentation was to determine where each agency stood in their ability to assemble a staffed ambulance and be able to respond in a reasonable time frame. Things such as Policies and Procedures, Standard Operating Guidelines, State Operational Plan, number of calls per year, mutual aid agreements, medical director information, ambulance State vehicle annual inspection reports for 3 years and service operational annual budgets were also requested and supplied.

On October 28, 2019, Strategic Management & Consulting, LLC attended and provided a presentation to the Dodge County EMS Association outlining the need for documentation and the general process for how the system evaluation would be conducted.

As part of the information gathering portion of the study each agency was allotted 1 to 1 ½ hours to meet individually with the lead principal from Strategic Management & Consulting, LLC working on this project. In all, 18 interviews were held over a period of four days. This was an opportunity to provide the firm with whatever information the

agencies felt would be useful to the consultant. Each agency was encouraged to be as honest and forthcoming as possible. They were assured that the strictest confidence would be held by the consultant. For the most part, they were very honest and not concerned about calling themselves out in identifying strengths and weaknesses. We were very satisfied with the information gathered during the interviews.

Agencies were asked to look into the future and project when their agency would begin to struggle with staffing issues. Most agencies felt that they were either at that point currently or would be within a short period of time (within the next 2 years). It appeared that some agencies allowed their pride to get in the way of when they would be hit with the impact of declining rosters.

It should be noted that each municipality has a responsibility to provide EMS services. However, due to a quirk in the State Statutes, only Townships are ***required*** to either provide or contract for EMS services. **State Statute 60.565,** requires that every Town board ***shall*** contract for or operate and maintain ambulance services unless such services are provided by another person. If the Town board contracts for ambulance services, it may contract with one or more providers. The Town board may determine and charge a reasonable fee for ambulance service provided under this section. The Town board may purchase equipment for medical and other emergency calls.

Citizen expectations and moral obligations are what drive the other municipalities—whether required or not—to either provide or contract for EMS services. As a result of the various combinations of municipal oversight the recommendations that are being made may be more difficult to accomplish based on each individual municipal capability.

SHARED RESOURCES

It is certainly appropriate for a Service to plan for the use of an additional ambulance, when there happens to be multiple calls at the same time, or for when an ambulance needs to be pulled out of service for maintenance or repairs. With that said, is there really a need for every ambulance service to have a "reserve" rig in their fleet of vehicles? It might be beneficial, and would certainly save in costs, if two or three ambulance services could pool their funds together to purchase one reserve ambulance to share between their agencies, throughout the year.

A scheduled maintenance plan could be adopted between the agencies, in which the main ambulances in the participating agencies are scheduled for maintenance / repairs such that the reserve units can then be moved from station to station as it is needed. Additionally, that shared ambulance can be utilized by the departments when another unit is needed on an emergency call, or it could be used at a standby event, in the response area that is covered by the Services that are collectively sharing that resource.

Another area to consider on the topic of Shared Resources is that of purchasing equipment and supplies. Every ambulance requires a minimum amount of equipment and supplies, which needs to be replenished / replaced over time, and there is a set cost to those purchases. However, if several ambulance services decided to partner together when making those purchases, they could negotiate a lower price from the vendor, which ultimately saves funds for all the Services involved in sharing their resources.

Merging (EMS District or County-wide)

Two or more services that are experiencing staffing, vehicle, equipment, or funding issues could consider merging together into one entity. Other names for this include Consolidation, Districting, and Regionalization. Regardless of which word is used, the purpose is the same: To create a more stable and efficient Ambulance Service that is able to respond to emergency calls in a timely manner. The agencies that wish to work together in this capacity would need to meet and negotiate an agreed upon consolidation agreement that recognizes that the individual Services have consolidated and are now part of an EMS District.

The concept of an EMS District could be accomplished with as few as two agencies that wish to work together and consolidate. This idea could easily be expanded to include a number of interested agencies that see the value of participating in an EMS District. Ultimately, all the EMS agencies in Dodge County could agree to work together to become a County EMS District. The significant benefit of a County EMS District is that Wisconsin State law allows that funding for County EMS Districts does not need to be included in the 2% tax levy limits of the participating municipalities.

Items that will need to be considered as part of a consolidated EMS District are:

- **Leadership** – Who will be in the various positions on the Management Team?
- **Medical Direction** – Who will be the Medical Director?
- **Station Locations** – Are the current stations appropriately placed, to assure the best response times within the District? Should a more centralized station be considered?
- **Municipalities** – The elected officials from the Cities, Towns, and Villages will need to be involved, to gain their support for the project—as well as their ultimate approval of the consolidating taking place.

- **Name of the Service** – Will a new name be developed, or will there be a combination of the names of the current ambulance services?

- **Licensing and Operational Plan** – All changes occurring will need to be approved though the State EMS Office, including the entity name, geographical response area, level of service to be provided, staffing, Medical Direction, and protocols / guidelines.

- **Billing Aspects** – Updates may be needed for banking institutions, Medicare / Medicaid, and other insurance payors, as well as consideration of maintaining or obtaining a new National Provider Identifier (NPI) number for the newly consolidated ambulance service.

Recommendations

- Develop cooperative intergovernmental agreements for shared services where applicable.

- Explore opportunities for delivery models that don't currently exist.

- Begin discussions with neighboring communities that currently recognize staffing shortages and the potential for future lapses in 24/7/365 operational coverage.

- Pursue options related to creating EMS Districts within the County, or as an entire County.

AREA CHARACTERISTICS

Strategic Management & Consulting, LLC reviewed area characteristics, EMS risk assessments and response strategies, and planning within the County. The following findings and recommendations are based on planning concerns and risk management criteria that will impact outcomes and provide for the basic needs to complete the mission of providing EMS to the citizens within the County.

Findings

Dodge County has a population of approximately 88,759 (2010 census) which covers an area of approximately 892 square miles. Dodge County is comprised of twenty-four (24) Townships, eleven (11) Villages, and nine (9) Cities. There are twenty-three (23) EMS entities comprised of ten (10) Volunteer EMR Non-transport agencies; ten (10) Volunteer Paid-on-Call Transporting ambulance services; two (2) Full-time Fire-based EMS agencies; and one (1) Private Ambulance service. In addition to the above services, there are several agencies that provide EMS coverage to small portions on the fringes of the County lines. (Hartford Fire Department, Watertown Fire Department, Waterloo Fire/EMS, Allenton Fire Department, and Western Lakes Fire Department, which took over Ashippun and Stone Bank in 2019).

The review identified a number of strengths within the EMS community in Dodge County. For the most part, many agencies within the County have very dedicated personnel with a passion to serve their communities. A cooperative EMS system between the agencies was formally established in 2013, and appears to continue to be utilized, as evidenced by the Dodge County EMS Association Mutual Aid Pact; the Joint Powers Agreement – County 911 Emergency System; and other mutual aid and intercept agreements between individual Services.

Unfortunately, the many factors weighing on EMS agencies (as mentioned in earlier sections of this report) has taken a toll. As dedicated as everyone is, the fact remains that without adequate personnel resources, EMS delivery models will not be able to be guaranteed going forward. The successes of the future will still rely on the community dedication to "helping your neighbor".

There is a good inventory of ambulances within the EMS agencies in Dodge County. Financial commitments need to remain in place for the ongoing replacement rotation that most agencies have established. As the potential for consolidation/merger or other arrangements occur, proper valuations will need to be made and considered as part of the process.

The current locations of EMS and Fire stations throughout the County would seem to provide a good backbone for potential future regional locations. Some facilities currently have the ability to house on-site staffing, while other facilities would need a more robust build-out to accommodate on-site personnel, as future delivery models are implemented and expanded.

The number one weakness that has been identified in our study of the EMS system in Dodge County is the availability of volunteer personnel to respond to 9-1-1 emergencies. Some agencies have been proactive and are either currently in negotiations with neighboring agencies or have in fact signed agreements for coverage going into 2020. These efforts are to be applauded and will address some of the short-term issues. However, as much as these efforts will help, continued long-term system goals need to be developed and implemented as the needs of the local communities continue to grow and change.

It has been reported that Mayville EMS will be providing coverage for the Village and Town of Hustisford, beginning January 1, 2020 through December 31, 2023. Lifestar EMS has signed a coverage agreement for Lowell and Reeseville for 2020. Recently the communities of Columbus and Fall River in Columbia County expressed concern that the Lowell and Reeseville agreement that was recently signed with Lifestar EMS would have an impact on response times for 9-1-1 calls. The same can be said that when there are calls in those communities, there may be a delayed response to the Lowell and Reeseville areas. This will need to be monitored. Lebanon is working on a final agreement with Watertown Fire Department for regular coverage. Western Lakes absorbed Ashippun and Stone Bank this past year and will continue to provide coverage for that area of Dodge County.

Various concerns over the ability of some agencies to respond to a 9-1-1 call in a timely manner were voiced during the interviews. The town of Lebanon recognized that it was not always able to guarantee a full response schedule. They proactively reached out to the Watertown Fire Department for assistance in coverage on days when they knew they would be unable to respond in a timely manner, and/or be unable to transport the patient. Coverage agreements and dispatch protocols were developed, and schedules were put in place for proper dispatching of personnel. Other agencies in the County also have had issues with delayed response and reliance on mutual aid agreements to cover their jurisdictions. Some agencies have incorrectly assumed that the inability to provide a fully staffed ambulance 24 hours per day, 7 days per week, 365 days per year could be resolved with use of local mutual aid agreements when there is a staffing shortage. This practice is actually in violation of DHS Administrative Rules. During the individual interviews with the Services, many accounts of violations to the staffing requirements were mentioned—a number of which were on a daily basis.

Costs and expenses are continuing to grow as the true volunteer systems are no longer able to attract people. It is no secret that combining resources has the potential to significantly reduce costs and, in many cases, increase services. There are some natural community links in this region that would lend itself to the establishment of EMS Regions or Districts. That said, it would be premature to specify services or communities at this point; however, the sooner those discussions can begin on this topic, the sooner potential savings can be realized.

Recommendations

- The positive mutual aid relationships between services that are already in place within many areas of the County should be used to open discussions that need to occur with neighboring municipal leaders (Mayors, Presidents, etc.) on the level of interest in consolidating or regionalizing EMS services in the near future.

- Strategic Management & Consulting, LLC can assist those communities that identity that they are interested in consolidating / merging / regionalizing by performing a specific feasibility study for those entities, and/or coordinating the implementation of the new EMS model between those communities.

SYSTEM RELIABILITY

During the ongoing communications with all of the agencies involved, Strategic Management & Consulting, LLC recognized that requests for 9-1-1 services and subsequent responses will continue to be a concern for many of the agencies in Dodge County. The EMS agencies all expressed a commitment to cooperation and an open-minded approach to solutions. However, in as much as virtually every agency stated that they were willing to consider consolidation or a merger; some agencies didn't think that they would ever be the one that would be absorbed. Whether admitted to or not, there are a couple of services that would be on the brink of collapse if one or two members of the ambulance crew were unavailable to volunteer due to an injury or illness for an extended period of time. These services have become too dependent on a very few people to make it all work. The effort to do this can be commended; however it is not good for the community or the individuals volunteering for all of those hours.

Findings

Strategic Management & Consulting, LLC spent a considerable amount of time reviewing the various agencies budgets and fiscal health. There appears to be a willingness on the part of the municipalities served by the ambulance services to support / maintain the current funding levels for EMS. The majority of budgets accounted for all the associated costs of running an ambulance service including supplies, utilities, building expenses, vehicle, and equipment needs, in addition to the costs of billing (internal or external). As well, those services that have paid-on-call staff

and/or pay stipends accounted for those costs within the budgets. Replacement schedules for capital expenses were included in some budgets, though not in others.

When all the expenses are added together within the budget, the final number should be compared to the anticipated income that the service expects to generate (through fund-raisers, grants, fees, and billing of ambulance runs). If there is more revenue than expenses, the service may not need to request a tax levy from the municipality that it provides service to. Typically, though, there is not enough income generated to cover all the costs and expenses needed to run the ambulance service. The difference between the needed income and the expenses is then covered by the municipalities that are serviced by the EMS agency, in the form of a tax levy. The municipality can generate the tax levy through property taxes or by equalized value. A per capita rate can then be determined by taking the tax levy, and dividing it by the population within that community.

To illustrate the above: A local ambulance service may have an annual budget that includes $100,000 in expenses. However, they only anticipate $75,000 in income. The remaining amount of $25,000 is submitted to the municipality as a tax levy. The community has 1,000 people living there, so a $25,000 tax levy divided by 1,000 population results in a $25.00 per capita rate.

Most agencies are currently operating with a positive bottom line. In fact, some agencies were able to maintain a positive budget only on the revenue collected for ambulance transports. As impressive as that is—in the current experience of poor EMS insurance reimbursements—all agencies admitted that if the cost of staffing were to increase, the call revenue model would not be able to be maintained.

The EMS Chief, Fire Chief, or other fiscal oversight that is in place develops the initial budget with input from the agency members and officers. No specific formal process to obtain input from line personnel could be identified. The developed budget is presented to the oversight Commission / Board / Fiscal Agent for review, discussion, and ultimate approval. This is managed in different ways in each agency and is generally based on past practice or government ordinances or resolutions. Many budgets are not reviewed by the oversight with the cost of providing the services in mind. In fact, many budgets were just copied from year to year without the numbers changing. Detailed financial reports are not readily available as part of the annual budgeting process.

Most of the transporting agencies utilize Billing companies for the billing of EMS services provided to the patient. Strategic Management & Consulting, LLC has some concerns regarding the level of required Compliance-related policies and procedures as

well as some of the practices in place. The agencies that do their own billing in-house stated that Compliance standards are maintained, but not with great confidence. Medicare audits are real and can place a significant burden on an EMS agency if certain negative findings occur during an audit. It is each agencies responsibility to know the laws that govern reimbursement practices. The days of an agency stating that they don't have the resources or training to do it correctly have long passed.

The cost of full-time EMS staffing can be an overwhelming realization when it is discovered that this type of staffing model will be a reality. Providing full-time EMS personnel can range between $400,000.00 to $500,000.00 when you include wages, benefits, etc. It requires six (6) personnel working a rotating shift to provide coverage for just **one** ambulance every day. There are several alternatives that can be deployed before an agency has no choice but to staff with full-time personnel. A few examples are listed below.

Some agencies may only have a staffing issue during certain times of the day. It usually starts with not having enough volunteers during the daytime hours. Soon to follow are sporadic shortages in the evening and some times during the weekend. Before too long, the staffing shortage becomes a real problem.

The initial solution is to start by providing a stipend for a person to be available to go on a call (sometimes referred to as "pager pay" or "on-call"). Each person is paid $3.00 - $5.00 per hour to carry a pager, to guarantee that they will respond to a 9-1-1 call while receiving that pay. (The MATH: 24 hours per day X 365 days a year = 8,760 hours per year that needs to be covered for each licensed provider. The State requires that there are two EMS staff per rig, so that equates to 17,520 hours of coverage. At $3.00 per hour, the cost for staffing = $52,560.00. At $5.00 per hour, the cost increases to $87,600.00.) That is just to provide the incentive to have one ambulance ready to respond at all times.

That scenario will work for a period of time. At some point, an ambulance service will determine that they may not have enough volunteers to cover the shifts, and they need to start paying staff to assure full coverage each day. The Service will typically start with hiring part-time paid personnel to cover during the day-time hours, Monday through Friday, 6:00 AM to 6:00 PM. (The MATH: Two EMS providers X 12 hours each = 24 per day X 5 days = 120 hours per week X 52 weeks = 6,240 hours for a year. Conservatively, at an hourly rate of $10.00 per hour, the cost for the part-time staff = $62,400.00 annually. The Service still would need to utilize "pager pay" for the other 12 hours of the day and on weekends. Two EMS providers X 12 hours each = 24 per day X 5 days = 120 hours, plus 96 hours for the weekend = 216 per week X 52 weeks =

11,232 hours for a year. That equates to an additional $33,696.00 at $3.00 per hour and $56,160.00 at $5.00 per hour per year. The total cost for a combination of part-time staff and staff with "pager pay" ranges from $96,096.00 to $118,560.00 each year.

This illustration is intended to provide a real number that exists in EMS today and to show the cost of supporting EMS in a manner in which it can be assured of a response. Please remember, the numbers above represent only one (1) staffed ambulance.

It is fortunate that the agencies in Dodge County have recognized that the current staffing model is not a sustainable model for the future. Although currently the need is great, changes don't need to be made overnight. Time needs to be taken to establish which models will work best, to be the most cost effective, while still delivering quality patient care.

CONVERTING TO A PAID SERVICE

When considering the various factors that are needed to convert from a volunteer to a paid service, it is best to plan a step-by-step progression, that addresses the immediate concerns of the service—and is flexible enough to adjust as the needs of the service change. The service may convert to a full-time / career staff in a matter of months, or they may take years progressing though the steps of beginning with an entirely volunteer crew, to end in a staffing model that can easily be maintained by the agency.

The two driving factors for how fast a service converts from one model to another will be based on: (1) the need to cover open shifts on the ambulance schedule, and (2) the funding available to pay the employees for their time and service.

Each ambulance service will have different times that are difficult to cover, based on factors such as the type of community (Rural, Suburban, Urban, or Bedroom); the number of staff on the roster; and if the staff have other full-time jobs in that community, or outside that community. Some services experience staffing shortages during the daytime hours, some have difficulty filling the schedule on the weekends, and some have shortages at night. Regardless, the staffing shortages typically cause an ambulance service to consider paying the volunteers to be available during those hours that are difficult to schedule.

In the previous section of this report, we already discussed the concept of implementing a "pager pay" or "on call" program for the volunteers. In addition to, or instead of, the

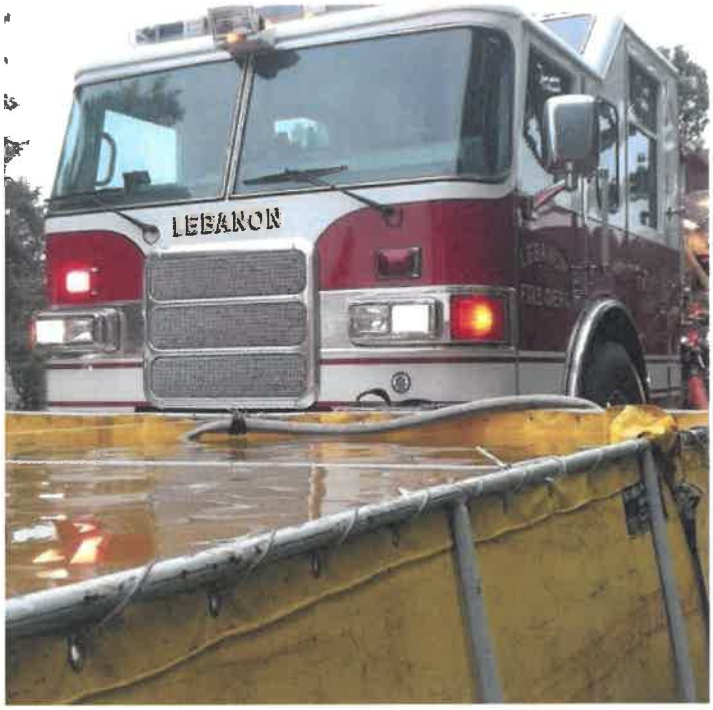
pager pay / on call stipend, an organization may decide to transition to a "Pay-per-Call" incentive. That is, for every call that the volunteer responds to, they would get paid a stipend for each event. It may be $10, $20, or $30 for each response, based upon the anticipated amount of time that the volunteer would spend responding to the call, taking the patient to the Hospital, returning to the station, and getting the rig in order for the next call—including writing the Patient Care Report (ePCR).

The next step in the process would be to consider a "Paid-on-Premise" option, which specifically requires that the volunteer be on the premises of the ambulance service, for the time that they commit to covering on the ambulance schedule. This option would typically pay a higher rate per hour, as compared to the pager pay / on call option, since the Service is requiring that the volunteer physically be at the station, while covering the shift schedule.

As the Service evaluates the effectiveness of covering the shift schedule with the various option presented—while also factoring in the related costs—they may determine that the next step is to hire part-time personnel to assist with filling in the open shift schedules. The service can consider limited part-time staff or fixed schedule part-time staff. The number of open shifts, along with the available funds for payroll, will determine how the service proceeds. The part-time staff will be paid a specific amount per hour, which must be at or above the current minimum wage per hour.

Lastly, as the needs of the service indicate that additional staffing is required, the agency will need to consider hiring full-time staff to fill in the slots on the schedule that are regularly open. This step will take some pre-planning to assure that enough revenue is coming into the service to be able to support the additional costs associated with full-time staffing. The full-time personnel will be paid a specific amount for each hour worked—and then if they work more than 40 hours in a week, they will have to be paid at time-and-a-half for each hour over 40 hours. In addition, many services offer a Benefits package to full-time employees. Most services will need to budget an additional 30% more for Benefits, above the wages earned by the full-time staff.

The majority of Services will most likely remain at some type of Combination Department—that is, they may have a combination of volunteers, pay by stipend, part-time staff and/or full-time staff. Regardless of which type of model they utilize, the Service should continually evaluate the need to cover any open shifts in the staffing schedule, along with maintaining a budget that can afford to maintain the best model that fits their needs in providing consistent coverage 24 hours a day, 7 days a week, 365 days a year.



General Response Capabilities

Findings

The EMS response in Dodge County is generally good. Currently most of the services are able to respond to the 9-1-1 call in a timely manner. However, there are pockets in which this is not true. The physical locations of current EMS services are in areas that provide acceptable response times, if the stations actually are staffed and available with a legal EMS crew. The concern is, however, that is only when all services are fully staffed and able to respond. There are several areas of the County that experience coverage gaps. Some of the agencies only have one ambulance staffed. When a 9-1-1 request for service is received and that specific agency's unit is out of service from the time the pager goes off until they return to their service response area, there is not another scheduled ambulance crew to take a secondary call. In the past, these agencies have been able to put another crew together in the event that another call would come in. Even if that agency didn't have another ambulance, they would at least have personnel that could respond to the scene and provide treatment while waiting for a neighboring ambulance to arrive. This type of scenario has been commonplace in most EMS systems.

There are, however, areas of concern in Dodge County, specifically due to staffing shortages. Some of the Services that have been awarded contracts to cover certain geographical boundaries on occasion are not able to provide necessary coverage. This happens when resources are stretched too thin in an attempt to be everything to everyone. When this happens, significant delays in response occur and that has an impact on patient care. Governmental bodies need to consider more than a favorable financial cost and think more about what the best care for the citizens should be. The old adage that "you get what you pay for" can be true. The municipalities should make sure that they know what they are getting for their EMS service—and response requirements and staffing should be part of those agreements. It is unfair to neighboring departments if the coverage that a community has is inefficient for the number of calls that occur, and then the neighboring departments are frequently responding, due to the gap in coverage capability.

There are several coverage response areas within the County that are unique. Due to a variety of reasons, several agencies actually drive through another agency's response area to get to an area in which the first agency has been contracted to provide coverage.

Each community is responsible to provide or contract for EMS services. Part of that responsibility is determining the level of service that it can reasonably support from staffing, to financial resources, to call volume, etc. Can a community afford to have full-time personnel? Can they afford Paramedics? There are many factors that go into how and why agencies were established to provide 9-1-1 services, and each community will need to be able to justify the model provided, if issues should occur.

PHYSICAL RESOURCES

Findings

As stated earlier, most of the buildings that currently exist are in good shape and are appropriately located to strategically respond to 9-1-1 calls within the County. Efforts to make changes to the EMS response delivery model may drive certain modifications to existing structures. Future consolidations and growth in requests for service may allow for the strategic placement of standalone EMS only stations.

Concerns were voiced during the information gathering that there is somewhat of disjointed relationship with Moraine Park Technical College. It is widely felt that EMS is no longer a priority with the Training Center leadership. Several concerns were sited: having to go too far for training; unacceptable number of students to establish a class; specific resources have not been committed, to establish an EMS themed classroom to further enhance EMS education that creates real life atmosphere in the classrooms. One of the biggest areas of concern is the low success rate of passing the National Registry of EMT's exam.

Many of the services have been discussing other alternatives to obtaining the required education components as specified by the State EMS Office and outlined in administrative rule.

Recommendations

- As Coalitions are developing to improve response capabilities within the County, local entities should review the options available for building expansion, relocation, and remodeling of locations within the County. The Services should continue to develop relationships that are needed to making these processes a reality.

- Review the vehicle replacement plans that exist within all of the agencies that will adequately reflect the needs into the future.

- Research the vehicle maintenance programs with the various agencies to assure that all are experiencing the most competitive pricing, quality workmanship, and receive preferential repair treatment when an ambulance is need of repair. Further, assure that the selected service center understands the needs of an emergency ambulance service. This process should include documentation that the dealership mechanics that perform the actual service are EVT Certified.

- Develop a physical resource plan for the development of an effective Training Center to meet the needs of the EMS providers within the County. This can be accomplished either with the Technical College system, or by the use of other training resources that are available. Some areas to work on building and developing relationships with the Training Center include:

    - Create an Education Committee that addresses initial and continuing education issues

    - Host an EMR or EMT class at the local high school

    - Attend the EMR and EMT classes to recruit new staff

    - Attend the job fairs at the Technical College(s) to recruit new staff

- Another concept that can be implemented within the County is that of a "Paramedic Response Vehicle" or a "Paramedic Chase Car". The idea is that a single Paramedic is located in a strategic location within the County. They would have a quick response vehicle that is stocked with Paramedic / Advanced Life Support (ALS) supplies, equipment, and medications. The Paramedic would be credentialed with each of the transporting ambulance services within the County. This idea can be implemented with as few as three (3) Paramedics working 24-hour shifts.

When requested by the local ambulance service, the Paramedic would respond to the scene to provide any of the following services:

a. ALS / Paramedic skills and interventions that the patient situation dictates;

b. If the ambulance service was short-staffed for that particular call, they could utilize the credentialed Paramedic as part of the legal crew.

The benefits of this program include:

a. There is a Paramedic staff fully dedicated to respond to ALS calls within the County.

b. The Paramedic staff can serve as the "second" person to a local unit, making a legal EMS crew.

c. The volunteer EMS services will still need to maintain and provide EMT's for the 9-1-1 calls, in order for them to respond in the transporting ambulance, and partner with the incoming Paramedic.

- Funding for the "Paramedic Response Vehicle" or a "Paramedic Chase Car"—in addition to other ideas in this Report that can be implemented County-wide—may come from any combination of the following:

  a. Funding could be provided through the creation of a County EMS agency.

  b. Funding could be provided through a County EMS sales tax. (A referendum would need to be passed.)

  c. Funding could be provided with contributions from each of the participating communities that currently do not have the option for ALS services.

HUMAN RESOURCES

Findings

Strategic Management & Consulting, LLC reviewed the level and sophistication of Human Resources programs within the Departments. Most of the departments had some structure in place that served as an organizational chart. Policies and Standard Operating Guidelines (SOG's) were present in virtually every agency. It was unclear in some cases as to how the policies were initially implemented and how they are used within the department. The biggest concern in this area is that most of the policies are old and may not be enforceable any longer, or the agency may not even need certain policies. Management structure and style was very diverse in most of the EMS agencies. Typically, there have not been any type of leadership / management courses that have been made available to staff. Respect for immediate leadership in some organizations is not as good as it should be.

Leadership of an organization is what can make or break that organization. There is no place that this may be truer than in EMS. There is a perception from many individuals that are in charge, that to stay in power you need to know more than the people ranked below you. Therefore, there may be no efforts to train others for the eventual day that the Chief or other Officer may retire (or are removed from office)—which is an unacceptable leadership model. Many managers/chiefs/directors feel that knowing more than others somehow makes them more valuable and untouchable. The statement that says, ***"People don't leave jobs because they don't like what they do, they leave***

because of unfair or unqualified leadership" *(or in other words: they don't like who they work for)* rings true.

Personnel-related issues occupy a large amount of management time. Many individuals raised concerns that issues with staff members are not dealt with well by management. There is a perception all people are not dealt with evenly. Certain persons with each department have those identified as "favorites". In many cases this may in fact be true, however, in reality there are certain individuals that because of life experience or other job trainings are able to do more—and in fact do rise above some of the others.

The best method for dealing with what is perceived as preferential treatment is to treat everyone **EXACTLY** the same when it comes to discipline. If outstanding individuals are part of an organization, recognize them for what they have done to go the extra mile. Many times, this process will cause others to step up as well. When that happens, it is a positive force that can go through the entire organization.

A younger workforce that may be interested in becoming an EMT and joining the local EMS agency may be discouraged from volunteering, because of a need for daycare for their children. They very possibly would be willing to join if they had adequate day care options that can come together at a moment's notice. The way that this would work would be to have a group of EMS "Day Care Personnel" that would carry pagers and be on call to respond to the station when an ambulance is requested, and be available to provide day care for the EMS personnel that are going on the call.

Succession Planning

This topic was not well defined in any of the agencies we talked with. Many recognized the need for doing so, but did not have the time or expertise to make it happen. Many volunteer organizations vote amongst the ranks at an annual meeting, or they may have other processes in place. What tends to happen is that the same person(s) get re-elected / appointed each time, because nobody else wants to do the work. This happens even if the person appointed is a known problem, and is causing others to leave the organization and for others to not want to join.

It is important to understand the perception / reputation of the EMS service and the individuals that work there in the community. EMS is the one profession that has the total trust of community members. When an individual in the community has an injury or medical emergency, they call 9-1-1. The EMS providers arrive and due to the inherent trust of these individuals, they have complete and total access to every inch of the residence, and they gather confidential information that even the patient's closest

friends or relatives may not even know. If that trust is violated it doesn't take long for that to have a negative effect in a small community. This will eventually have an impact on patient care, because sick and injured individuals will find other means to seek help, which in turn will lead to bad patient outcomes.

One of the major weaknesses in any organization—and EMS is not exempt from this—is Communication. Written, verbal, and practice are vital to any organization. A leader or officer cannot expect for individuals to perform to a standard that they may have, if the staff don't know about it. Whatever the structure is of any agency there needs to be a clear method for providing information to everyone in the agency. Being available to the members to provide oversight and mentorship are keys to having and maintaining a smooth operation. Messages handed down to the staff need to be the same consistent message to each person. There cannot be different interpretations of a directive that has been given by the EMS Chief / Service Director. This is where issues begin and grow from. Consistency is one of the main keys to a successful operation.

CROSS-CREDENTIALING

The concept of cross-credentialing is one that doesn't come to mind immediately for many Services. Even though many EMS personnel live in a town in which they volunteer with the ambulance service, they may actually work in a neighboring town, or they may travel through it frequently.

One of the ways to deal with shortages in both of the Ambulance service areas would be to "credential" members to each one of the neighboring services. This in effect doubles the roster for each service—and it increases the ability to respond to emergency calls that are now being delayed or not answered at all. The process for cross credentialing is not difficult, however the Ambulance service needs to complete several steps to assure that the individual EMS providers, the Service, and the patients are protected.

Recommendations essential to making cross-credentialing successful

1. Review the roster of the neighboring community that you are considering combining resources with. There may be reasons that not all members of the neighboring service are a good fit for your service. Be sure to discuss this at the beginning of the discussions with the other ambulance service.

2. You need to send an amended "Operational Plan" to the State EMS office describing the change to the Operations, with an explanation of what you are planning to do, how you are going to do it, and the expected impact of making the change.

3. You should also consult with your Service Medical Director to assure that they will approve of the person(s) that you want to credential to your service.

4. You will need to check that the individual(s) are in compliance and not on the OIG Exclusions List (see link below). Note: you should be checking this list at least once per year, for every member of your service.

5. Require copies of the individual's certifications. (I.e.: CPR, ACLS, etc.)

6. Once an individual has been selected, and they meet all licensing requirements in DHS 110.06, they can now be credentialed with your service, based on their WI EMS license. The individual should log into the WI EMS E-Licensing system and apply for a local credentialing agreement with your Service.

7. The two services that are considering sharing resources may be at different service delivery levels. (I.e.: ALS vs BLS or Critical Care, etc.) Each service provider needs to assure that when using shared personnel, that the specific service delivery models are maintained. (Example: Service 1 needs an AEMT, but Service 2 is a BLS service.)

8. You need to revise Medicare form CMS-855 form with the details and submit a new member roster. (See link below.)

How Local Government can Help EMS

Most township officials are not knowledgeable in the EMS field and don't understand the cost of operation and the problem of low reimbursements. Therefore, it's important to educate them. Having an elected official serve as the champion for EMS can be helpful, too. When a meeting is called to look at the financial problems with the EMS service, make sure that all the municipalities that you provide service for are present. Offer to go to them and made a presentation at their public meeting. In most cases residents who were in the audience were completely unaware of how difficult it is to maintain services.

Getting these residents to understand the problem can be extremely important to sway their municipal officials to act, to ensure the survival of this lifesaving critical service. When municipalities recognize that there are problems, elected officials can step up and perform the roles of communicators, fundraisers, public relations specialists, and grassroots advocates—all areas that can help keep EMS organizations running. Below are some ways that municipalities might be able to assist their local EMS providers.

Recommendations on how governmental agencies can support EMS

• **Find out what they need** — Meet with your EMS providers on a regular basis to find out their needs and how townships can help.

• **Consider funding options** — Make a regular contribution to EMS from the general fund or collect an emergency services tax to provide an annual source of income.

• **Support ambulance memberships and fundraisers** — Become a member of your EMS service and encourage your residents to do so, too. Support any community fundraisers that would benefit the local EMS and fire companies.

• **Check out state contracts and in-kind options** — Help EMS providers secure emergency medical equipment and other items through statewide purchasing contracts. Help the EMS provider learn how state and federal government surplus programs that are available and how they work. In-kind contributions can also be invaluable, noting that EMS could save money by piggybacking on municipal fuel purchases at a lower rate.

• **Help with grant searches and grant writing** — Use your township's experience with grants to show the EMS service where to look for grants or how they may be able to share, such as the state Department of Community and Economic Development (DCED) and other state and federal agencies, and offer pointers on how to write successful proposals.

• **Recruit volunteers** — Put out the call for EMS volunteers and provide incentives to volunteers, whether it's offering free membership to the community pool, the local YMCA etc. or implementing tax credits. There currently are several programs being introduced by the State Legislature to allow townships to offer earned income and local property tax credits and rebates to qualifying, active volunteer firefighters and EMS providers. See below on how something as simple as day care can restrict people from volunteering.

• **Day Care** – As stated above many younger members are not able to respond because of the need for day care. While recruiting new members within the community look for individuals that previously worked for the Service, but can no longer go on calls. These are people that are used to carrying a pager and know what it is like to be available at odd hours of the day. When a call is paged out for an ambulance request, their pager goes off as well. Only their job is to respond to the station and provide a safe day care setting for the children of those that are

going on the call. A small room can be created at the station with a few kid friendly items to occupy them, while mom or dad are on the 9-1-1 call, serving the community.

• **Contact your legislators** — Alert your legislators to the problems facing EMS agencies and advocate for legislative changes that will improve their plight. Examples include providing an increase to the Medicaid budget to provide a more equitable reimbursement level similar to what EMS providers receive from Medicare and third-party insurers for medical assessment and treatment even if no transport occurs.

• **Become an EMS champion** — Be an advocate for EMS, cheering on the invaluable service it provides to your community and spreading the word about its needs. Everyone who is a member of the service doesn't necessarily have to respond to the actual call. Be creative in seeking residents to be part of the service, such as:

- Find people who are local mechanics who may have an interest in the light maintenance of the vehicles.

- There are many retired people who are still looking for ways to be active. They can become part of the service and provide valuable services to a local EMS provider, such as:

  a. Former Personnel managers
  b. Former Purchasing managers
  c. Former Bankers
  d. Former Finance managers
  e. Former Grant writers
  f. Building maintenance personnel

In general, a large number of EMS providers are not-for-profit entities. While this allows them to perform services without paying federal, state, and local taxes, too often these agencies fail because they do not follow a stern business model. Without necessary oversight and a business background, leaders of the smaller not-for-profit entities are unable to form a consistent business plan that ensures survival and adequate levels of readiness.

STRATEGIC
MANAGEMENT & CONSULTING

SUMMARY RECOMMENDATIONS

Concluding Statement

It is important to understand that this report addresses a number of topics that were initially highlighted as areas of concern, by those that participated in the Study process. There continue to be other topics within the EMS System that will require continued attention. Some of those items will be rectified as each of the individual EMS Services considers the recommendations, and decides to implement those ideas that will address their needs as an agency—and that will move them in a positive direction, structure, and model for EMS in the future.

In as much as a review of this type is not intended to please everyone within a governmental organization, the intent is to provide the most effective recommendations as observed from the outside looking in. Many of the topics dealt with in this review have been debated for years. There have been internal and external recommendations during that time. Asking the same questions, in hopes that an entity will eventually hear the answer that they think they want, is a frustrating process to solving issues.

Below are some Summary Recommendations that should be considered, in addition to those that have already been discussed within this report.

Recommendations for Immediate Action

1. Solidify the response coverage for the southeast corner of the County, if it is not completed by the writing of this report.

2. Evaluate the new Coalitions that have been formed in the past few months to determine the level of success, and make any needed adjustments.
   a. Tracking ambulance response times (on scene within 10 – 12 minutes)
   b. Tracking delayed responses
   c. Tracking the number of Mutual Aid responses due to inability to respond

3. Contact the administration of Cambria Community Ambulance to investigate the potential merger/consolidation of services between Randolph and/or Fox Lake.

4. The EMR groups should reestablish their working relationships with their respective transporting ambulance services. The transporting EMS agencies should assist the EMR groups with items such as training, Medical Direction, protocols, and operational plans and licensing.

5. The Volunteer ambulance services should consider the utilization of EMR's as part of their legal crew configuration.

6. The Volunteer ambulance services should attempt to establish EMR groups in areas that are currently without these groups. The northwest corner of the County would benefit most from this recruitment effort.

7. The Volunteer ambulance services should consider working with the full-time departments to establish service agreements and personnel needed. If it is determined that a dedicated unit is needed, funding would need to be generated to support the full time departments budget. A stepping-stone approach could include the implementation of a "Paramedic Response Vehicle" or a "Paramedic Chase Car".

8. The Dodge County EMS Association needs to identify a group of people that are interested in collaborating with the Dodge County Emergency Management staff to establish an EMS committee that will meet each month, in order to track the progress of each of the Recommendations within this report. The workgroup should focus on future solutions, and establishing coalitions and partnerships, in order to provide assessments of what is working and what is not working.

Recommendations for Short-term Consideration

1. Pursue the implementation of the "Paramedic Response Vehicle" or "Paramedic Chase Car", including the consideration of strategic locations for the stand-alone Vehicle.

2. Pursue the options related to funding, including:
    a. Creation of a County EMS Agency
    b. County EMS sales tax
    c. Contributions from the participating municipalities

3. Regarding Recruitment and Retention items, Services should consider implementation of any of the following:

a. Advertise for open positions on media / internet sites such as: Indeed, Facebook, Instagram, Twitter, and YouTube.
b. Hold an Open House for the Community to come and visit the station and EMS providers. This could be a part of, or in addition to, any fund raisers.
c. Create Appreciation events or awards. This could be a special dinner, or tickets to a popular game or event.
d. Offer memberships to gyms or other local businesses that the EMS providers would be interested in using.
e. Offer to pay for the tuition of new EMR / EMT recruits. The funds from the WI EMS Funding Assistance Program (FAP) that are awarded to the Service can be used for EMR and EMT training.
f. If not already participating, consider enrolling in the Wisconsin Service Award Program (formerly called the Length of Service Award Program—or LOSAP). The Service Award is a tax-deferred benefit program to assist municipalities in retaining volunteers
g. Consider utilizing electronic scheduling software that allows volunteers to sign up for shifts / times around their schedule. Encourage 6- 12- or 24-hour shifts...but allow flexibility for the individual to cover whenever their personal schedule allows. Open the schedule up at least a month in advance, to allow for staff to plan around their personal and family lives. In addition, allow shifts to remain open until the start of the shift, for those volunteers that are able to change their schedule at the last minute.

Recommendations for Long-term Consideration

1. Evaluate the Immediate and the Short-term recommendations that were put in place for successes and effectiveness, and then make any necessary modifications.

2. Consider the creation of a County EMS District.

As with any Study from an outside agency, the information can be overwhelming and seem as though the tasks necessary for change are unattainable. The goal of Strategic Management & Consulting, LLC is to provide you with realistic recommendations. Understanding that most organizations can barely keep up on a day-to-day basis, we are prepared to offer an implementation management services agreement to assure that recommendations will have a better opportunity for being completed.

We wish the EMS Services of Dodge County the best, as they commit to working on new models of providing high quality EMS to the residents of their communities.

WESTERN LAKES FIRE DISTRICT

1400 Oconomowoc Parkway, Oconomowoc, WI 53066

Phone: 262-567-8282 Email: info@westernlakesfd.org

January Board Report

Asst. Chief Tom Schuetz

January 23, 2020

GROUNDS

Station 5: Remodeling plans are underway for dorm rooms, day room, conference room and kitchen. Unfortunately, State of Wisconsin approvals are required and the best date we have from them is sometime in April. Meanwhile, 2 construction office trailers were moved into one of the bays and have been converted to 4 bedrooms. It's not perfect, but it turned out well for temporary quarters. All exterior door locks have been replaced and are fully functional with all WLFD employees and board members codes loaded into them.

Station 6: A thorough clean up and reorganization has been accomplished by our on duty crews. Individual bedrooms have been set up, radio room has been moved and a general staff office has been set up. Thanks to an incredible amount of effort by our IT department, computers have been set up and the printer has been placed on line with the rest of the stations. Exterior door locks have been ordered and some have arrived. I would think that the new exterior locks should be completed in the first part of February.

Bids are being solicited for the rekeying of the interior doors for both stations so that they match our 4 other stations. I hope to have the project completed within the next 30 days. Over all, we have made significant progress getting both stations set up the way we need them. Several projects exist but we will continue to complete those as time allows.

EQUIPMENT

3653 is currently out of service due to a blown right rear hydraulic strut. A replacement part has been ordered and we should have it back in service by January 28th.

Our 3 newest ambulances, 3651,3652 & 3654 have had recording camera issues since they were new. Several attempts have been made to make them operate the way that we wanted them to. Foster Coach recently approved us taking them to our preferred vendor and having all issues corrected. They have agreed to pay for all repairs and replacement parts. The bill will be sent directly to Foster Coach. This process should be completed within 3 weeks.

All of our newly acquired equipment is being evaluated. A few repairs already have been completed and parts have been ordered to fix a few minor issues that we have found. Over all, the vehicles that we have inspected are in good working order. I am currently meeting with vendors to obtain a price for the rebranding of the vehicles. I hope to have the rebranding complete by the end of March.

The last big task is the property and liability insurance. Renewal is March 2, 2020. While this task is normally not a big project, the newly acquired buildings and equipment are making this year's renewal a major project. Both new buildings and equipment have been covered under our existing policy at no additional cost to the district. However, upon this renewal it is required to have an accurate inventory of equipment on each vehicle, a specific replacement cost of any item over $25,000 and original purchase price of the vehicles in order to obtain replacement cost coverage. The insurance company wants all of that information no later than January 30, 2020.

WESTERN LAKES FIRE DISTRICT

1400 Oconomowoc Parkway, Oconomowoc, WI 53066

Phone: 262-567-8282 Email: info@westernlakesfd.org

Date: **15 January 2020**
To: **Fire Chief Bowen**
From: **Assistant Chief Haerter**
Re: **January Fire Board Report**

Please find below highlights of WLFD operations. I remain available should you have any questions or desire further information. Thank you for your time.

- Our two new stations are operational with seamless integration into WLFD operations having taken place. Actions are underway to achieve consistency with apparatus and station function.

- 24 Hour coverage is underway for the District Chief 3610 role. We are in transition between Deputy Chiefs are working 24 hour shifts with newly-hire personnel beginning soon. All 3610 shifts are now quartered out of Station 1.

- Chief-level and full-district operational training has been accomplished. This is to allow a foundational blueprint for our personnel to follow for radio conduct, emergency assignments, response order, and apparatus location.

- Training plans, guidebooks, and checklists are being worked on with our new deputy chiefs so that they can have a consistent framework in which to lead their shift.

- We are in the process of scheduling the certification courses for Blue Cards. All Officers, full-time employees, and interns are to have the online blue course completed by the end of February, with certification to immediately follow. We will also be completing the final module of the Company Officer Leadership Academy with Gateway Technical College this year. Lastly the District will be hosting a variety of human resource, cultural, and communication trainings available to all staff.

- Administration is also in the process of completing individualized meetings with the District's officers. These meetings are to provide personalized goals and expectations for each officer. This will provide increased operational efficiencies, better communication, and a better officer core. Training requirements are also being evaluated for full compliance of the District's policies which are more stringent that SPS330.

- WLFD communications is being actively practiced at incidents with great success. Simplicity has been realized with a notable decrease in needless radio traffic being present. This will be a skill we will continue to work on to achieve mastery.

WESTERN LAKES FIRE DISTRICT

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Deputy Chief Meyer – Board Report – January 24th, 2020

Training:

The new training calendar went into effect and we held our first fire and EMS trainings in January. We are now offering six versions of the same training spread out over three days and at three stations (1,2 & 6). The shifts are coordinated so that we have the district well covered and the maximum amount of on duty employees can attend.

In January, Chief Haerter presented the "Blue Print for Fire Operations" training. This helped us set the stage for how we are going to operate as a larger district and what some of the standard expectations are for all employees.

February fire training will have crews going over to the Olympia complex and working on forcible entry and SCBA confidence. Captain Kraut will be leading this training.

Internship:

Since November, three of our interns have been offered full time career positions at various organizations. We are very proud of the way that they have represented the program and wish them well in their future. Of the five interns to successfully complete the internship since it started in 2016, four have achieved full-time employment.

Nate Jost – Wauwatosa Fire Department
Kaylah Wickey – North Shore Fire Department (March 1st)
Corbin Schultz – Western Lakes Fire District (January 26th)

In their place, we have a new group of interns that have begun their journey over the past few months and we are hoping for similar results with them in the coming years. We are currently recruiting for the additional intern positions as a result of the program expanding with Stations 5 & 6.

Alex Birk (FF/EMT) – Station #4

Matt Wilson (FF/EMT) – Station #4
AJ Otto – (EMT) – Station #4 – Currently taking Firefighter 1
Libbey Ruhle – (FF/EMT) – Beginning orientation – February 1st

Recruitment:

Join the Fire Service Platform update – Since going live on November 6th

1101 visits to our recruitment site
73 online interest submissions received
18 are in our pre-employment process
7 have been hired or been given conditional offers of employment

Job Offers Since January 1st

Michaella Hack – EMT-P
Libby Ruhle – FF/EMT -Intern
Zach Meinel – No Training – Local Resident – EMT Summer Course
Andrew Burdick – No Training – Local Resident – EMT Summer Course
Eamon Weiland – FF/EMT
Mike Sauer – FF/EMT
Josh Schaber - Explorer – EMT Spring 2020

Western Lakes will be participating in a recruitment fair at Gateway Tech on February 8th.

Transition from Consolidation:

The employee transition from Okauchee and Stone Bank is nearly complete. This weekend is the last scheduled orientation that will cover some fire operations and a tour of the stations in the District. The professionalism of everyone involved, from the orientation instructors to the employees that have come aboard should be recognized. Everyone's effort will make our team stronger.

Each employee attended an administrative orientation and then specific EMS and Fire orientation based on certifications.

A total of 33 new employees we added to the roster during this time.

WESTERN LAKES FIRE DISTRICT

1400 Oconomowoc Parkway, Oconomowoc, WI 53066

Phone: 262-567-8282 Email: info@westernlakesfd.org

Deputy Chief Warren's January 2020 Summary

EMS Training:

EMS Training for January focused on protocols used regularly and the medications and hands-on skills used to treat those patients. Protocols covered included:

- Protocol: Asthma/COPD and Congestive Heart Failure/Pulmonary Edema with skills of 12 lead EKGs and Continuous Positive Airway Pressure (CPAP) with the medications Nitroglycerin and Aspirin
- Protocol: Allergic Reactions with the medication Epinephrine and review of intra-muscular medication administration, as well as nebulizer treatments with the medications Atrovent and Albuterol
- Protocol: Hypoglycemia/Hyperglycemia protocol with the skill of blood glucose checking and the medications oral Glucose and Glucagon
- Protocol: Overdose and Altered Mental Status with the medication of Naloxone (Narcan) with the skill of intranasal medication administration and supraglottic airway device insertion

Consolidation Update:

On the EMS side of things it has been a very busy month of working hard to get all of our ambulances and equipment in place. In an effort to make everything as uniform as possible, full time firefighter/paramedics Brian Dorn and Dylan Laue organized and arranged supplies on the new ambulances to be as uniform as possible with our current apparatus. This assists all employees as they work on all the ambulances as the supplies are located in the same general location and the EMS bags are set up the same way and hold the same equipment. Firefighter/paramedic Brian Dorn also organized and sorted all of the EMS supplies on the at Station 5 and Station 6 to ensure all the necessary equipment was in place. Overstock of supplies and supplies that are not needed were brought to Station 1 to be sorted and organized.

Patient Care Plans:

There are several patients within the Western Lakes Fire District that have serious medical conditions that require extensive care in a pre-hospital setting. The EMS administrative team and Dr. Cady met with one of those residents recently to develop a special pre-hospital care plan specifically for that patient. The meeting was very beneficial to everyone as it assisted with gaining additional information for that patient

which will assist with the development of response plans as well as her individual patient care plan. The patient and her family were very appreciative of the efforts of the team and felt much more at ease with her condition and the care she will receive in the event they need to call 911 in the future. In the event additional training is needed for EMS providers, the meeting also assists with obtaining information that can be shared with staff during training. Dr. Cady and the team will be evaluating additional patients in the District moving forward and setting up similar care plan meetings as needed. This cooperative approach builds relationships of appreciation and trust between some of our more fragile patients and the District.

PURCHASE REQUISITION

P.O. #: Server

Date: 1/21/2020

Item Description: Station 1 Server

Budget Amount: $ 40,000.00

Funds Available: Approved in Budget

Budget Page Ref: 2020 CIP

Estimate/Quote/Bids Solicitations:

The District solicited bids from three vendors for replacement of the District's primary server and network. Due to the cost and scope of the project the District has brought forward a State Approved Bid through CDW-G. The State has gone through the bidding process for this project and awarded the the project to this vendor. The other bids that were requested were substantially higher than the State Bid.

Estimates/Quotes/Bids Received:

Vendor	Description	Amount	Notes
CDW-G	Network Server and Components	$ 35,464.84	Part of State of Wisconsin bid program against various other vendors
SSR	Associated Support & License's	$ 579.00	required through current provider
Microsoft Licenses	License's for Microsoft	$ 2,800.00	required through current vendor
	Project Average:	$ 38,843.84	

Recommended Vendor: CDW-G and SSR

Vendor #:

Rationale for Recommendation:

The District's current server is in excess of 10 years old. Most primary servers have a service life of 5 years and then are replaced due to the usage and rapidly changing technology associated with computer systems. The server at Station was donated to the District after being used by a corporate entity and replaced. The new server is the primary server for all of the District's infrastructure, and is remotely backed up off site. As the primary server it handles all IT and network components for each of the District's 6 stations, with each Station having a local network server that remotely connects to the primary server at Station 1.

PURCHASE ORDER INFORMATION

Vendor Address :

CDW-Government
75 Remittance Drive
Suite 1515
Chicago, IL 60675-1515

Ship To Information:

Western Lakes Fire District
1400 Oconomowoc Parkway
Oconomowoc, WI 53066
Attention: Capt. Sudol/Lt. Reuter

QTY	PART #	DESCRIPTION	UNIT PRICE	AMOUNT	GL ACCOUNT	WO #
1		Network Server with Components	35,464.84	35,464.84		
1		Vsphere licenses	579.00	579.00		
1		Microsoft Licenses	2,800.00	2,800.00		
1		Misc Equipment - if necessary at install	1,000.00	1,000.00		
				-		
				-		
				-		
				-		

TOTAL: 39,843.84

Approvals - Please initial and date

CHIEF: _____ **Copy to Accountants** _____ _____

Fire Board: _____ _____

Rev. 4/17

Project Title: Informations and Technology Infrastructure
Department: Western Lakes Fire District **Date:** 4/25/2019
Department Priority: Immediate/Critical

CAPITAL BUDGET SUMMARY								
Year Project Phase:	Prior Years	2020	2021	2022	2023	2024	Future Years	Total Project
Expenditure Budget	$ 12,000	$ 40,000						$ 52,000
Revenue Budget								$ -
Net City Cost	$ 12,000	$ 40,000	$ -	$ -	$ -	$ -		$ 52,000

Cost Detail		Revenue Detail	
Network and Software	$ 40,000	Grant	$ -
	$ -	Impact Fees	$ -
	$ -	Reserves	$ -
	$ -		$ -
	$ -		$ -
	$ -	Subtotal Revenue	$ -
	$ -		
Total Cost	$ 40,000	Total Tax Levy	$ 40,000

Scope & Description

The District has been very efficient with its use of equipment. Over the years it has obtained donated equipment to avoid costs, and has moved equipment to other locations to best suit the District. The IT staff have said that based on the use and age of the District's main serve that in 2020 the main server and network for the District will need to be replaced.

The IT system is a critical piece of infrastructure of the District's operations. This system is used on a daily basis 24 hours a day to ensure fire/ems operations are delivered to the communities the District servces.

Analysis of Need/Impact

Installing a suppression system ensures the District main network is protected from fire damage. The replacement network is critical for the daily operations of the District.

Previous Action

QUOTE CONFIRMATION

CDW·G PEOPLE WHO GET IT

DEAR RICHARD SUDOL,

Thank you for considering CDW•G for your computing needs. The details of your quote are below. Click here to convert your quote to an order.

QUOTE #	QUOTE DATE	QUOTE REFERENCE	CUSTOMER #	GRAND TOTAL
KZNR336	10/25/2019	HPE SERVERS	12639058	$35,464.84

QUOTE DETAILS

ITEM	QTY	CDW#	UNIT PRICE	EXT. PRICE
HPE ProLiant DL380 Gen10 Solution - rack-mountable - Xeon Silver 4110 2.1 G Mfg. Part#: P05524-B21 UNSPSC: 43211501 Contract: Wisconsin Counties Association	2	5115341	$1,913.47	$3,826.94
Intel Xeon Silver 4110 / 2.1 GHz processor Mfg. Part#: 826846-B21 UNSPSC: 43201503 Contract: Wisconsin HP Enterprise NVP Computer Equipment (MNNVP-134 505ENT-O16-NASP)	2	4744061	$576.31	$1,152.62
HPE SmartMemory - DDR4 - 16 GB - DIMM 288-pin - registered Mfg. Part#: 835955-B21 UNSPSC: 32101602 Contract: Wisconsin HP Enterprise NVP Computer Equipment (MNNVP-134 505ENT-O16-NASP)	14	4708375	$140.74	$1,970.36
HPE - hard drive - 2 TB - SAS 12Gb/s Mfg. Part#: 765466-B21 UNSPSC: 43201803 Contract: Wisconsin Counties Association	22	3865405	$644.00	$14,168.00
HPE Read Intensive - solid state drive - 480 GB - SATA 6Gb/s Mfg. Part#: P06194-B21 UNSPSC: 43201830 Contract: Wisconsin Counties Association	2	5239448	$240.42	$480.84
HPE - storage SAS bus extender - SAS 12Gb/s Mfg. Part#: 870549-B21 UNSPSC: 43201544 Contract: Wisconsin HP Enterprise NVP Computer Equipment (MNNVP-134 505ENT-O16-NASP)	2	4738253	$441.97	$883.94
HPE Box1/2 Cage/Backplane Kit - storage drive cage - SATA / SAS Mfg. Part#: 826691-B21 UNSPSC: 43201609 Contract: Wisconsin Counties Association	2	4753908	$206.07	$412.14
HPE Integrated Lights-Out Advanced - license + 3 Years 24x7 Support - 1 ser Mfg. Part#: E6U64ABE UNSPSC: 43232804	2	3140861	$299.50	$599.00

QUOTE DETAILS (CONT.)				
Electronic distribution - NO MEDIA Contract: Wisconsin HP Enterprise NVP Computer Equipment (MNNVP-134 505ENT-O16-NASP)				
HPE Foundation Care 24x7 Service - extended service agreement - 3 years - o Mfg. Part#: H8QP7E UNSPSC: 81112305 Electronic distribution - NO MEDIA Contract: Wisconsin HP Enterprise NVP Computer Equipment (MNNVP-134 505ENT-O16-NASP)	2	4748270	$1,477.11	$2,954.22
HPE StoreVirtual VSA 2014 - license - 10 TB capacity Mfg. Part#: Q0J77A UNSPSC: 43233006 Electronic distribution - NO MEDIA Contract: Wisconsin HP Enterprise NVP Computer Equipment (MNNVP-134 505ENT-O16-NASP)	2	4477226	$4,508.39	$9,016.78

PURCHASER BILLING INFO		
Billing Address: WESTERN LAKES FIRE DEPARTMENT 1400 OCONOMOWOC PKWY OCONOMOWOC, WI 53066-4660 **Phone:** (262) 567-8282 **Payment Terms:** Request Terms	**SUBTOTAL**	$35,464.84
	SHIPPING	$0.00
	SALES TAX	$0.00
	GRAND TOTAL	**$35,464.84**
DELIVER TO	**Please remit payments to:**	
Shipping Address: WESTERN LAKES FIRE DEPARTMENT 1400 OCONOMOWOC PKWY OCONOMOWOC, WI 53066-4660 **Phone:** (262) 567-8282 **Shipping Method:** UPS Ground (1- 2 day)	CDW Government 75 Remittance Drive Suite 1515 Chicago, IL 60675-1515	

Need Assistance? CDW•G SALES CONTACT INFORMATION

Amanda Fischer (Government Sales) | (877) 213-7831 | amanfis@cdwg.com

This quote is subject to CDW's Terms and Conditions of Sales and Service Projects at http://www.cdwg.com/content/terms-conditions/product-sales.aspx
For more information, contact a CDW account manager

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SSR SUPERIOR SUPPORT RESOURCES, INC.

Where Technology Questions Get Business Answers

QUOTE

Rep	Date	Quote #
Zach	01/14/20	SSRQ15929

Sold To: Western Lakes Fire District
Rich Sudol
1400 Oconomowoc Parkway
Oconomowoc, WI 53066

Phone:
Email: rsudol@westernlakesfd.org
PO Number:

Ship To: Western Lakes Fire District
Rich Sudol
1400 Oconomowoc Parkway
Oconomowoc, WI 53066

Phone:
Email: rsudol@westernlakesfd.org

Thank you for the opportunity to provide you with this quote. This defines the exact services, products, and pricing Superior Support Resources, Inc. will provide based on a review or request by the client listed above. The quoted prices are good until the last business day of the month due to the fact that distributors tend to change prices on the 1st. By signing below, client understands any cost increase will be passed along if this occurs.

Quote Description:	Western Lakes Fire District - VMware Essentials	Quote Expiration:	2/13/2020

Qty	Description	Unit Price	Ext. Price
1	VMWARE VSPHERE ESSENTIALS KIT V.6.0 - LICENSE - 3 HOST (UP TO 2 PROCESSORS PER HOST)	$509.00	$509.00
1	VMWARE VSPHERE ESSENTIALS KIT V.6.0 - SUBSCRIPTION LICENSE - 1 YEAR (OPTIONAL - SELECTED)	$70.00	$70.00
1	VMWARE VSPHERE ESSENTIALS KIT V.6.0 - SUBSCRIPTION LICENSE - 3 YEAR (OPTIONAL)	$187.00	$187.00

SubTotal	$579.00
Estimated Shipping	$0.00
Sales Tax (0 %)	$0.00
Total	**$579.00**

Recurring Monthly Charge: $0.00 **Down Payment Required** **$0.00**

This is a Time and Materials estimate; the final billed total will be actual hours worked and product (materials) selected. Taxes and shipping charges are estimates. Down payment required will be 50% of the product which ever is greater in excess of $10,000, this is due at the execution of this quote. All payments are due in full within 30 days of Seller mailing the invoice, with all overdue amounts bearing a finance charge of 1 1/2% per month.

By signing below both parties indicate they understand and accept the Terms and Conditions as well as the Quote to accurately describe your requirements and authorizes SSR to proceed with this order. Any changes to the quote must be communicated by contacting a SSR Sales or Technical Representative by phone or email. Any requested product changes will require the issuance of a new quote.

Superior Support Resources, Inc.		Western Lakes Fire District	
Quoted by:	Zach Jones	Accepted by:	
Title:	Inside Sales	Title:	
Date:	1/14/2020	Date:	

PURCHASE REQUISITION

P.O. #: _____

Date: 1/21/2020

Item Description: Marine 1 - Dive/Rescue Boat

Budget Amount: $ 85,000.00

Funds Available: Approved in Budget

Budget Page Ref: 2020 CIP

Estimate/Quote/Bids Solicitations:

Representatives from the Dive Team have been working on the specifications for this project for over a year. After reviewing multiple agencies equipment and experience the specifications were established. Bids were requested from three different vendors for similar equipment. Obtaining identical quotes was not possible so quotes were obtained for the closest comparable.

Estimates/Quotes/Bids Received:

Vendor	Description	Amount	Notes
Oxbo Marine	Boat, Trailer, Zodiak	$ 67,392.00	comparable to marine 5, includes zodiak
Rescue One - connector	Boat, Trailer, Zodiak	$ 67,000.00	smaller and less effective platform
Rescue One - battleship	Boat Only	$ 95,000.00	over budget, doesn't include zodiak or trailer
	Project Total:	$ 76,464.00	

Recommended Vendor: Oxbo - SeaArk

Vendor #: _____

Rationale for Recommendation:

After evaluating the usage of the District's current water craft for rescue operations as well as standby events and evaluating long term and strategic needs of the District the following is the recommendation of staff and Administration. Based on the number of incidents that occur within the District as well as similtaneous requests that require watercraft the recommendation is to maintain two independent watercraft for dive/rescue operations. This is in addition to the special purpose hovercraft, which is useful but very specialize. Currently the District has three larger boats, and a hovercraft used for these operations, with the recommendation to decrease this to two boats, a hovercraft, and a mini zodiak which is carried with marine 1. The bids received are under budget and will meet the current and future needs of the District for the foreseeable future, with this purchase being a twenty year service life.

PURCHASE ORDER INFORMATION

Vendor Address :

Oxbo Marine
N5350 Club Grounds Road
Juneau, WI 53039

Ship To Information:

Western Lakes Fire District
1400 Oconomowoc Parkway
Oconomowoc, WI 53066
Attention: AC Bill Lincoln

QTY	PART #	DESCRIPTION	UNIT PRICE	AMOUNT	GL ACCOUNT	WO #
1	Boat	SeaArk Boat as bid with associated equipment per specifications	46,023.00	46,023.00		
1	Zodiak	Zodiak Future Mark	6,338.00	6,338.00		
1	Air One	Fire Suppression pump for residential fires on islands	8,548.00	8,548.00		
1	Local Reps	Graphics, Electronic Installation, Emergency Lights, Misc Mounts	6,000.00	6,000.00		
1	WI	License	37.00	37.00		
1	Mercury	200Hp Motor - SeaArk, 25 HP - Zodiak	17,649.00	17,649.00		

TOTAL: 84,595.00

Approvals - Please initial and date

CHIEF: _____ **Copy to Accountants** _____ _____

Fire Board: _____ _____

Rev. 4/17

Project Title: Water Support Boat (Marine Units)
Department: Western Lakes Fire District **Date:** 4/15/2019
Department Priority: Immediate/Critical

CAPITAL BUDGET SUMMARY								
Year	Prior Years	2020	2021	2022	2023	2024	Future Years	Total Project
Project Phase:								
Expenditure Budget		$ 85,000						$ 85,000
Revenue Budget								$ -
Net City Cost	$ -	$ 85,000	$ -	$ -	$ -	$ -		$ 85,000

Cost Detail		Revenue Detail	
Boat and Trailer	$ 85,000	Grant	$ -
	$ -	Impact Fees	$ -
	$ -	Reserves	$ -
	$ -		$ -
	$ -		$ -
	$ -	Subtotal Revenue	$ -
	$ -		
Total Cost	$ 85,000	Total Tax Levy	$ 85,000

Scope & Description

The District operates a Dive Team and provides water rescue support due to the number of lakes within the District. There are 23 lakes within the District which support various recreational activites. To provide services to these lakes, a boat is required to transport personnel to the scene of the emergency. These emergencies include boating accidents, drownings, and recreational injuries. In addition to the incidents that occur on the water, the District also has residences on islands which the District has to respond to much like roadways. The District's Dive Team utilizes the boat for operations on the water as well. These operations require a boat capable of transporting multiple responders/divers as well as their equipment. The boat must be easily accessible from the water for the divers to safely get on and off the boat. This is also important for water emergencies when patients need to be placed on the boat for transport to shore and an ambulance.

The proposed boat will be capable of transporting a crew of 5 and a patient without exceeding weight capacities. The boat will function as an emergency response vehicle to the 23 lakes in the District. The new system will have a primary dive and rescue boat and a quick response boat on the same trailer.

Analysis of Need/Impact

The District currently has 2 boats which are used for water emergencies and the Dive Team. The current primary boat is a 1989 and has undergone significant repairs over the last 5 years and is no longer repairable. This boat is capable of supporting the dive team operations without exceeding the weight capacity. A second boat has been retained due to concerns that the primary boat may fail prior to replacement. This secondary boat is a 1999 and was retired from the police department prior to being used by the District. This boat is newer, but is not capable of transporting the personnel required to properly respond to a water, or dive incident. It also is not easy to load a patient onto this boat from the water or for divers to safely get on or off the boat. Due to the number of lakes in the District and the high recreational use of area lakes, a reliable boat is necessary for District operations.

The District will attempt to obtain funding assistance through grants and foundations for this, but grant funding is not guaranteed.

Previous Action

WLFD Dive Team Boat Project

Project Team Members:

A/C Bill Lincoln

Capt Tim Kassens

Capt Steve Warren

Lt Rik Krahn

Lt Tom Switalski

Tyler Marenes

Lou Morgan

Kelly Monahan

Hank Fuller

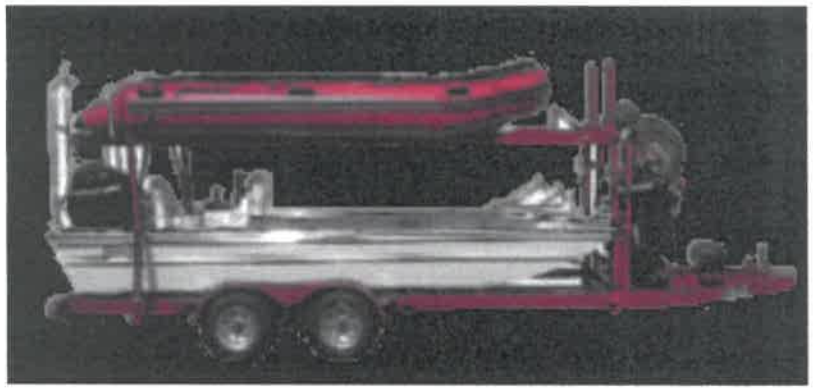
WLFD Dive Boat Current State

- Marine 1-Is a re-purposed pleasure boat, there are no engineered systems for scuba diving or rescue. It is a late 1970s hull donated to the OFD/Summit Dive team with a 2 stroke 140 HP outboard motor on it.
  - We have had 2 major hull repairs required in the last 10 years due to fiberglass and wood rot issues
  - There is currently a crack in the bow
  - The deck currently has "soft spots" that will need to be repaired if this boat is not replaced
  - Like all 2-Stroke motors, we have issues with this outboard when at idle and cold starts
- Marine 2-was purchased by OPD in 1999, this boat is not a safe or functional dive platform due to weight restrictions and layout (it was not purchased as a dive boat, it is the former OPD Police boat that we were required to take/use for dive).
- River rescue-we have no method of getting EMS/Rescue personnel into our rivers
- Marine 5 (OKFD) Dive Boat-is 8 years old with a 2019 motor, this is a true dive platform that can also do: underwater search, recovery, rescue operations, and water pumping

The Project Team's goal is to replace Marine 1 & 2 with a true Dive Platform

Solutions Reviewed

Rescue One R Series



- Largest boat offered is 16' which is too small for our applications
- Weight capacity is only 1125 lbs (1 diver/1 safety, 1 shore support) anything more and we are overweight
- Only 1 diver doing searches is possible due to the weight restriction and size
- 50 HP max motor
- Upcharges to add features to make it similar to Marine 5 (OKFD) boat-OEM does not offer many features-integrated grab bars, rope reels, diver staging
- Light bar is very lightweight-cannot be used for tow bar
- Built in AL so service from the OEM will be a challenge, shipping is not included
- $12k for Zodiac & motor
- $55k for boat with water pump
- $67k complete as pictured plus shipping

Note: this is the boat that TDFD Dive has and they would not purchase this boat again

Solutions Reviewed

Rescue One Battleship Series

- Boat is 22'
- Weight capacity is 2500 lbs
- Could do multiple Divers in the water
- 250 HP max motor
- Different platform from Marine 5 (OKFD) boat
- No Zodiac in costing and no over trailer or costs design into this platform
- Built in AL, shipping is not included
- Water pump not included in price
- $95k as shown

This boat has some good features but falls short for the overall scope of what WLFD needs and the cost exceeds our budget.

Project Team's Chosen Boat

SeaArk Hull Built by OxBo Marine

- Same basic platform as Marine 5 (OKFD) Dive Boat
- Boat is 24'
- Weight capacity is 2250 lbs
- Could do multiple Divers in the water
- 200 hp 4 stroke motor
- 13.5' Zodiac with a short shaft 25hp outboard motor are included
- The trailer will be configured to transport the zodiac over the boat
- Locally built (OxBo Marine is in Hustisford WI)
- Water pump included in overall project costing
- $67.5k for: boat, 200hp 4 stroke engine, zodiac & 25hp 4 stroke, trailer & custom brackets
- $8.6k for water pump
- $6k for radio install, Branding/Lettering/Emergency Lights/misc

Boat Specifications:

Build Timing: 15 weeks from PO:Mid May delivery

Quotation

N5350 Club Grounds Road, Juneau, WI 53039
Phone (920) 386-0175 Fax (920) 386-0191
TO: Hank Fuller - Western Lakes Fire Dist.

BEST PRICE QUOTED
QUOTE #4
hfuller@westernlakesfd.org

DATE 1/23/2020
Prepared by: CAB
Valid until: 1/31/2020

QTY	DESCRIPTION	UNIT PRICE	$
1	20' SeaArk 2472 Work Horse CUB - 25" Transom	12,545.00	12,545.00
1	Mercury Controls	887.00	887.00
1	Floor	2,350.00	2,350.00
1	Red Paint w/Gray LineX Interior	1,857.00	1,857.00
1	Alum Flat Top Center Console w/Bow - EXTRA WIDE	964.00	964.00
1	Center Console Cushion - Gray	94.00	94.00
1	SeaStar Hydraulic Steering	1,075.00	1,075.00
1	SeaStar Tilt Helm	229.00	229.00
1	Stainless Steel Grab Rail	153.00	153.00
1	Seat Track on Rear Bench - Full Width	71.00	71.00
3	Gray Seats w/Seat Track Adaptor	235.00	705.00
1	Flush Rear Lid	276.00	276.00
1	Flotation Pods	435.00	435.00
1	LineX on Pods	88.00	88.00
1	Swim Ladder on Pod	141.00	141.00
1	Safety Grab Rails	400.00	400.00
1	6 GA Trolling Motor Wire	229.00	229.00
1	Dealer Prep	1,320.00	1,320.00
1	Freight	700.00	700.00
1	12 Gallon Portable Fuel Tank	140.00	140.00
1	Fuel Line	50.00	50.00
1	Misc Fuel Connectors & Strap Kit	30.00	30.00
2	27V Gel Starting Batteries	115.00	230.00
2	Battery Box	24.00	48.00
1	Battery Switch	50.00	50.00
1	Battery Charger - MK220D	275.00	275.00
1	Galvanized Tandem Axle Trailer	4,000.00	4,000.00
1	Boat Buckles	106.00	106.00
1	Extra Long Tongue	250.00	250.00
1	Spare Tire	163.00	163.00
1	Extra Long Load Guides	138.00	138.00
1	Disc Brakes - 1 Axle - SURGE BRAKES - ELECTRIC BRAKES ARE NOT AVAILABLE	625.00	625.00
1	Custom Stowks Box	1,900.00	1,900.00
1	Dive Platform	1,800.00	1,800.00
1	Bow Dive Lights	600.00	600.00
1	Light Bar	1,600.00	1,600.00
1	Rope Reel & Locking Mechanism on Light Bar	400.00	400.00
1	Electrical Pkg for Light Bar & Console - need wiring for center strobe	1,500.00	1,500.00
1	Custom Side Mount Navigation Lights	500.00	500.00
3	Cleats Pair - 4 Corners & 2 Center	125.00	375.00
2	LED GoLights - Wireless Remote	800.00	1,600.00
1	Dual Bilge Pumps w/Auto Floats	500.00	500.00
2	Power Point w/USB on Console	150.00	300.00
1	Pair - Reinforcement - 3" Front Mounting Holes for Gantry	524.00	524.00
1	Zodiak Rack for Trailer - ALLOWANCE	1,800.00	1,800.00
1	Bracket to Mount Water Pump & Small Outboard on Trailer - Flesability TBD	1,300.00	1,300.00
1	Zodiak Future Mark 2 - 13.5' 20" Transom	6,338.00	6,338.00
1	Freight & Prep, Install WLOF Supplied Sonar & Drive Communication Unit.	700.00	700.00

Why does the District need 2 Dive Boats?

SAFETY for the people in our community

- We have 91 bodies of water, and 8 rivers in our direct response area.
  - 28 of the 91 lakes have boat landings we can get both boats and the zodiac onto
  - 30 are less than 5 acres-these would be ideal for the zodiac to access
- Working in a body of water with multiple divers and support staff from multiple places gives us the highest probability to recover a victim in the Golden Hour (per national standards our Dive Team works in Rescue Mode for 120 min from when a call is received).
- Our combined team now has 27 members (23 of these are Divers) to respond to any water related incidences. Just like when we respond to a structure fire, we need multiple people in multiple roles and platforms to complete our required tasks to perform a rescue.
- This boat is sized and has the weight capacity to deliver the appropriate Support Staff and Divers required for us to do our job safely, and when a recovery is made, we can add the additional weight without putting people at risk.
- There are many people that take advantage of the multiple waterways within the district to go canoeing and kayaking, the Zodiac in this project gives us a quick and safe way to go and get to people if they need assistance
- The boat will have Side Scan Sonar capabilities.
- The boat will have multiple lights for night-time search capabilities
- Special event standby's will be possible with a dedicated boat: triathlon, fireworks, parade of boats, Okauchee tie up
- Availability of a rescue boat if we have 1 down for service

Why Does the District need 2 Dive Boats?

SAFETY for our Divers and Support Staff (1 of 2)

- The current boats hull designs (Marine 1 & 2) are inherently dangerous as a dive platform due to the height of the gunnel from the water. If a diver is in trouble we are not able to easily extract him or her from the water.
- The Dive Platform on the front of this boat will aid in victim rescue along with a staging area to prepare the victim to be lifted into the boat in a controlled manor-we do not have this today
- The hull is 24' long and 72" wide
- It has a weight capacity of 2250 pounds
- Both boats will be the same platform eliminating any learning curves and differences between the 2
- There will be a large bench divers can get their gear on-Marine 1 does not have this space available
- There will be a grab bar on both sides of the hull at the waterline for divers. This gives them a safe way to stage in the water without tiring them out-studies on dive Incendies show that diver fatigue is a major cause of in water panic leading to diver fatalities.
    - Command can provide instructions face to face to divers staged prior to diving
    - This also provides a safe staging point for divers waiting to dive or get back into the boat
- The capacity and space allows us to work 2 dive teams (each team has a diver and safety diver)-4 people (1200 lbs) plus 2 support staff (400 lbs) working well within the boat's capacity

Why Does the District need 2 Dive Boats?

SAFETY for our Divers and Support Staff (2 of 2)

- Both boats will have water pumps to give us a Water Supply we currently do not have for the islands and lake houses in non-hydranted areas of the district. With 2-3 Firefighters working off the boat we are well within the weight limits.
- This boat project will include an integrated Zodiac (above the main boat on the trailer) and motor giving WLFD EMS/Rescue Personnel Safe access to the rivers within the district we currently do not have a boat to get to.
- The Zodiac is shallow draft specifically designed for river operations with a 1700 pound weight capacity
- The Zodiac will have a 4 stroke 25 HP short shaft motor integrated into it
- The boat will have integrated through water communications with the divers.
- With the Dive Team staffing level where it is at we need at least 2 boats to ensure Divers and Shore Support get the required training required for water rescue operations
- The boat will have an integrated light bar with several lights for night search activities
- The light bar is designed with integrated rope reels for Tow Bar operations
- The boat is large enough with enough weight capacity to store the dive gear in it eliminating the need to move and lift 50-75 lb Dive Rigs (BCD & tank) that are currently stored on 3677-Marine 5 (OKFD) boat is currently configured this way

Questions?

Quotation

N5350 Club Grounds Road, Juneau, WI 53039
Phone (920) 386-0175 Fax (920) 386-0191

*****BEST PRICE QUOTED*****
QUOTE #4

DATE 1/23/2020
Prepared by: CAB
Valid until: **1/31/2020**

TO: Hank Fuller - Western Lakes Fire Dist. hfuller@westernlakesfd.org

QTY	DESCRIPTION	UNIT PRICE	$
1	20' SeaArk 2472 Work Horse CUB - 25" Transom	12,545.00	12,545.00
1	Mercury Controls	887.00	887.00
1	Floor	2,350.00	2,350.00
1	Red Paint w/Gray LineX Interior	1,857.00	1,857.00
1	Alum Flat Top Center Console w/Bow - EXTRA WIDE	964.00	964.00
1	Center Console Cushion - Gray	94.00	94.00
1	SeaStar Hydraulic Steering	1,075.00	1,075.00
1	SeaStar Tilt Helm	229.00	229.00
1	Stainless Steel Grab Rail	153.00	153.00
1	Seat Track on Rear Bench - Full Width	71.00	71.00
3	Gray Seats w/Seat Track Adaptor	235.00	705.00
1	Flush Rear Lid	276.00	276.00
1	Flotation Pods	435.00	435.00
1	LineX on Pods	88.00	88.00
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1	Freight	700.00	700.00
1	12 Gallon Portable Fuel Tank	140.00	140.00
1	Fuel Line	50.00	50.00
1	Misc Fuel Connectors & Strap Kit	30.00	30.00
2	27V Gel Starting Batteries	115.00	230.00
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1	Battery Charger - MK220D	275.00	275.00
1	Galvanized Tandem Axle Trailer	4,000.00	4,000.00
1	Boat Buckles	106.00	106.00
1	Extra Long Tongue	250.00	250.00
1	Spare Tire	163.00	163.00
1	Extra Long Load Guides	138.00	138.00
1	Disc Brakes - 1 Axle - SURGE BRAKES - ELECTRIC BRAKES ARE NOT AVAILABLE	625.00	625.00
1	Custom Stoaks Box	1,900.00	1,900.00
1	Dive Platform	1,800.00	1,800.00
1	Bow Dive Lights	600.00	600.00
1	Light Bar	1,600.00	1,600.00
1	Rope Reel & Locking Mechanism on Light Bar	400.00	400.00
1	Electrical Pkg for Light Bar & Console - need wiring for center strobe	1,500.00	1,500.00
1	Custom Side Mount Navigation Lights	500.00	500.00
3	Cleats Pair - 4 Corners & 2 Center	125.00	375.00
2	LED GoLights - Wireless Remote	800.00	1,600.00
1	Dual Bilge Pumps w/Auto Floats	500.00	500.00
2	Power Point w/USB on Console	150.00	300.00
1	Pair - Reinforcement - 3" Front Mounting Holes for Gantry	524.00	524.00
1	Zodiak Rack for Trailer - ALLOWANCE	1,800.00	1,800.00
1	Bracket to Mount Water Pump & Small Outboard on Trailer - Fiesability TBD	1,300.00	1,300.00
1	Zodiak Future Mark 2 - 13.5' 20" Transom	6,338.00	6,338.00
1	Freight & Prep, Install WLDF Supplied Sonar & Drive Communication Unit.	700.00	700.00

THANK YOU FOR YOUR BUSINESS!

If you have any questions contact Carla, 920-386-0175, boats@oxbomarine.com

SUBTOTAL	$ 52,361.00
LICENSE	37.00
TOTAL	$ 52,398.00

Quotation

N5350 Club Grounds Road
Juneau, WI 53039
Phone (920) 386-0175 Fax (920) 386-0191
www.oxbomarine.com

DATE 1/23/2020

*****BEST PRICE QUOTED*****
Quote #5

TO: Hank Fuller
Western Lake Fire Dist.
hfuller@westernlakesfd.org

Quotation valid until: 1/31/2020

Prepared by: CAB

QTY	DESCRIPTION	UNIT PRICE	$
1	Mercury 200 XL EFI 4-Stroke Outboard	13,869.00	13,869.00
2	Aluminum Prop & Spare	225.00	450.00
1	Mercury PROP 25MLH 25hp Manual Start, Gas Assist Tilt, w/Spare Prop	3,330.00	3,330.00

THANK YOU FOR YOUR BUSINESS!

If you have any questions contact Carla, 920-386-0175, boats@oxbomarine.com

SUBTOTAL	$ 17,649.00
TAX RATE	
SALES TAX	
LICENSE	
TOTAL	$ 17,649.00

AIR ONE EQUIPMENT, INC.
360 Production Drive
South Elgin, IL 60177
Phone: 847-289-9000
Fax: 847-289-9001
Email: airone@aoe.net

QUOTATION

Date	Quote #
1/24/2020	3052

Sold To	Ship To
Western Lakes Fire District 1400 Oconomowoc Pkwy Oconomowoc, WI 53066	Western Lakes Fire District Station 1 1400 Oconomowoc Parkway Oconomowoc, WI 53066

Quoted By	P.O. No.	Terms	Salesman
Brad		Net 45	T1

Item	Description	Qty	Cost	Amount
XMISC	STA066 - 2-1/2 AGE 37V-EFI Medium Pressure, Medium Volume, Gear Driven, Engine Mounted Portable Pump - Engine: Briggs & Stratton, Vanguard, 37 HP, V-twin OHV, 4 cycle, air cooled gas engine,electric start electric fuel injection, flywheel alternator 6 gal. plastic fuel tank, hose & adapter Fuel and oil pump and filters Pump: Aluminum alloy casing, discharge head gear case and engine adapter Control panel: Mounted with engine controls and pressure gauge Bronze impeller and wear rings Stainless steel impeller shaft Mechanical seal Helical gears Discharge check valve and adjustable valves Ball bearing construction Throttle Exhaust primer 2-1/2" NPTF suction 1 – 2-1/2" NPTF and 2 – 1-1/2"NPTF discharges Weight: 220lbs Curve: hits 250GPM @ 120psi	1	8,548.00	8,548.00

Freight charges are not included unless specifically indicated.

3% PROCESSING FEE FOR CREDIT CARD PAYMENTS OVER $500

QUOTATION VALID FOR 30 DAYS.

Subtotal	$8,548.00
Sales Tax (0.0%)	$0.00
Total	$8,548.00

PURCHASE REQUISITION

P.O. #: _____

Date: 1/24/2020

Item Description: Engine - 63

Budget Amount: $ 775,000.00

Funds Available: Approved in Budget

Budget Page Ref: 2020 CIP

Estimate/Quote/Bids Solicitations:

The District solicited bids from three vendors as part of this project. The only bid on this particular engine was from Pierce who built the 2017 Engine at Station 2. Due to the specifics of each manufacturer obtaining identical bids is challenging and detours vendors from submitting bids if their proprietary items are not included. The District has worked with four different manufacturers historically.

Estimates/Quotes/Bids Received:

Vendor	Description	Amount	Notes
Pierce	Heavy Duty Rescue Pumper - PUC, with 1,000 gallons of water.	$ 747,626.00	bid received from Reliant Fire Apparatus.
	Project Total:	$ 747,626.00	

Recommended Vendor: Pierce

Vendor #: _____

Rationale for Recommendation:

Replace Engine 63 with a Heavy Duty Rescue Pumper which meets current NFPA standards. This engine is very similar to the 2017 Engine 62, with minor modifications that have changed over the last three years. Current apparatus is in excess of 20 years of age and has been having increased repair costs, down time, and decreased dependability. The bid came in within the budget numbers and the District will continue to complete bidding of the equipment for this apparatus once inventory of equipment is completed at the two additional stations. This is to prevent the District from purchasing equipment that is still servicable at these locations.

PURCHASE ORDER INFORMATION

Vendor Address :

Reliant Fire Apparatus Inc.
Pierce Manufacturing
Slinger, WI 53086
Attention: Jason Krueger

Ship To Information:

Western Lakes Fire District
1400 Oconomowoc Parkway
Oconomowoc, WI 53066
Attention: Tom Schuetz, Assistant Chief

QTY	PART #	DESCRIPTION	UNIT PRICE	AMOUNT	GL ACCOUNT	WO #
1		Heavy Duty Rescue Pumper - PUC	747,626.00	747,626.00		
				-		
		The District will be providing a separate purchase request for loose equipment.		-		
				-		
				-		
				-		
				-		
				-		
				-		

TOTAL: 747,626.00

Approvals - Please initial and date

CHIEF: _____ **Copy to Accountants** _____ _____

Fire Board: _____ _____

Rev. 4/17

Project Title: Replacement Engine 63
Department: Western Lakes Fire District **Date:** 4/15/2019
Department Priority: Mandatory (Legal, Compliance or Regulatory Mandate)

CAPITAL BUDGET SUMMARY

Year	Prior Years	2020	2021	2022	2023	2024	Future Years	Total Project
Project Phase:								
Expenditure Budget		$ 775,000						$ 775,000
Revenue Budget								$ -
Net City Cost	$ -	$ 775,000	$ -	$ -	$ -	$ -		$ 775,000

Cost Detail		Revenue Detail	
Chassis and Apparatus Body	$ 750,000	Grant	$ -
Equipment	$ 25,000	Impact Fees	$ -
	$ -	Reserves	$ -
	$ -		$ -
	$ -		$ -
	$ -	Subtotal Revenue	$ -
	$ -		
Total Cost	$ 775,000	Total Tax Levy	$ 775,000

Scope & Description

Replace engine 63, which is located at Station 3, with a Heavy Duty Rescue Engine. This is scheduled replacement of the 1999 Pierce engine. The service life of an engine is 20 years as a first line engine according to NPFA 1911. The life span of this engine has already exceeded the standard. This vehicle is the primary response apparatus to structure fires, vehicle fires, vehicle accidents, and other hazardous incidents in the primary service area of Station 3. Each station houses one engine which requires this apparatus to be reliable and capable of providing these services to the community. Recent age related problems with the pump have taken the unit out of service during training evolutions and during annual testing. This truck also carries 1,000 gallons of water. This water is of critical importance for the non-hydranted areas of the District. That amount of water allows crews to function unsupported by another apparatus for up to 8 minutes, which is roughly the time it takes for the next apparatus to arrive. This can be crucial to the rapid knock down of a fire in the earliest stage of its development.

The proposed replacement will be identical to the engine purchased in 2017 that is housed at Station 2 with minor adjustments to meet the current NFPA 1901 Safety and Operation Standards as well as ISO standards. The engine is custom made for the District and carries four firefighters to the scene. Some of the features include a 1,000 gallon water tank, 1,500 gallon per minute pump, foam system, scene lighting including a light tower, and extrication equipment. The engine is a multipurpose apparatus capable of responding to any incident in the District. The price for this apparatus has been increasing by approximately 5% per year mostly due to the changes in NFPA safety and design requirements. Similar apparatus in neighboring jurisdictions were purchased in this price range.

Analysis of Need/Impact

A reliable engine is required at each of the District's fire stations to provide fire suppression and hazardous incident response. The service life of these apparatus is 20 years according to NFPA Standards. Having a uniform fleet throughout the District ensures interoperability between the stations and is important for the equipment operators as well. Having 1,000 gallons of water on the first line engine is necessary as many areas of the District are not supported by fire hydrants and the second apparatus to arrive is usually 5 - 8 minutes after the first line engine. Having sufficient water on the truck is important for both the hydranted and non-hydranted areas as it gives the firefighters time to secure a secondary water source and other apparatus to arrive. The engine is the most used fire apparatus in the District as it responds not only to structure fires, but also to vehicle accidents, carbon monoxide incidents, and industrial/construction accidents. The engine also carries a significant amount of equipment necessary to mitigate these incidents and many more.

Previous Action

This vehicle has been on the projected Capital Improvement Plans. It has reached a critical point in its service life over the past year. Parts to repair the truck are no longer obtainable and the truck has been down for maintenance a total of 6 weeks in 2018.

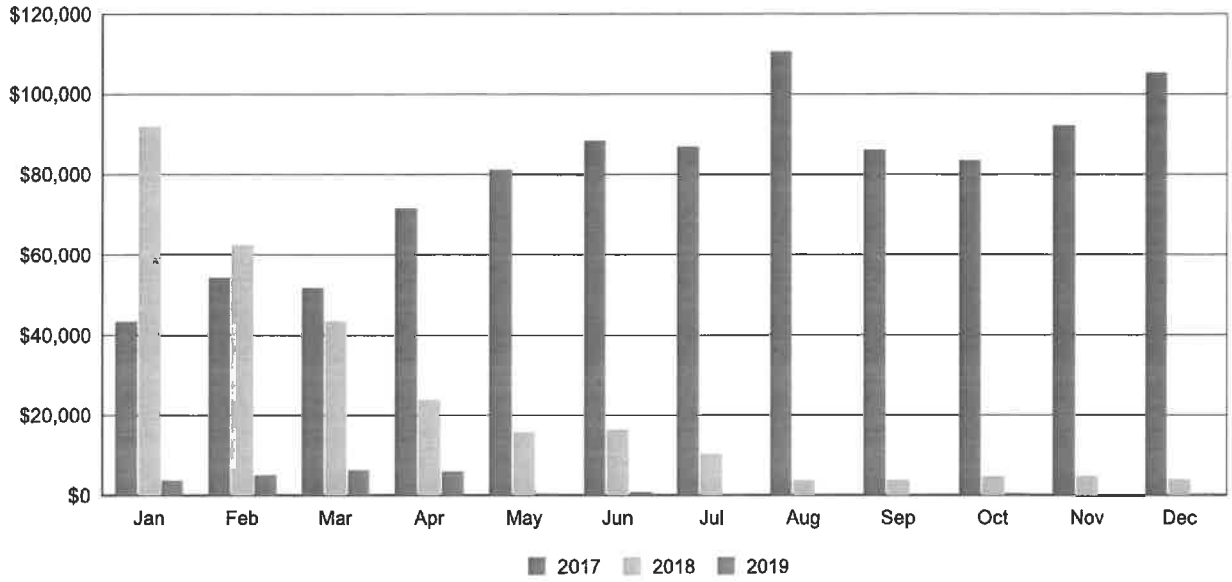
2019 Ambulance & Highway Revenues Collected

Month	Andres EMS	Lifequest EMS	Wauk EMS Collections	EMS Total
January	$ 120,045.50	$ 3,827.00	$ 7,054.79	
February	$ 118,978.98	$ 5,122.00	$ 9,720.23	
March	$ 128,145.63	$ 6,453.00	$ 10,039.69	
April	$ 148,087.14	$ 6,069.00	$ 10,208.54	
May	$ 131,090.78	$ 521.00	$ 9,614.47	
June	$ 131,376.25	$ 883.00	$ 8,897.95	
July	$ 141,719.07	$ 251.00	$ 8,788.59	
August	$ 145,843.96	$ 195.00	$ 6,987.54	
September	$ 147,941.70	$ 146.00	$ 10,402.82	
October	$ 177,649.86	$ 562.00	$ 14,829.21	
November	$ 167,890.35	$ 408.00	$ 4,059.12	
December	$ 152,068.38	$ -	$ -	
TOTAL	$ 1,710,837.60	$ 24,437.00	$ 100,602.95	$ 1,835,877.55
Month	**Fire Recovery**	**Lifequest**	**Highway Total**	
January	$ 1,264.00	$ 125.00		
February	$ 2,885.00	$ 70.00		
March	$ 4,700.00	$ -		
April	$ -	$ 1,893.00		
May	$ 18,010.00	$ -		
June	$ 15,655.00	$ -		
July	$ 9,772.00	$ -		
August	$ 4,856.00	$ -		
September	$ 4,210.88	$ -		
October	$ 912.00	$ -		
November	$ 1,811.00	$ -		
December	$ 6,811.38	$ -		
TOTAL	$ 70,887.26	$ 2,088.00	$ 72,975.26	

All Phases Gross Revenue

Western Lakes Fire District

January 2017 to December 2019



	2017	2018	2019
January	$43,523	$92,065	$3,827
February	$54,359	$62,461	$5,122
March	$51,888	$43,545	$6,453
April	$71,621	$23,912	$6,069
May	$81,336	$15,836	$521
June	$88,569	$16,399	$883
July	$87,051	$10,429	$251
August	$110,762	$3,838	$195
September	$86,188	$3,925	$146
October	$83,613	$4,721	$562
November	$92,352	$4,837	$408
December	$105,464	$4,105	$443
Total Gross Revenue	**$956,726**	**$286,073**	**$24,879**

Monthly Totals For Western Lakes Fire District

December, 2019

Dear Bradley Bowen,
This monthly status report gives you a quick snapshot (as of 2020-01-03) of the claims which have been submitted and paid in the previous month.

	Last Month (Dec)		All Year (2019)	
	# Claims	$ Amount	# Claims	$ Amount
Claims Submitted	2	$3,552.00	53	$117,682.00
Payments Received By FRUSA	4	$5,688.00	36	$61,261.08
Claims Denied	0	$0.00	0	$0.00
Non-Billable (Other)	0	-	0	-

Cash Receipts Journal

WESTERN LAKES FIRE DISTRICT

NON RESIDENT

REFUND

Trip Date	Run #	Patient Name	Payor	Check #	Tx Date	Charges	Amount	Balance Due
8/10/2019	WLWI-19-03019:1		UNITED HEALTHCARE-MEDICARE		12/18/2019	$2,063.80	$710.37	$0.00
9/13/2019	WLWI-19-03475:1				12/17/2019	$1,050.00	$800.00	$0.00
					REFUND		**$1,510.37**	

RESIDENT

REFUND

Trip Date	Run #	Patient Name	Payor	Check #	Tx Date	Charges	Amount	Balance Due
3/3/2018	WLWI-18-1800556:1		UMR INSURANCE		12/18/2019	$923.23	$221.78	$0.00
3/10/2018	WLWI-18-1800615:1		UMR INSURANCE		12/18/2019	$1,015.43	$223.33	$0.00
1/27/2018	WLWI-18-18-0151:1		Dean Health Plan		12/18/2019	$1,052.00	$8.00	$0.00
1/6/2019	WLWI-19-00078:1		BLUE CROSS BLUE SHIELD WISCONSIN		12/17/2019	$817.35	$429.95	$0.00
6/18/2019	WLWI-19-02163:1				12/17/2019	$914.00	$859.90	$0.00
					REFUND		**$1,742.96**	

Transaction Date	GreaterThanOrEqual	12/1/2019
Transaction Date	LessThanOrEqual	12/31/2019
Company Code	Equal	WESTERN LAKES FIRE DISTRICT
Transaction Type	Equal	REFUND
Status	Equal	Posted

Western Lakes Fire District - Operating Budget
Budget vs Actual - 2019 Year-to-Date
As of 1/23/2020

	Current Month			YTD Through Current Month			YTD Actual verses Annual Budget			
	Month to Date Actual	Total Month Budget	Variance	YTD Actual	YTD Budget	Variance	Actual through Current Date	Annual Budget	Variance	
Revenues										
40100 Contributions from Other Govts	$ -	$ -	$ -	$ 1,838,756.00	$ 1,805,756.00	$ 33,000.00	$ 1,838,756.00	$ 1,805,756.00	$ 33,000.00	101.8%
40200 EMS Grants	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	100.0%
40220 DNR Grants	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	100.0%
40240 Fire Grants	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	100.0%
40250 FEMA Grants	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	100.0%
40300 Fire Insurance Dues	$ -	$ -	$ -	$ 163,822.13	$ 135,000.00	$ 28,822.13	$ 163,822.13	$ 135,000.00	$ 28,822.13	121.3%
40400 Ambulance Transports	*$ 387,787.83*	*$ 268,289.13*	*$ 119,498.70*	*$ 4,018,437.17*	*$ 3,219,470.00*	*$ 798,967.17*	*$ 4,018,437.17*	*$ 3,219,470.00*	*$ 798,967.17*	*124.8%*
40405 Medicare Adjustments	*$ (179,816.52)*	*$ (121,131.50)*	*$ (58,685.02)*	*$ (1,908,736.59)*	*$ (1,453,578.00)*	*$ (455,158.59)*	*$ (1,908,736.59)*	*$ (1,453,578.00)*	*$ (455,158.59)*	*131.3%*
40406 Estimated Uncollectible Accts	*$ (32,179.81)*	*$ (34,441.00)*	*$ 2,261.19*	*$ (394,931.22)*	*$ (413,292.00)*	*$ 18,360.78*	*$ (394,931.22)*	*$ (413,292.00)*	*$ 18,360.78*	*95.6%*
Ambulance Revenue	**$ 175,791.50**	**$ 112,716.63**	**$ 63,074.87**	**$ 1,714,769.36**	**$ 1,352,600.00**	**$ 362,169.36**	**$ 1,714,769.36**	**$ 1,352,600.00**	**$ 362,169.36**	
40410 Ambulance Contract Revenue	$ -	$ -	$ -	$ 350,242.00	$ 353,242.00	$ (3,000.00)	$ 350,242.00	$ 353,242.00	$ (3,000.00)	99.2%
40470 Highway Billing	*$ 2,425.00*	*$ 5,815.00*	*$ (3,390.00)*	*$ 143,073.68*	*$ 69,780.00*	*$ 73,293.68*	*$ 143,073.68*	*$ 69,780.00*	*$ 73,293.68*	*205.0%*
40475 Est Uncollect Hwy Billings	*$ -*	*$ (1,276.63)*	*$ 1,276.63*	*$ (37,329.35)*	*$ (15,320.00)*	*$ (22,009.35)*	*$ (37,329.35)*	*$ (15,320.00)*	*$ (22,009.35)*	*243.7%*
Higway Revenue	**$ 2,425.00**	**$ 4,538.37**	**$ (2,113.37)**	**$ 105,744.33**	**$ 54,460.00**	**$ 51,284.33**	**$ 105,744.33**	**$ 54,460.00**	**$ 51,284.33**	
40600 Fire Inspection Fees	$ (700.00)	$ 12,395.87	$ (13,095.87)	$ 131,707.50	$ 148,750.00	$ (17,042.50)	$ 131,707.50	$ 148,750.00	$ (17,042.50)	88.5%
40900 Purchase Card Rebate	$ -	$ -	$ -	$ 5,836.86	$ 3,700.00	$ 2,136.86	$ 5,836.86	$ 3,700.00	$ 2,136.86	157.8%
41200 Insurance recoveries	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	100.0%
41300 Interest Income	$ 1,940.21	$ 523.90	$ 1,416.31	$ 30,915.73	$ 13,750.00	$ 17,165.73	$ 30,915.73	$ 13,750.00	$ 17,165.73	224.8%
41400 Sale of Assets	$ -	$ 3,750.00	$ (3,750.00)	$ 56,960.19	$ 45,000.00	$ 11,960.19	$ 56,960.19	$ 45,000.00	$ 11,960.19	126.6%
41500 Miscellaneous Income	$ 21.29	$ -	$ 21.29	$ 19,501.29	$ 15,000.00	$ 4,501.29	$ 19,501.29	$ 15,000.00	$ 4,501.29	130.0%
										100.0%
Total Revenues	**$ 179,478.00**	**$ 133,924.77**	**$ 45,553.23**	**$ 4,418,255.39**	**$ 3,927,258.00**	**$ 490,997.39**	**$ 4,418,255.39**	**$ 3,927,258.00**	**$ 490,997.39**	**112.5%**
Expenditures										
Fire Board Expenses										
60039 Penalties & Interest	$ -	$ -	$ -	$ 22.86	$ -	$ 22.86	$ 22.86	$ -	$ 22.86	100.0%
60041 Bank Charges	$ -	$ -	$ -	$ -	$ 300.00	$ (300.00)	$ -	$ 300.00	$ (300.00)	0.0%
60042 Postage	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	100.0%
60045 Copier Expenses	$ 467.30	$ 625.00	$ (157.70)	$ 8,423.44	$ 7,500.00	$ 923.44	$ 8,423.44	$ 7,500.00	$ 923.44	112.3%
	$ 467.30	**$ 625.00**	**$ (157.70)**	**$ 8,702.55**	**$ 7,800.00**	**$ 902.55**	**$ 8,702.55**	**$ 7,800.00**	**$ 902.55**	**111.6%**
Professional Fees										
60135 Payroll Processing Fees	$ 809.52	$ 1,088.57	$ (279.05)	$ 9,731.75	$ 9,750.00	$ (18.25)	$ 9,731.75	$ 9,750.00	$ (18.25)	99.8%
60136 Medical Direction	$ -	$ 5,333.33	$ (5,333.33)	$ 14,000.00	$ 14,000.00	$ -	$ 14,000.00	$ 14,000.00	$ -	100.0%
60130 Legal Fees	$ -	$ -	$ -	$ 3,755.00	$ 6,500.00	$ (2,745.00)	$ 3,755.00	$ 6,500.00	$ (2,745.00)	57.8%
60132 Accounting Assistance	$ 1,059.00	$ 897.43	$ 161.57	$ 19,488.36	$ 17,500.00	$ 1,988.36	$ 19,488.36	$ 17,500.00	$ 1,988.36	111.4%
	$ 1,868.52	**$ 7,319.33**	**$ (5,450.81)**	**$ 46,975.11**	**$ 47,750.00**	**$ (774.89)**	**$ 46,975.11**	**$ 47,750.00**	**$ (774.89)**	**98.4%**

Western Lakes Fire District - Operating Budget
Budget vs Actual - 2019 Year-to-Date
As of 1/23/2020

	Current Month			YTD Through Current Month			YTD Actual verses Annual Budget			
	Month to Date Actual	Total Month Budget	Variance	YTD Actual	YTD Budget	Variance	Actual through Current Date	Annual Budget	Variance	
Insurance										
60200 Insurance	$ -	$ 14,485.63	$ (14,485.63)	$ 154,163.00	$ 173,828.00	$ (19,665.00)	$ 154,163.00	$ 173,828.00	$ (19,665.00)	88.7%
Collections and Billing										
60265 Ambulance/Hwy Billing Service	$ 6,847.94	$ 8,988.87	$ (2,140.93)	$ 89,308.67	$ 107,866.00	$ (18,557.33)	$ 89,308.67	$ 107,866.00	$ (18,557.33)	82.8%
	$ 6,847.94	**$ 8,988.87**	**$ (2,140.93)**	**$ 89,308.67**	**$ 107,866.00**	**$ (18,557.33)**	**$ 89,308.67**	**$ 107,866.00**	**$ (18,557.33)**	**82.8%**
Buildings and Maintenance										
60340 Repair & Maintenance	$ 1,389.13	$ 1,774.13	$ (385.00)	$ 20,142.50	$ 21,290.00	$ (1,147.50)	$ 20,142.50	$ 21,290.00	$ (1,147.50)	94.6%
60350 Supplies & Expenses	$ 44.81	$ 1,221.37	$ (1,176.56)	$ 11,368.96	$ 8,000.00	$ 3,368.96	$ 11,368.96	$ 8,000.00	$ 3,368.96	142.1%
60360 Snow Removal	$ 77.45	$ 186.66	$ (109.21)	$ 7,611.54	$ 7,500.00	$ 111.54	$ 7,611.54	$ 7,500.00	$ 111.54	101.5%
60390 New Equipment - Building	$ 6,173.06	$ 466.42	$ 5,706.64	$ 14,477.15	$ 4,000.00	$ 10,477.15	$ 14,477.15	$ 4,000.00	$ 10,477.15	361.9%
	$ 7,684.45	**$ 3,648.58**	**$ 4,035.87**	**$ 53,600.15**	**$ 40,790.00**	**$ 12,810.15**	**$ 53,600.15**	**$ 40,790.00**	**$ 12,810.15**	**131.4%**
Utilities										
60431 Station 1 Utilities-Pabst Farm	$ 5,168.08	$ 3,733.95	$ 1,434.13	$ 50,355.04	$ 47,580.00	$ 2,775.04	$ 50,355.04	$ 47,580.00	$ 2,775.04	105.8%
60432 Station 2 Utilities-Dousman	$ 2,987.25	$ 3,327.40	$ (340.15)	$ 27,374.05	$ 24,500.00	$ 2,874.05	$ 27,374.05	$ 24,500.00	$ 2,874.05	111.7%
60433 Station 3 Utilities-Oconomowoc	$ 1,735.69	$ 1,320.30	$ 415.39	$ 18,869.61	$ 19,800.00	$ (930.39)	$ 18,869.61	$ 19,800.00	$ (930.39)	95.3%
60434 Station 4 Utilities-Sullivan	$ 2,287.65	$ 2,818.83	$ (531.18)	$ 27,610.89	$ 29,800.00	$ (2,189.11)	$ 27,610.89	$ 29,800.00	$ (2,189.11)	92.7%
	$ 12,178.67	**$ 11,200.48**	**$ 978.19**	**$ 124,710.31**	**$ 121,680.00**	**$ 3,030.31**	**$ 124,710.31**	**$ 121,680.00**	**$ 3,030.31**	**102.5%**
FD Administration										
61038 Unemployment Compensation	$ -	$ 175.00	$ (175.00)	$ -	$ 2,100.00	$ (2,100.00)	$ -	$ 2,100.00	$ (2,100.00)	0.0%
61040 Office Supplies & Expenses	$ -	$ 1,578.82	$ (1,578.82)	$ 6,894.56	$ 7,250.00	$ (355.44)	$ 6,894.56	$ 7,250.00	$ (355.44)	95.1%
61042 Postage	$ 110.00	$ 184.42	$ (74.42)	$ 2,127.73	$ 1,800.00	$ 327.73	$ 2,127.73	$ 1,800.00	$ 327.73	118.2%
61044 Dues & Subscriptions	$ 40.00	$ 9.45	$ 30.55	$ 17,834.65	$ 14,760.00	$ 3,074.65	$ 17,834.65	$ 14,760.00	$ 3,074.65	120.8%
61050 Education & Training	$ 10,435.10	$ 4,458.83	$ 5,976.27	$ 32,985.41	$ 40,750.00	$ (7,764.59)	$ 32,985.41	$ 40,750.00	$ (7,764.59)	80.9%
61052 Conferences & Seminars	$ -	$ -	$ -	$ 4,728.37	$ 12,575.00	$ (7,846.63)	$ 4,728.37	$ 12,575.00	$ (7,846.63)	37.6%
61053 Recruitment & Member Retention	$ 3,393.55	$ 6,209.35	$ (2,815.80)	$ 46,956.76	$ 48,750.00	$ (1,793.24)	$ 46,956.76	$ 48,750.00	$ (1,793.24)	96.3%
61055 Fire Prevention	$ -	$ 2,822.27	$ (2,822.27)	$ 5,339.95	$ 5,000.00	$ 339.95	$ 5,339.95	$ 5,000.00	$ 339.95	106.8%
61056 Interns-Other Than Wages	$ 661.60	$ 6,500.00	$ (5,838.40)	$ 48,155.53	$ 78,000.00	$ (29,844.47)	$ 48,155.53	$ 78,000.00	$ (29,844.47)	61.7%
61070 Uniforms	$ 392.44	$ 1,533.53	$ (1,141.09)	$ 13,072.14	$ 11,950.00	$ 1,122.14	$ 13,072.14	$ 11,950.00	$ 1,122.14	109.4%
61093 Computer and Systems Equipment	$ 6,527.84	$ 5,618.79	$ 909.05	$ 30,216.14	$ 20,200.00	$ 10,016.14	$ 30,216.14	$ 20,200.00	$ 10,016.14	149.6%
	$ 21,560.53	**$ 29,090.46**	**$ (7,529.93)**	**$ 208,311.24**	**$ 243,135.00**	**$ (34,823.76)**	**$ 208,311.24**	**$ 243,135.00**	**$ (34,823.76)**	**85.7%**

Western Lakes Fire District - Operating Budget
Budget vs Actual - 2019 Year-to-Date
As of 1/23/2020

	Current Month			YTD Through Current Month			YTD Actual verses Annual Budget			
	Month to Date Actual	Total Month Budget	Variance	YTD Actual	YTD Budget	Variance	Actual through Current Date	Annual Budget	Variance	
FD Operations										
61120 Fuel	$ 1,688.73	$ 1,850.00	$ (161.27)	$ 23,650.44	$ 22,200.00	$ 1,450.44	$ 23,650.44	$ 22,200.00	$ 1,450.44	106.5%
61130 Vehicle Repairs & Maintenance	$ 1,176.86	$ 4,518.75	$ (3,341.89)	$ 52,747.27	$ 54,225.00	$ (1,477.73)	$ 52,747.27	$ 54,225.00	$ (1,477.73)	97.3%
61131 Replacement Equipment	$ 917.00	$ -	$ 917.00	$ 7,564.18	$ 7,500.00	$ 64.18	$ 7,564.18	$ 7,500.00	$ 64.18	100.9%
61132 Radio Repairs	$ 1,405.14	$ -	$ 1,405.14	$ 6,625.25	$ 3,300.00	$ 3,325.25	$ 6,625.25	$ 3,300.00	$ 3,325.25	200.8%
61135 Communication Equipment	$ 5,880.52	$ 708.47	$ 5,172.05	$ 13,974.04	$ 4,250.00	$ 9,724.04	$ 13,974.04	$ 4,250.00	$ 9,724.04	328.8%
61140 Dispatch	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	100.0%
61150 Turnout Gear	$ 14,731.00	$ 10,837.99	$ 3,893.01	$ 37,127.26	$ 29,350.00	$ 7,777.26	$ 37,127.26	$ 29,350.00	$ 7,777.26	126.5%
61152 Hose & Expendibles	$ 7,242.00	$ -	$ 7,242.00	$ 7,890.75	$ 8,500.00	$ (609.25)	$ 7,890.75	$ 8,500.00	$ (609.25)	92.8%
61160 Equipment Maintenance	$ 5,424.16	$ 485.51	$ 4,938.65	$ 11,717.52	$ 16,575.00	$ (4,857.48)	$ 11,717.52	$ 16,575.00	$ (4,857.48)	70.7%
61170 Other Supplies & Expenses	$ 1,492.90	$ 7,562.36	$ (6,069.46)	$ 16,320.20	$ 15,000.00	$ 1,320.20	$ 16,320.20	$ 15,000.00	$ 1,320.20	108.8%
	$ 39,958.31	**$ 25,963.08**	**$ 13,995.23**	**$ 177,616.91**	**$ 160,900.00**	**$ 16,716.91**	**$ 177,616.91**	**$ 160,900.00**	**$ 16,716.91**	**110.4%**
FD Compensation										
61000 Fire Dept. Admin/Compensation	$ 180,340.73	$ 109,261.00	$ 71,079.73	$ 1,366,340.62	$ 1,311,132.00	$ 55,208.62	$ 1,366,340.62	$ 1,311,132.00	$ 55,208.62	104.2%
61002 Clerical Wages	$ 8,136.89	$ 6,110.00	$ 2,026.89	$ 68,356.26	$ 73,320.00	$ (4,963.74)	$ 68,356.26	$ 73,320.00	$ (4,963.74)	93.2%
61003 Intern Wages	$ 8,148.00	$ 8,025.00	$ 123.00	$ 72,220.00	$ 96,300.00	$ (24,080.00)	$ 72,220.00	$ 96,300.00	$ (24,080.00)	75.0%
61005 Interfacility Wages	$ 3,635.00	$ 950.00	$ 2,685.00	$ 26,515.62	$ 11,400.00	$ 15,115.62	$ 26,515.62	$ 11,400.00	$ 15,115.62	232.6%
61006 CPR Instruction Compensation	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	100.0%
61010 FICA/Medicare	$ 14,679.92	$ 9,045.12	$ 5,634.80	$ 111,721.07	$ 108,541.00	$ 3,180.07	$ 111,721.07	$ 108,541.00	$ 3,180.07	102.9%
61012 FICA - Clerical	$ 410.26	$ 541.63	$ (131.37)	$ 4,412.61	$ 6,500.00	$ (2,087.39)	$ 4,412.61	$ 6,500.00	$ (2,087.39)	67.9%
61033 Retirement Benefits - PT	$ (4,440.79)	$ 4,181.71	$ (8,622.50)	$ 86,221.01	$ 58,000.00	$ 28,221.01	$ 86,221.01	$ 58,000.00	$ 28,221.01	148.7%
	$ 210,910.01	**$ 138,114.46**	**$ 72,795.55**	**$ 1,735,787.19**	**$ 1,665,193.00**	**$ 70,594.19**	**$ 1,735,787.19**	**$ 1,665,193.00**	**$ 70,594.19**	**104.2%**
Full-Time Wages and Benefits										
61030 Full-Time/Wages	$ 97,540.64	$ 64,949.00	$ 32,591.64	$ 768,104.84	$ 779,388.00	$ (11,283.16)	$ 768,104.84	$ 779,388.00	$ (11,283.16)	98.6%
61036 Overtime	$ 2,104.66	$ 1,425.00	$ 679.66	$ 13,202.84	$ 17,100.00	$ (3,897.16)	$ 13,202.84	$ 17,100.00	$ (3,897.16)	77.2%
61031 Health Insurance Benefit	$ 14,780.40	$ 18,654.27	$ (3,873.87)	$ 178,075.33	$ 218,290.00	$ (40,214.67)	$ 178,075.33	$ 218,290.00	$ (40,214.67)	81.6%
61032 Retirement Benefits - FT	$ (4,380.62)	$ 7,206.00	$ (11,586.62)	$ 68,470.01	$ 86,472.00	$ (18,001.99)	$ 68,470.01	$ 86,472.00	$ (18,001.99)	79.2%
61034 Life Insurance Benefit	$ 157.23	$ 129.62	$ 27.61	$ 1,409.98	$ 1,555.00	$ (145.02)	$ 1,409.98	$ 1,555.00	$ (145.02)	90.7%
61035 Full-time FICA/Medicare	$ 7,479.41	$ 5,096.13	$ 2,383.28	$ 58,413.22	$ 61,154.00	$ (2,740.78)	$ 58,413.22	$ 61,154.00	$ (2,740.78)	95.5%
	$ 117,681.72	**$ 97,460.02**	**$ 20,221.70**	**$ 1,087,676.22**	**$ 1,163,959.00**	**$ (76,282.78)**	**$ 1,087,676.22**	**$ 1,163,959.00**	**$ (76,282.78)**	**93.4%**
Total Compensation	**$ 328,591.73**	**$ 235,574.48**	**$ 93,017.25**	**$ 2,823,463.41**	**$ 2,829,152.00**	**$ (5,688.59)**	**$ 2,823,463.41**	**$ 2,829,152.00**	**$ (5,688.59)**	**99.8%**

Western Lakes Fire District - Operating Budget
Budget vs Actual - 2019 Year-to-Date
As of 1/23/2020

	Current Month			YTD Through Current Month			YTD Actual verses Annual Budget			
	Month to Date Actual	Total Month Budget	Variance	YTD Actual	YTD Budget	Variance	Actual through Current Date	Annual Budget	Variance	
Ambulance Operations										
60266 Paramedic Intercepts	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	100.0%
62110 Oxygen	$ 854.07	$ 679.15	$ 174.92	$ 7,299.37	$ 7,000.00	$ 299.37	$ 7,299.37	$ 7,000.00	$ 299.37	104.3%
62120 Fuel	$ 3,370.96	$ 2,950.00	$ 420.96	$ 40,025.12	$ 35,400.00	$ 4,625.12	$ 40,025.12	$ 35,400.00	$ 4,625.12	113.1%
62130 Vehicle Repairs & Maintenance	$ 2,254.11	$ 7,334.56	$ (5,080.45)	$ 45,182.77	$ 25,000.00	$ 20,182.77	$ 45,182.77	$ 25,000.00	$ 20,182.77	180.7%
62160 Equipment Maintenance	$ -	$ 2,424.68	$ (2,424.68)	$ 7,022.35	$ 10,000.00	$ (2,977.65)	$ 7,022.35	$ 10,000.00	$ (2,977.65)	70.2%
62170 Other Supplies & Expenses	$ 1,213.03	$ -	$ 1,213.03	$ 14,143.75	$ 15,000.00	$ (856.25)	$ 14,143.75	$ 15,000.00	$ (856.25)	94.3%
62185 EMS Disposables	$ 6,025.09	$ 5,387.76	$ 637.33	$ 50,703.81	$ 45,000.00	$ 5,703.81	$ 50,703.81	$ 45,000.00	$ 5,703.81	112.7%
62186 EMS Non-Disposables	$ 2,390.20	$ -	$ 2,390.20	$ 6,555.22	$ 6,250.00	$ 305.22	$ 6,555.22	$ 6,250.00	$ 305.22	104.9%
62187 EMS Medications	$ 518.58	$ 477.80	$ 40.78	$ 17,956.60	$ 11,000.00	$ 6,956.60	$ 17,956.60	$ 11,000.00	$ 6,956.60	163.2%
62190 New Equipment - Ambo	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	100.0%
	$ 16,626.04	**$ 19,253.95**	**$ (2,627.91)**	**$ 188,888.99**	**$ 154,650.00**	**$ 34,238.99**	**$ 188,888.99**	**$ 154,650.00**	**$ 34,238.99**	**122.1%**
Contingency										
65000 Contingency Fund	$ 12,435.00	$ 20,000.00	$ (7,565.00)	$ 19,239.78	$ 20,000.00	$ (760.22)	$ 19,239.78	$ 20,000.00	$ (760.22)	96.2%
Waukesha County										
63050 Trunked Radio System	$ 588.45	$ 2,781.95	$ (2,193.50)	$ 11,416.20	$ 16,700.00	$ (5,283.80)	$ 11,416.20	$ 16,700.00	$ (5,283.80)	68.4%
Small Capital Outlays										
61190 New Equipment - Fire	$ 6,590.00	$ 291.63	$ 6,298.37	$ 7,770.00	$ 3,500.00	$ 4,270.00	$ 7,770.00	$ 3,500.00	$ 4,270.00	222.0%
Total Expenses	**$ 455,396.94**	**$ 379,223.44**	**$ 76,173.50**	**$ 3,914,166.32**	**$ 3,927,751.00**	**$ (13,584.68)**	**$ 3,914,166.32**	**$ 3,927,751.00**	**$ (13,584.68)**	**99.7%**
Net Income (Loss)	**$ (275,918.94)**	**$ (245,298.67)**		**$ 504,089.07**	**$ (493.00)**		**$ 504,089.07**	**$ (493.00)**		