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**AGENDA**  
**PUBLIC SAFETY & WELFARE COMMITTEE**  
**VILLAGE OF SUSSEX**  
**6:00 P.M. TUESDAY, DECEMBER 15, 2020**  
**SUSSEX CIVIC CENTER – COMMUNITY ROOM 1st FLOOR**  
**N64W23760 MAIN STREET**

Pursuant to the requirements of Section 19.84, Wis. Stats., notice is hereby given of a meeting of a Village Committee, at which a quorum of the Village Board may attend in order to gather information about a subject which they have decision making responsibility. The meeting will be held at the above noted date, time and location. Notice of Village Board Quorum, (Chairperson to announce the following if a quorum of the Village Board is in attendance at the meeting: Please let the minutes reflect that a quorum of the Village Board is present and that the Village Board members may be making comments under the Public Comments section of the agenda, during any Public Hearing(s) or if the rules are suspended to allow them to do so.)

1. Roll call
2. Consideration and possible action on minutes from meeting of July 21, 2020.
3. Discussion and possible action on Resolution 21-01 updating portions of the Bond Schedule for various violations.
4. Discussion and possible action on Sussex Fire/EMS Shared Services and Operational Review.
5. Director of Police Services Report
6. Fire Chief's Report
7. Adjournment.

Wendy Stallings  
Chairperson

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Jeremy Smith  
Village Administrator

Please note that, upon reasonable notice, efforts will be made to accommodate the needs of disabled individuals through appropriate aids and services. For additional information or to request this service, contact Jeremy Smith at 246-5200.

VILLAGE OF SUSSEX  
SUSSEX, WISCONSIN

Minutes of the Public Safety & Welfare Committee meeting held on July 21 2020.

The meeting was called to order at 5:37 p.m.

Members present: Martin Lastrilla, Wendy Stallings, Greg Zoellick and Ron Wells.

Members excused: None

Staff present: Village Administrator Jeremy Smith, Assistant Administrator Kelsey McElroy Anderson, Deputy Fire Chief Boyd Thew, Deputy Fire Chief Jarred Ihlenfeld Firefighter/Paramedic Rick Guerra, and Firefighter/Paramedic Elliot Knapp.

Others present: Ed Henschel with RW Management, Trustee Lee Uecker, and President LeDonne.

A quorum of the Village Board was present at the meeting.

A motion by Stallings, seconded by Lastrilla, to approve the June 16, 2020 minutes as presented. Motion carried 4-0.

**Fire Chief Hiring**

The Fire Department employees who were present spoke about the direction they would like to see the Department go. This was followed by a discussion and questions from the Public Safety Committee.

A motion by Stallings, seconded by Lastrilla to recommend to the Village Board to hire a fulltime Fire Chief. Motion carried 3-1 (Zoellick voted nay).

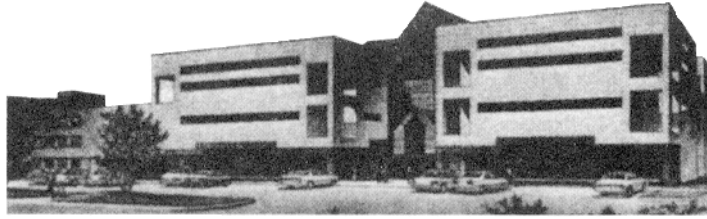
A motion by Stallings, seconded by Wells to recommend to the Village Board to use 2020 budget savings in the Fire Department to pay for the Shared Service Study with RW Management in the amount of \$24,500. Motion carried 4-0.

A motion by Lastrilla, seconded by Wells to adjourn the meeting at 7:00 pm. Motion carried 4-0.

Respectfully submitted,

Kelsey McElroy-Anderson  
Assistant Village Administrator

**OFFICE OF THE SHERIFF**



515 W. Moreland Blvd.  
Box 1488  
Waukesha, WI 53187

Waukesha County Jail  
Box 0217  
Waukesha, WI 53187

Waukesha County Huber  
1400 Northview Road  
Waukesha, WI 53188

**ERIC SEVERSON, *Sheriff***

North East Public Safety Division  
Captain Lisa Panas  
Lieutenant Michael Pavlovich

12/01/2020

To: Public Safety Committee:

Reference: Update bond amounts

A comparison study was conducted utilizing our peer communities' reference bond amounts listed for Village Ordinances. After review, there are thirteen ordinances in which the bond amount should be adjusted. Please see the attached comparison for specifics.

Respectfully,

Captain Lisa M Panas

*An Accredited Law Enforcement Agency*

Administration: 262-548-7126 Records: 262-548-7156 Process: 262-548-7151 Jail: 262-548-7170 Huber: 262-548-7181 Fax: 262-548-7887

**BOND SCHEDULE COMPARISON**

12/1/2020

SUSSEX MUNICIPAL CODE	OFFENSE	CURRENT SUSSEX TOTAL BOND	PROPOSED Deposit Amount & Total Bond	Village of Hartland	City of Oconomowoc	City of Delafield	Village of Grafton	City of Pewaukee	Village of Pewaukee	Village of Elm Grove	Village of Germantown	City of Hartford
<b>ORDERLY CONDUCT ORDINANCES</b>												
9.09(1) 167.31(2)(d)	DISCHARGE OF FIREARMS	\$187.00	\$300   \$439	\$187.00	1st \$439 2nd \$502 3rd \$565	\$187.00	1st \$439 2nd \$565 3rd \$691	\$691.00	1st \$439 2nd \$628	\$313.00	1st \$439 2nd \$565 3rd \$691	1st \$429 2nd \$555 3rd \$681
9.07(9)	LOUD AND UNNECESSARY NOISE	\$98.80	\$100   \$187	\$187.00	1st \$136.60 2nd \$199.60 3rd \$250	\$187.00	1st \$218.50 2nd \$313 3rd \$439	\$187.00	1st \$218.50 2nd \$250	\$313.00	1st \$218.50 2nd \$313 3rd \$439	1st \$208.50 2nd \$303 3rd \$429
9.08(2) 944.30	PROSTITUTION	\$313.00	\$500   \$691	\$691.00	1st \$565 2nd \$628 3rd \$691	\$565.00					1st \$218.50 2nd \$313 3rd \$439	
9.09(9) 946.29	LOITERING OR PROWLING	\$98.80	\$150   \$250	\$250.00	1st \$136.60 2nd \$199.60 3rd \$250	\$187.00	1st \$218.50 2nd \$313 3rd \$439	\$313.00	1st \$172.50 2nd \$204	\$439.00	1st \$218.50 2nd \$313 3rd \$439	1st \$208.50 2nd \$303 3rd \$429
9.09(6) 943.01	DESTRUCTION OF PROPERTY	\$187.00	\$300   \$439		1st \$439 2nd \$502 3rd \$565	\$439.00	1st \$218.50 2nd \$313 3rd \$439		1st \$267 2nd \$393	\$376.00	1st \$218.50 2nd \$313 3rd \$439	1st \$208.50 2nd \$303.00 3rd \$429.00
9.09(11) 943.13	CIVIL TRESPASS	\$187.00	\$150   \$250	\$250.00	1st \$136.60 2nd \$199.60 3rd \$250	Land \$124	1st \$218.50 2nd \$313 3rd \$439	\$691.00	1st \$439 2nd \$628	\$124.00	1st \$218.50 2nd \$313 3rd \$439	1st \$208.50 2nd \$303 3rd \$429
<b>9.11 OFFENSES AGAINST STATE LAWS</b>												
9.11 940.19(1)	BATTERY (SIMPLE)	\$439.00	\$500   \$691	\$376.00-1006.00	1st \$502 2nd \$691 3rd \$817	\$565.00	1st \$439 2nd \$565 3rd \$691	\$691.00	\$383	\$313.00	1st \$439 2nd \$565 3rd \$691	1st \$429 2nd \$555 3rd \$681
9.11 943.50(4)(a)	RETAIL THEFT \$0 - \$300	\$313.00	\$300   \$439	\$250-\$1006	1st \$502 2nd \$628 3rd \$691	\$439.00 or \$565.00	1st \$439 2nd \$565 3rd \$691	\$691.00	\$439	\$376.00	1st \$439 2nd \$565 3rd \$691	1st \$429 2nd \$555 3rd \$681
943.50(4)(a)	RETAIL THEFT \$300 - \$500	\$439.00	\$500   \$691	\$250-\$1007	1st \$502 2nd \$628 3rd \$691			\$691.00	\$628		1st \$439 2nd \$565 3rd \$691	1st \$429 2nd \$555 3rd \$681
9.11 944.20	LEWD / LASCIVIOUS BEHAVIOR	\$376.00	\$300   \$439	\$187.00		\$439.00	1st \$439 2nd \$565 3rd \$691	\$691.00	1st \$439 2nd \$628		1st \$439 2nd \$565 3rd \$691	1st \$429 2nd \$555 3rd \$681

SUSSEX MUNICIPAL CODE	OFFENSE	CURRENT SUSSEX TOTAL BOND	PROPOSED Deposit Amount & Total Bond	Village of Hartland	City of Oconomowoc	City of Delafield	Village of Grafton	City of Pewaukee	Village of Pewaukee	Village of Elm Grove	Village of Germantown	City of Hartford
9.11 946.41	RESISTING / OBSTRUCTING OFFICER	\$439.00	\$500   \$691	\$691.00 & \$376.00	1st \$565 2nd \$628 3rd \$691	\$565.00	1st \$439 2nd \$565 3rd \$691	\$691.00	1st \$439 2nd \$628	\$691.00	1st \$439 2nd \$565 3rd \$691	1st \$429 2nd \$555 3rd \$681
<b>LICENSES &amp; PERMITS ORD.</b>												
4.02(9)(e) 125.32(3)	CLOSING HOURS	\$187.00	\$300   \$439		1st \$376 2nd \$502 3rd \$691	\$439.00					1st \$439 2nd \$565 3rd \$691	1st \$429 2nd \$555 3rd \$681
<b>BUILDING CODES, ZONES</b>												
6.03	PARK CLOSING HOURS	\$98.80	\$100   \$187	\$124.00	1st \$124.00 2nd \$136.60 3rd \$187	\$124.00	1st \$155.50 2nd \$218.50 3rd \$281.50	\$98.80	1st \$218.50 2nd \$250	\$187.00	1st \$155 2nd \$218.50 3rd \$281.50	1st \$145.50 2nd \$208.50 3rd \$271.50

T:\WSD\Reports Projects\Bonds

## BOND SCHEDULE COMPARISON

SUSSEX MUNICIPAL CODE	OFFENSE	CURRENT SUSSEX TOTAL BOND	PROPOSED Deposit Amount & Total Bond
<b>ORDERLY CONDUCT ORDINANCES</b>			
9.09(1) 167.31(2)(d)	DISCHARGE OF FIREARMS	\$187.00	\$300   \$439
9.07(9)	LOUD AND UNNECESSARY NOISE	\$98.80	\$100   \$187
9.08(2) 944.30	PROSTITUTION	\$313.00	\$500   \$691
9.09(9) 946.29	LOITERING OR PROWLING	\$98.80	\$150   \$250
9.09(6) 943.01	DESTRUCTION OF PROPERTY	\$187.00	\$300   \$439
9.09(11) 943.13	CIVIL TRESPASS	\$187.00	\$150   \$250
<b>9.11 OFFENSES AGAINST STATE LAWS</b>			
9.11 940.19(1)	BATTERY (SIMPLE)	\$439.00	\$500   \$691
9.11 943.50(4)(a)	RETAIL THEFT \$0 - \$300	\$313.00	\$300   \$439
943.50(4)(a)	RETAIL THEFT \$300 - \$500	\$439.00	\$500   \$691
9.11 944.20	LEWD / LASCIVIOUS BEHAVIOR	\$376.00	\$300   \$439
9.11 946.41	RESISTING / OBSTRUCTING OFFICER	\$439.00	\$500   \$691
<b>LICENSES &amp; PERMITS ORD.</b>			
4.02(9)(e) 125.32(3)	CLOSING HOURS	\$187.00	\$300   \$439
<b>BUILDING CODES, ZONES</b>			
6.03	PARK CLOSING HOURS	\$98.80	\$100   \$187

RESOLUTION NO. 21 - 01

WHEREAS: The Village Board of the Village of Sussex is responsible for the establishment of a Schedule of Deposits according to Section 25.04(4)(c)(2) of the Municipal Code; and

WHEREAS: Section 25.04(4)(c)(2) states that the amount of the deposit shall be as set forth in a resolution adopted by the Village Board and shall include the penalty assessment as established under SS757.05, Wisconsin Statutes, and costs.

NOW, THEREFORE, BE IT RESOLVED by the Village Board of the Village of Sussex, Waukesha County, Wisconsin, that:

1. The attached Schedule of Deposits is established for use with citations issued under the sections listed and referred to as Exhibit "A" is hereby adopted.

Adopted \_\_\_\_\_

\_\_\_\_\_  
Village President

ATTEST: \_\_\_\_\_  
Clerk-Treasurer

# Sussex Fire Department Shared Services Study And Operational Review

## FINAL REPORT



December 8, 2020

McM. No. S0656-04-20-00110.00

JRR:lam



**RW MANAGEMENT**

- A McMahon Associates, Inc. Company -



# Sussex Fire Department Shared Services Study And Operational Review

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## **I. INTRODUCTION**

### **A. Project Overview**

RW Management Group, Inc. was retained by the Villages of Sussex to conduct an analysis of fire and emergency medical services to determine the most cost effective and efficient method of providing said services to the community. Included in this analysis was a review of opportunities to share fire and EMS services with neighboring municipalities and to review current operations to make recommendations for improving services under the current organizational structure.

This Study evaluated shared service opportunities with eleven (11) neighboring municipalities and at the same time, reviewed the internal organization and operation of the Sussex Fire Department. This study provides recommendations and options for the municipality to use now and in the future, when assessing Fire/EMS department needs.

This Study evaluated the Sussex Fire Department, developed shared service options, and made recommendations to maintain and improve existing levels of service, should the Village opt to maintain a separate fire department. This Study will guide the Village to achieve the following:

- ◆ Increased efficiency
- ◆ Improved effectiveness
- ◆ Streamlining purchasing
- ◆ Consolidation/disbursement of supplies
- ◆ Improved training opportunities
- ◆ Eliminate duplication of services
- ◆ Enhanced services
- ◆ Reduced costs
- ◆ Cost avoidance
- ◆ Standardization
- ◆ Improved customer service

### **B. Project Work Tasks**

To complete the objectives set forth in the Study RFP, RW conducted a two-prong approach. First, we conducted an evaluation of opportunities that the Village of Sussex Fire Department might have in working with neighboring departments including consolidation, contract services and functional sharing. RW also evaluated the operations of the Sussex Fire Department in an attempt to provide recommendations to improve its operations.

In conducting this study, RW staff met with administrators and fire chiefs of surrounding fire departments. RW also met with Sussex Fire Department personnel.

The following presents an overview of the work tasks completed by RW during the project.

1. Developed a project team of appropriate users and stakeholders to oversee and participate in the project. This included the Village Administrator, Assistant Administrator and the Interim Fire Chief.
2. Conducted a Project Planning Meeting with RW Project Manager, the Project Team and key project personnel. Defined scope and mission, discussed work plans, established liaison responsibilities, coordinated project schedules and confirmed other general arrangements.
3. Obtained and reviewed documentation provided by the project team pertaining to the project.
4. Conducted interviews and on-site observation to evaluate the current, and future, needs and standards of performance of the Fire Department internally and in relation to other surrounding departments. In conducting this study, we met or conducted telephone interviews with the following personnel:

- ◆ Interim Sussex Fire Chief
- ◆ Sussex Administrator and several Village Board members
- ◆ Sussex Fire Department Officers and a group of fire fighters and EMS personnel
- ◆ Administrator and/or fire chiefs for:
  - City of Waukesha
  - Town of Brookfield
  - City of Brookfield
  - Village of Richfield
  - Village of Menomonee Falls
  - Town of Lisbon
  - Village of Merton
  - Village of Waukesha
  - Village of Hartland
  - City of Pewaukee
  - Village of Pewaukee

Interviews and observations primarily focused on the following:

- ◆ Current working relationships between departments
  - ◆ Current and past political relationships
  - ◆ Current Fire operations, staffing and levels of service
  - ◆ Fire workload, call volume and activity
  - ◆ Administrative Organizational Structure
  - ◆ Budget and capital needs
  - ◆ Department Policies and Procedures
  - ◆ Analysis of regulations and rules of the Department
  - ◆ Facilities
  - ◆ Major Equipment
  - ◆ Training
5. Prepared for and facilitated a project status meeting to discuss the results of the interviews and on-site observations with the Project Team.

6. Reviewed the present Fire workflows and processes to analyze and develop potential organizational and operational requirements to determine shared service opportunities. This review was based on the Commission of Fire Accreditation International (CFAI) categories and criteria. The performance indicators that were examined include the following:
  - ◆ Governance and Administration
  - ◆ Assessment and Planning
  - ◆ Goals and Objectives
  - ◆ Financial Resources
  - ◆ Programs
  - ◆ Physical Resources
  - ◆ Human Resources
  - ◆ Essential Resources
  - ◆ Training
  - ◆ External System Relations
  
7. Determined any public safety industry standards and trends related to the Departments' operational requirements. During the development of all recommendations, RW considered many factors and standards as a basis for recommendations, including:
  - ◆ National Highway Safety Traffic Administration (NHSTA)
  - ◆ National Fire Service Accreditation Program (NFSAP)
  - ◆ National Fire Protection Association (NFPA)
  - ◆ Federal Emergency Management Association (FEMA)
  - ◆ National Fire Administration (NFA)
  - ◆ Occupational Safety and Health Administration (OSHA)
  - ◆ Insurance Services Office (ISO) Rating Schedule
  - ◆ Local Fire Protection Ordinances
  
8. Developed a comprehensive Fire Department organizational analysis, utilizing the information provided by the documentation received, the interviews, national standards and on-site observations. The projected growth and level of service needs were considered during the development of these recommendations. Recommendations included:
  - ◆ Effectiveness, efficiency and performance of current Fire operations
  - ◆ Efficient utilization of station resources
  - ◆ Administrative growth and organizational structure
  - ◆ Review and analysis of the "corporate culture"
  - ◆ Review of Department policies and procedures
  - ◆ Analysis of Personnel and staffing needs
  - ◆ Gains to be expected through consolidation
  - ◆ Cost savings expected through consolidation
  - ◆ An effective governance structure
  - ◆ An effective implementation plan
  
9. Facilitated a Recommendations Meeting to present preliminary recommendations and obtain feedback from the Project Team.

10. Listed and described the findings and recommendations on the Fire governance and administration, assessment and planning, goals and objectives, financial resources, programs, physical resources, human resources, essential resources, training, and external system relations, and all other items evaluated and analyzed during the project.
11. Assembled the study report. Performed a detailed quality assurance review of the document to ensure that the document meets the expectations of the Project Team and conforms to RW's standards.
12. Prepared and delivered the draft Report to the Project Team for review.
13. Received feedback from the Project Team regarding the content of the draft Report. Made any changes to the Analysis based on the returned comments. Produced and delivered the final document copies to the Project Team.
14. Presented the findings and recommendations of the Analysis to the Village Board.

## **II. Consolidation and Shared Services Analysis**

Many fire departments locally, State-wide and even nationally report challenges in operating with part time or paid-on-call staffing models. Even fulltime departments are challenged with recruitment and retention of their staff. For part time and paid-on-call departments the challenge tends to be finding people that have the time to serve as volunteers while working fulltime and raising a family. Departments with fulltime employees often experience high turnover due to compensation levels and call volumes (fire fighters seek high call volume departments).

The Sussex Fire Department has developed a long-range strategy of moving toward an increased number of fulltime staff augmented with part time and paid-on-call personnel. In doing so, they will face the same challenges noted above. A potential alternative is to consider consolidation or a contract for service with one or more of its neighbors, which has been a growing trend over the past several years. RW considered such alternatives with twelve (12) neighboring departments, which were selected by the Sussex Project Team.

### **C. Municipal Comparisons**

A review of these municipalities and departments shows a number of similarities as well as some significant differences.

**Population Comparison:** A comparison of current and projected populations is shown in the table below. The municipal populations range from the smallest community with 1,150 residents to the largest with 74,800 residents. Sussex is near the mid-range with approximately 12,000 residents.

<b>Population Projections</b>		
<b>Municipality</b>	<b>2020 Projection</b>	<b>2030 Projection</b>
Village of Sussex	11,830	13,670
Town of Lisbon	10,820	11,790
Village of Menomone Falls	37,715	41,217
Village of Lannon	1,150	1,235
Village of Merton	3,825	4,450
Village of Hartland	9,751	10,748
City of Pewaukee	15,174	17,634
Village of Pewaukee	8,585	9,290
City of Waukesha	74,800	81,000
Village (Town) of Waukesha	9,595	10,320
Town of Brookfield	6,310	6,670
City of Brookfield	38,560	39,870
Village of Richfield	12,220	13,400
<b>TOTAL</b>	<b>240,335</b>	<b>261,294</b>

\*Source: Wisconsin Department of Administration.

**Equalized Value Comparison:** An analysis of municipal equalized values also shows a wide range of values (development) in the study municipalities. The range in values is from \$141 million to more than \$7 billion. Sussex is near the mid-range in municipal value at just over \$1.4 million.

<b>2019 Equalized Values*</b>	
Village of Sussex	\$ 1,429,991,200
Town of Lisbon	\$ 1,322,314,000
Village of Menomone Falls	\$ 5,289,929,600
Village of Lannon	\$ 141,268,000
Village of Merton	\$ 474,341,100
Village of Hartland	\$ 1,397,844,200
City of Pewaukee	\$ 3,333,311,300
Village of Pewaukee	\$ 1,060,241,200
City of Waukesha	\$ 6,749,416,700
Village (Town) of Waukesha	\$ 1,139,752,000
Town of Brookfield	\$ 1,390,356,400
City of Brookfield	\$ 7,536,677,900
Village of Richfield	\$ 1,831,710,300
<b>TOTAL</b>	<b>\$ 14,449,240,600</b>

\*Source: Wisconsin Department of Revenue.

**Budget Comparison:** An apples-to-apples comparison of municipal budgets can be challenging. However, our analysis of the fire department budgets of the study municipalities shows that collectively more than \$48 million is being spent on fire and emergency medical services.<sup>1</sup>

2020 Fire/EMS Budget Comparison				
	Fire Expense Budget	EMS Expense Budget	Capital Expense	Total 2020 Budget
Village of Sussex	\$ 1,314,551	\$ -	\$ 226,446	\$ 1,540,997
Town of Lisbon	\$ 1,197,455	\$ -	\$ 3,500,000	\$ 4,697,455
Village of Menomone Falls	\$ 2,548,500	\$ 4,432,400	\$ -	\$ 6,980,900
Village of Merton	\$ 472,502	\$ -	\$ 278,825	\$ 751,327
Village of Hartland	\$ 1,474,550	\$ -	\$ -	\$ 1,474,550
City of Pewaukee	\$ 4,840,152	\$ -	\$ -	\$ 4,840,152
Village of Pewaukee*	\$ 1,487,323	\$ -	\$ -	\$ 1,487,323
City of Waukesha	\$ 14,207,858	\$ -	\$ -	\$ 14,207,858
Village (Town) of Waukesha	\$ 1,034,693	\$ -	\$ 190,000	\$ 1,224,693
Town of Brookfield	\$ 888,171	\$ 494,069	\$ 94,200	\$ 1,476,440
City of Brookfield	\$ 9,290,623	\$ -	\$ -	\$ 9,290,623
Village of Richfield**	\$ 614,596	\$ -	\$ -	\$ 614,596
<b>TOTAL</b>				\$ 48,586,914
*Village of Pewaukee Contracts with the City of Pewaukee for fire/EMS services.				
**Richfield is a private fire company and has fire contracts with the Towns of Germantown, Erin & Polk.				

**Call Volume Comparison:** The primary purpose of a fire department is to protect persons and property in its service area. The number and type of calls along with other services provided often determines the type of fire department a municipality operates. One measure of this aspect of service is annual call volumes. A comparison of call volumes is shown below, indicating that in 2019 the study departments responded to nearly 22,000 fire and EMS calls.

<sup>1</sup> The expense estimate does not include any revenues to off-set expenses.

Call Volume Comparison	
Municipality	2019 Call Volume
Village of Sussex	871
Town of Lisbon	1,213
Village of Menomone Falls	4,704
Village of Lannon*	-
Village of Merton	149
Village of Hartland	-
City of Pewaukee	2,100
Village of Pewaukee**	-
City of Waukesha	8,105
Village (Town) of Waukesha	-
Town of Brookfield	690
City of Brookfield	4,173
Village of Richfield	616
TOTAL CALLS	21,750
*Lannon receives its fire service from Menomonee Falls	
**Village of Pewaukee receives its fire service from the	

#### D. Analysis of Shared Service Opportunities with Neighboring Municipalities

RW staff met with the twelve neighboring departments listed above. We interviewed chiefs and administrators, reviewed staffing, assessed equipment, considered their respective organizational structure and apparent interest in working together. Based on the information obtained, following is an analysis of potential opportunities and challenges of working more closely with each of these municipalities to provide fire and EMS services.

City of Waukesha: The City of Waukesha Fire Department (WFD) is the largest department in Waukesha County. It is a fulltime department with no part time or paid-on-call staffing. WFD operates out of Five (5) stations. The City itself is also the largest city in the county. Currently, WFD will backfill the Sussex station when it is responding to large fires. It was reported that WFD did this 5-6 times over the last two years. WFD also provides Haz Mat responses to all departments in Waukesha County. The WFD Chief reported that the size difference and organizational structure made joint training or other shared service opportunities difficult and probably not workable. However, for quite some time there has been a coordination of purchasing, emergency management and broad sharing of information through the County Fire Chief's Association.

Waukesha's large population, equalized value, geographic area and physical distance from the Village of Sussex make it less than ideal partner for a cooperative fire service venture.

City of Brookfield: The Brookfield Fire Department (BFD) is a fulltime department with a staff of 58 officers and fire fighters. The Department has no part time or paid-on-call staffing. The Brookfield Chief reported few mutual aid responses between Brookfield in Sussex over the last



2-3 years. BFD operates out of three (3) stations. It currently has a joint services agreement with the City of New Berlin, but no other formal intergovernmental arrangements. The Brookfield Department is also somewhat geographically distanced from the Village of Sussex.

The Brookfield Chief felt that long range, there may be opportunities for a more regional approach to providing fire and EMS services, but at the present time there appears to be a lack of political will on the part of the Brookfield City Council (among others) to move in that direction.

Town of Brookfield: The Town of Brookfield Fire Department (TBFD) operates with a fulltime chief and 45 part time fire fighters. The TBFD Chief reports that it works well with the City of Brookfield in responding to calls but is limited by staff and physical distance from assisting other departments.

If there were demonstrated cost savings and opportunities for improving service, there may be interest in considering a more regional approach to fire and EMS services. However, it appears that there is limited interest heading in that direction at the present time.

Village of Richfield: The Village of Richfield Fire Department (RFD) is in Washington County and is a private fire company as opposed to a municipal department. RFD has contracts to provide fire protection to all or parts of 3 neighboring towns which collectively creates a 50 square mile service area. RFD does provide mutual aid to Sussex when needed. Richfield is currently staffed with 4 fulltime employees, 6 part time and 39 paid-on-call.

While the Richfield Fire Chief feels consolidation is the only effective means of sustaining a department such as his, this would be a long-term challenge to accomplish.

Village of Menomonee Falls: The Menomonee Falls Fire Department (MFFD) has 22 fulltime and 40 part time employees. It operates out of 5 stations. The Village has a long-range strategic plan of becoming a fulltime department but recognizes that will take several years. The Menomonee Falls Administrator reports that the Village has considered fire consolidations in the past but did not see a financial or manpower benefit to the Village. The Chief noted that the railroad tracks between Menomonee Falls and Sussex with limited crossing points creates a challenge to develop a consolidated department between the communities.

Village of Hartland: The Village of Hartland was considering joining the Bark River Fire District but withdrew from the discussions and decided to remain independent. The Village did not return our calls for an interview for this study.

Village of Waukesha: The Village of Waukesha operates a small volunteer fire department. The Village is physically a significant distance from the Village of Sussex. They have limited manpower and limited equipment. It appears that VWFD would not be a likely fit for consolidation with the Village of Sussex at this time.

Village of Lannon: The Village of Lannon does not have a fire department and currently has a contract with the Menomonee Falls Fire Department for fire and EMS services. Lannon would only be a potential consolidation partner with Sussex if Menomonee Falls was included, which as states earlier seems unlikely at this time.

Village of Merton: The Village of Merton has a 2020 \$472,000 operating budget and \$272,000 Capital Budget for a new ambulance and turnout gear. The MFD responds to 100-150 calls per year. The Village is currently in discussions with the Town of Lisbon to form the Bark River Fire District.

Town of Lisbon: The Town of Lisbon Fire Department operates with 7 fulltime staff, 45 paid-on-call and 8 part time fire fighters. They operate out of 2 stations and respond to approximately 1200 calls per year. The Town is currently in discussions with the Village of Merton to create the consolidated Bark River Fire District (BRFD). If created, the BRFD would be governed by a fire board with costs shared on a formula basis between the parties involved. The Lisbon Fire Chief, who reports that he plans to retire at the end of the year or early next year, reports a good working relationship with the Sussex Fire Department.

The Town administrator noted there is a lack of trust between the two municipalities typical of town/village relationships as a result of past annexations and border agreement issues. If the trust issues could be resolved, there is significant potential for the Village of Sussex and Town of Lisbon to work together to provide fire and EMS services. This will be discussed in more detail later in this study.

Village of Pewaukee: The Village of Pewaukee has a contractual arrangement with the City of Pewaukee for fire and EMS services. This was difficult to create at the outset due to past challenges between the two municipalities related to the Town incorporation and subsequent failed efforts at municipal consolidation. The Village Administrator reported that initially, there were concerns about this arrangement due to the amount charged by the City of Pewaukee. He stated that a new funding formula was agreed to in 2016 and the Village is very satisfied with the current contractual arrangement.

City of Pewaukee: The City of Pewaukee Fire Department (PFD) is a fulltime department providing fire and EMS services to the City and the Village of Pewaukee. A couple of years ago the City submitted an offer to provide fire and EMS services to Sussex under a contractual arrangement similar to that between the two Pewaukees. The contract was not approved as a result of differences over the contract amount.

It appears that Pewaukee is still interested in providing contractual fire services to the Village of Sussex if a mutual financial interest can be arrived at. This will be discussed in more detail later in this study.

## **E. Fire Service Delivery Options**

The Village of Sussex has wisely developed a long-range plan to provide adequate fire and emergency medical services to the community taking into consideration projected growth and development in the Village. The Village administration and elected officials also recognize the need for stability and sustainability of an effective fire and EMS department. The goal of the Sussex Fire Department is to have 5 personnel on duty in the fire station at all times, utilizing both fulltime and part time staff.

RW has conducted an analysis of various opportunities for a more regional approach to fire and EMS services for the Village of Sussex to consider. We have concluded that the following options have the most potential to improve or maintain services and reduce/control costs is to

contract with the City of Pewaukee or join the Bark River Fire District. In both cases, the departments geographically about the Village of Sussex. Pewaukee has an existing history of providing fire services to another community. Bark River is currently being organized by the Town of Lisbon and Village of Merton and is of a comparable size to Sussex. A comparison of options to current costs follows.

**Option 1. City of Pewaukee Fire Contracted Service Analysis**

The Village of Sussex received a proposal from the City of Pewaukee in 2018 for the City to provide fire and EMS services to the Village through a contractual arrangement. The City had already been contracting with the Village of Pewaukee for the same services thus providing an experience level for such an arrangement. The Pewaukee Village Administrator stated that initially there were concerns with the costs they were being charged for fire services. The contract was renegotiated, and the Village has been very happy with the current contractual arrangement.

There were several meetings and exchanges of information between Sussex and the City of Pewaukee, but at that time it was determined not to be in the best interest of the Village of Sussex to enter a contractual arrangement with the City. While interviewing City of Pewaukee officials RW determined that the City may still be interested in providing contract fire and EMS services to Sussex. RW has concluded that this arrangement is worth revisiting through formal discussions between the two municipalities.

The final amount of an actual contract is subject to negotiation, however an estimate of the fiscal impact to the Village of Sussex is shown below, which assumes that a Pewaukee contract would have the same terms and conditions as it has with the Village of Pewaukee and would staff the Sussex fire station with 5 personnel on a 24 hour basis 7 days per week.

<b>Pewaukee Contract Cost Comparison</b>	
2021 Sussex FD Operating Budget	\$ 1,374,127
2021 Sussex FD Capital Budget	\$ 226,446
Total Expense	\$ 1,600,573
Estimated Pewaukee Contract Cost*	\$ 1,600,000
Potential Savings	\$ 573
*Assumes 2018 contract offer increased by 3% per year	

If the Sussex Fire Department were to continue to provide fire and EMS services independently, in order to achieve its goal of staffing the fire station with 5 personnel 24 hours per day, the 2021 savings would likely become even greater in the future. Contracting with the City of Pewaukee would achieve the staffing goal desired by Sussex. Furthermore, Pewaukee would benefit by utilizing the Sussex Station to assist with coverage to the northern portion of the City of Pewaukee.

In addition to the savings in operating costs, the Village could sell of excess equipment for an additional one-time small savings and it would not incur the on-going maintenance costs for this seldom used equipment. Furthermore, both the Pewaukee Fire Department and Sussex Fire Department have relatively new ladder trucks. We question the need for having two ladder trucks in close proximity to each other which are very expensive to purchase (exceeding \$1million each).

Advantages of a Pewaukee Contract:

- The Village maintains achieves its station staffing goal
- The Village level of service would be improved through increased staffing
- Training, purchasing and inspections would be better coordinated area-wide

Disadvantages of a Pewaukee Contract:

- The Village Board may feel a sense of loss of control, but they have already had contract experience with the Sheriff's Department
- Residents often perceive a reduction in service as a result of a contract for service (this was an initial reaction to the Sheriff Policing contract)

**Option 2. Consolidation with Bark River Fire District**

The Bark River Fire District was created several years ago to address the need to provide better training opportunities for several small departments that could not individually afford to have their own training officers and training programs. This training consortium has been very effective in filling that need. The Bark River entity is now investigating the consolidation of actual fire departments. RW has been advised that Sussex has not been involved in these consolidation discussions in the past.

The Town of Lisbon and Village of Merton are currently in discussion for the creation of a consolidated fire department. A draft Intergovernmental Agreement between the two municipalities is currently under legal review by their respective municipal attorneys. The District would include all of the Town of Lisbon, Village of Merton and a portion of the Town of Merton. Based on the existing draft agreement, we find there is substantial benefit to the Village of Sussex to join the Bark River Fire District.

The draft intergovernmental agreement currently being considered includes a funding formula for the distribution of costs between the parties. The funding formula distributes operating costs as follows:

- 50% based on a three-year average of calls
- 20% based on a three-year average of population
- 20% based on a three-year average of equalized value of improvements
- 10% based on a three-year average of equalized value of land

If Sussex were to become a part of the Bark River Department, a preliminary combined budget for Lisbon, Merton and Sussex of \$3,125,000 was created as shown below:

	<b>Bark River Fire District</b>	
	<b>Three Party Operating Budget</b>	
	<b>Current Budget</b>	<b>Proposed Budget</b>
Sussex	\$ 1,709,258	\$ 1,550,000
Lisbon	\$ 1,200,000	\$ 1,050,000
Merton	\$ 475,000	\$ 450,000
Total	\$ 3,384,258	\$ 3,050,000

Utilizing the Bark River funding formula, the three-year averages for each of the categories for cost distribution is shown below:

	Town of Lisbon			
	2017	2018	2019	3 Year Avg.
Call Volume- 3 year Avg.	1,160	1,211	1,213	1,195
Population-3 year Avg.	10,369	10,523	10,820	10,571
Improvements EAV-3 year Avg.	\$ 911,422,600	\$ 975,770,100	\$ 1,031,593,800	\$ 972,928,833
Land Value EAV-3 year Avg.	\$ 325,200,800	\$ 342,485,200	\$ 366,525,700	\$ 344,737,233

	Village of Merton			
	2017	2018	2019	3 Year Avg.
Call Volume- 3 year Avg.	100	123	149	124
Population-3 year Avg.	3,629	3,690	3,825	3,715
Improvements EAV-3 year Avg.	\$ 335,135,000	\$ 357,799,000	\$ 123,731,800	\$ 272,221,933
Land Value EAV-3 year Avg.	\$ 110,066,900	\$ 115,638,400	\$ 388,135,500	\$ 204,613,600

	Village of Sussex			
	2017	2018	2019	3 Year Avg.
Call Volume- 3 year Avg.	798	849	871	839
Population-3 year Avg.	11,114	11,273	11,830	11,406
Improvements EAV-3 year Avg.	\$ 1,018,840,400	\$ 1,058,892,000	\$ 1,132,178,500	\$ 1,069,970,300
Land Value EAV-3 year Avg.	\$ 338,845,200	\$ 349,666,100	\$ 376,331,000	\$ 354,947,433

Applying the cost distribution shown above to the proposed Bark River Department is shown below:

BARK RIVER FIRE DISTRICT				
THREE PARTY OPERATING BUDGET				
Municipality	Current Budget	Proposed Bark River Budget	Formula Cost Distribution	Cost Difference
Lisbon	\$ 1,200,000	\$ 1,050,000	\$ 1,466,287.50	\$ 416,287.50
Merton	\$ 475,000	\$ 450,000	\$ 322,537.50	\$ (127,462.50)
Sussex	\$ 1,709,000	\$ 1,550,000	\$ 1,262,700.00	\$ (287,300.00)
TOTAL	\$ 3,384,000	\$ 3,050,000		

While the operating cost for Lisbon would go up, they would experience an improved service level and would likely see substantial savings over the long term on capital costs.

Advantages of a Bark River Consolidation:

- The Village maintains achieves its station staffing goal
- The Village level of service would be improved through increased staffing
- Training, purchasing and inspections would be better coordinated area-wide
- The Village would continue operational and policy control by being a full partner in a fire consolidation

Disadvantages of a Bark River Consolidation:

- The Village Board may feel a sense of loss of control, but would have in put in operations and policy by being a
- Residents often perceive a reduction in service
- Lisbon needs to consider the cost benefit of higher cost but increased level of service

### **Option 3. Regional Fire Department with Five Municipalities**

The fire department shared service study conducted by the County in 2018 recommended that Sussex, Lisbon, Merton and Hartland consider creating a consolidated Fire Department. In the analysis conducted by RW, it appears that this approach has merit. However, geographically, we would recommend the Pewaukee Fire Department be included, creating a truly regional fire department. Unfortunately, we do not have all of the data needed for a through cost analysis of this approach to fire and EMS services.

Creating a regional consolidated service of any nature requires a leap of faith among the participants. Each participant must be willing to give up a level of control in exchange for improving service and saving tax dollars.

### **Option 4. Continue Operating as an Independent Fire Department**

The fourth option identified for the Village of Sussex is to maintain the status quo and continue to operate its fire as an independent entity providing service to the Village of Sussex only, while responding to and receiving services from others through mutual aid.

If Sussex chooses this option, the long-term advantages and disadvantages are many.

Advantages:

- The Village maintains control of its department
- The Village has control of the Fire Department budget
- The fire chief reports to the Administrator and Village Board
- The Village determines service levels and equipment

Disadvantages:

- Costs will continue to increase
- Sussex will continue to compete with neighboring departments for employees
- Capital costs will be greater over the long term
- Call volume will continue to grow as the Village grows, challenging its ability to respond

## **Option 5. Functional Consolidation Opportunities**

In many instances, full consolidation is a long-term endeavor that often takes years to achieve, or after in-depth analysis it may not occur at all. There remain other opportunities for working together to improve service. These functional shared services include the following:

Training: Fire Departments can improve service through joint training efforts. This is especially important on mutual aid calls. During working fires and natural disasters, it is important that officers from different fire departments respond to the incident in a coordinated manner to handle the situation in the most efficient manner.

Equipment Purchasing: The Waukesha County Fire Chief's Association already makes efforts at coordinating purchasing. Based on some existing duplication of equipment, the Village of Sussex could benefit from increased purchasing coordination with its neighbors.

Reserve Equipment: It is common for a fire department to keep an older piece of apparatus as a "reserve unit". Doing so has increased costs for maintenance, insurance and storage associated with it. Neighboring departments may be able to better coordinate the number of reserve units that are maintained, thus reducing costs. Accomplishing this requires commitment from parties to share in costs related to maintaining vehicles and ensuring all parties are insured to operate the various vehicles. Several departments in Milwaukee County are currently doing this successfully.

Fire Inspections: Conducting fire inspections is time consuming and labor intensive. These are often done by part-time personnel when time allows. Hire a fulltime inspector that serves several municipalities can be a cost effect way to provide this service.

The above functional shared services opportunities can create an improved working relationship between fire departments that increases levels of trust and enhances inter-departmental communication that can save money in the short term and ultimately pave the way to a future full consolidation.

## **SUSSEX FIRE DEPARTMENT OPERATIONAL ANALYSIS**

Should the Village Board choose option 4 above and remain an independent fire department, the following operational analysis was conducted to provide the Village with recommendations to improve its current operations.

### **I. Department Overview, Demographics and Environment**

The Village of Sussex Fire Department is a municipal fire department operated by the Village of Sussex. Sussex is 7.77 square miles and has a 2020 estimated population of 11,830. Chapter 5 of the Village Code establishes the Fire Department and provides the organizational structure. The Village Board is the governing authority of the Department. A Fire Commission made up of five (5) citizens is appointed by the Village President and confirmed by the Village Board. The

Commission appoints the Fire Chief and performs other duties as identified in the Village Code and State Statutes.

The Department operates from one fire/EMS station located at N63W24335 Main Street in Sussex. The Department has transitioned from an all-volunteer Department in 1922 when established to a mix of full-time, paid-on-premise personnel and paid-on-call personnel. The Department is authorized for sixty (60) positions, but not all positions are currently filled. The Department operates a paramedic level EMS service and has an Insurance Services Office (ISO Rating) of 2/2X.

The ISO rating schedule measures the major elements of the Village's fire suppression system. These measurements then are developed into a Public Protection Classification number on a relative scale from 1 to 10, with 10 representing less than the minimum recognized protection. The schedule is a fire insurance rating tool used to determine property insurance premiums that property owners pay to their insurance carrier.

<b>Calls for Service</b>					
<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
681	745	788	784	816	871

The chart above identifies the calls for service the Department responded to annually in the last six years.

The Department has seen a consistent increase in calls for service annually over the past several years. Based on the Village's growth and the general public's increasing use of emergency medical services, these increases should be expected to continue.

### **Governance and Administration**

Governance of the agency is clearly outlined in Village Code.

The Department has an approved organizational structure and set of administrative policies and standard operating guidelines in place. The organizational structure of the organization is in transition as more full-time members are being added along with supervision for each of the three shifts. The additional of a Lieutenant on each shift will bring additional benefits for the Department.

The Department's policy and procedure manual and standard operating guidelines (SOG) are in place and being followed. These are dynamic documents and are continually being updated and adjusted. The SOG Manual is current and regularly updated.

### **Assessment and Planning**

A community risk analysis has not been completed by the Department and the Department does not have a standard of cover for emergency deployment, which outlines response time, pumping capacity and apparatus and equipment deployment objectives. Development of a community risk analysis and standard of cover document is recommended as full-time positions are filled.



## **Goals and Objectives**

The Department has a draft strategic plan that was developed by the former fire chief. It was scheduled to be reviewed by the Village Board at the time the former chief left the organization. That review has been put on hold for now.

Goals for the Department are set as part of the Village's budgeting process. One of the goals for 2021 is to continue to work on the strategic plan for the Department. Department members appear to be informed of the goals of the organization. Once a formal strategic plan is adopted, progress reports should be regularly provided to Village Administration, the Village Board, the Fire Commission and the Department Members.

## **Financial Resources**

A long-term plan to increase funding for the Department to provide additional staffing as the Village grows is in place. The Village appears to be committed to this plan.

The Department has transitioned from an all-volunteer department to a combination department. Currently, the Department regularly staffs with a minimum of three personnel, however there are times that on-duty staffing can reach up to five personnel. The Department does have a long-term plan to maintain a five-person minimum staffing by 2023. Currently, the limited availability of part-time personnel to fill shifts challenges the Department's ability to maintain desired staffing levels. The Department is in the process of hiring additional part-time personnel, however some of the challenges faced by a department that is heavily reliant on part-time staff to fill minimum staffing positions won't be solved with a larger available workforce.

Reliance on part-time staff to regularly fill shifts is not a unique challenge to the Village of Sussex. Part-time staff generally either work for multiple fire departments in part-time roles or have full-time careers on other fire departments or in other fields and their part-time position is viewed as supplemental income. It is also common that part-time staff also ultimately find full-time positions in a fire department and do not continue employment in their part-time positions. This leads to regular turnover of part-time personnel, forcing the Department to always be in the mode of training new employees, or having "green" employees working in the field. While part-time employees are more cost-effective from a salary/benefits perspective, the staff time dedicated to hiring and training these employees needs to be considered as a cost facing the Department.

The Village maintains a seven-year Capital Improvement Plan (CIP) which includes capital items for the fire department. A major component of CIP's for fire departments is the Department fleet of vehicles/apparatus. The Department's apparatus fleet meets the needs of the community. The fleet is well-maintained and is in overall good condition.

## **Programs**

This section of the report covers the delivery of services directly to the community. A primary service provided by the Department is emergency response. Communities often grade fire department service delivery based on response times. While response times shouldn't be the sole method to evaluate service delivery, it is an important part. The Department measures its

response times from the time the call is answered by the Waukesha County Communications Center.

There are two common methods to measure response times for fire and emergency medical service providers. Best practice, which the Department follows, defines response times as the elapsed time from the time the call for service is answered at the 911 Center to the arrival of the first fire/emergency medical services unit.

Two common methods exist to evaluate compliance with goals for response times.

- 1) Measuring compliance for 90% of the calls for service
- 2) Measuring average response time

The first method of measurement provides a more accurate portrayal of response time (9 out of every 10 calls), whereas second method shows the average, which can generally be considered 5 of out of every 10 calls).

The Department measures its response time performance using the average response time method.

<b>Sussex Fire Department Average Response Times</b>		
<b>2017</b>	<b>2018</b>	<b>2019</b>
5:28	5:24	5:34

The response times reported for the Department demonstrate that the Department is providing acceptable response times for first-arriving units. It should be noted that some fire departments identify as having acceptable first arriving unit response times, but the first arriving unit(s) that are benchmarked by those response time do not have sufficient personnel/resources to mitigate the incident. The Village of Sussex appears committed to ensuring that the first arriving units have sufficient personnel/resources to accomplish critical tasks as it transitions to a full-time, staffed fire station with five personnel on-duty over the next two years.

It is recommended that the Department start evaluating response times using the 90% method. It is also recommended that the Department begin evaluating response times for full alarm fire response for a structure fire which is the response time for the effective response force (ERF) needed to extinguish the structure fire, not just the first arriving unit. The number of responders considered as the ERF is developed through an evaluation of critical tasks necessary to extinguish a structure fire.

Part of an assessment of a department's response capabilities is to evaluate the frequency it is required to rely on mutual aid (or other stations in the case of multi-station departments) to respond to incidents that would like be able to be handled by the fire station with primary coverage in a specific geographic area. This assessment provides a gauge of response reliability of the resources on-duty and whether sufficient resources/personnel are on duty to handle the regular volume of calls for service.

The consultant team evaluated mutual aid response data for the Sussex Fire Department for the period of January 1, 2020 to August 1, 2020. During that time period, the Department requested mutual aid thirty-three times (an additional twenty-one mutual aid responses were specific to COVID-19 responses that would not have occurred if the COVID-19 Pandemic had occurred). The Department provided mutual aid twenty-five times during that same period. The volume of mutual aid calls, both received and given, is well within reason for the Department.

### **Risk Reduction & Public Education**

The Department has an active risk reduction program in place. Goals for the community risk reduction program are included in Department Standard Operating Guidelines, and monitor progress towards those goals.

A major component of risk reduction in the fire service is a public education program. The Sussex Fire Department's public education program includes school programs and community prevention activities.

The Village of Sussex fire inspection program meets State requirements. Fire inspections are conducted pursuant to Chapter 5 of the Municipal Code which outlines the duties of the Fire Chief and his/her designees as fire inspectors. Minimum qualifications for members conducting inspections are detailed in standard operating guidelines. Department guidelines also contain procedures for conducting inspections. Some of the larger industrial buildings in the Village challenge the Department's ability to conduct company-based fire inspections. Currently, extra staff is brought in to conduct these inspections to eliminate delays in response to emergency incidents while conducting inspections in large buildings.

### **Fire Cause and Origin Investigations**

Investigations of fire cause and origin is primarily performed by the fire department officer in charge. The Waukesha County Sheriff's Department, the primary law enforcement agency for the Village, will support the cause and origin investigation effort in accordance with Department policies.

### **Domestic Preparedness/Emergency Management**

Emergency Management functions are performed by the Fire Chief and Waukesha County Sheriff's Captain assigned to the Sussex Sub-station. A complete assessment of the Emergency Management function for the Village was not in the scope of this Study.

The Incident Command System (ICS) is used by the Department and seems to be part of every-day operations. Additionally, the ICS system is used by mutual aid partners. The Department is an active participant in the Mutual Aid Box Alarm System (MABAS), which is the state-wide mutual aid system and provides vast resources in the case of a disaster.

### **Fire Suppression**

Staffing of the fire department to support fire suppression operations is currently being expanded. The Village has made a commitment to staff with five personnel per shift by 2023.

Fire suppression is a labor-intensive operation, so the additional staffing will provide needed support for the Department as it transitions to more reliance on in-station staffing.

Mutual aid and automatic aid agreements are in place to support the Village's resources during fire suppression operations. A single dispatch center in Waukesha County provides a coordination point for response plans and coordination of resources.

The Department has identified riding assignments for its fire suppression apparatus which ensures coordination of individuals on the response vehicles in time sensitive emergencies.

Standard Operating Guidelines appropriately address fire suppression operations for the Department.

### **Emergency Medical Services**

The Department operates a paramedic level service that is licensed by the State of Wisconsin. The medical director is actively involved in the Department. A system for quality assurance of patient care is in place and active.

### **Technical Rescue**

The Department responds to technical rescue incidents. Members are trained to perform auto extrications and basic water rescues. The Department does have a contract with the City of Waukesha Fire Department for confined space, high-angle and excavation rescues. The Department also has mutual aid agreements in place for dive and more complicated water rescues. Level A Hazardous Materials response is provided by the regional response team, located in the City of Milwaukee. The combination of in-house resources to perform auto extrication and basic water rescue response, with additional support from the Cities of Waukesha and Milwaukee is appropriate for the Department.

### **Physical Resources**

The Department has one (1) station. The station location meets today's needs for the Department's coverage area. The facility is maintained and managed to meet the agency's mission. The station is in good condition. Continued maintenance and up-keep of the facility will be essential to its long-term viability.

Apparatus and vehicles are in good condition. The fleet is of appropriate size and has sufficient resources. Maintenance is performed by a mix of in-house and contract service providers and is coordinated by Department Administration.

The Department currently utilizes Firehouse Records Management Software as its primary record keeping system. An initiative currently is underway to evaluate potential replacements/updates for the system which appear to be needed.

## **Human Resources**

The Department and Village Administration coordinate efforts for human resource support of the Department. The Village has a Personnel Manual that covers fire department employees. Job Descriptions for positions are in place and available for personnel to review.

An employee wellness/fitness program is in place that includes daily fitness expectations for on-duty members.

## **Training and Competencies**

Training is primarily accomplished by on-duty personnel at a company level. The Department utilizes an on-line training portal that provides access for both on and off duty personnel. Training is assigned through the portal and completion records are maintained in the same portal. Consistency in company level training can be a challenge for fire departments such as Sussex. While a lesson plan is developed and followed, the person leading the training varies between shifts thus leading to inconsistent outcomes in the training. The Department also faces a challenge with maintaining the training levels of part-time personnel since some of them may only work one or two shifts a month and primarily obtain their training through the on-line portal and do not necessarily have the benefit of practical portions of training lessons. As the Department transitions to a higher reliance on full-time employees, this challenge will lessen, but will continue as long as part-time employees are part of the Village's staffing model. One method to manage the challenge of limited practical training for part-time employees is to have practical skill check-offs that must be demonstrated to a department training officer on a regular basis to ensure the employee is retaining knowledge and is able to apply the knowledge. This requires part-time employees to maintain skills during their scheduled shifts so they are prepared for the scheduled skill check-off sessions.

## **Essential Resources**

The water supply system is adequate for the Village and is utilized in the planning effort as it relates to development. The Village's Water Utility maintains the water system and fire hydrants.

Two-way radio communications occur on a county-wide digital public safety radio system that allows for interoperability not only with fire and law enforcement in the County, but fire and law enforcement in adjoining counties. The County is responsible for maintenance of the system and the Village supports mobile and portable radios.

## **Conclusions**

The Sussex Fire Department currently operates an excellent department. It is well organized and trained. A new chief was recently hired who will be able to build on the Department's strengths and improve on its weaknesses. The Village Board has adopted a strategic plan to increase staffing to address expected future call volumes and service needs. However, staffing whether fulltime or part time will continue to be a challenge as Sussex competes with its neighbors for personnel.

The Village is well situated to capitalize on fire and EMS shared service opportunities, since the Sussex Fire Department currently works well with neighboring departments on calls. In the short term, Sussex should consider functional shared service opportunities to work more closely with neighboring departments and continue to improve inter-departmental communication and cooperation. In the longer term, Sussex has several options for contracted services and consolidation that can improve service, reduce costs and minimize some of the competitive challenges it currently faces.



# Waukesha Sheriff Department North East Substation News

## 2020 1<sup>st</sup> - 3<sup>rd</sup> QUARTER REPORT

### Community Connection

On October 24<sup>th</sup>, 2020, The Waukesha County Sheriff's Office teamed up with the Wisconsin Department of Justice, and the Village of Sussex to manage a Drug Take Back event to provide a safe and convenient method for our community to dispose of unwanted and/or unused medication. The Village of Sussex Drug Takeback Event collected almost **210 lbs.** of medication and **165.4 lbs.** of needles. The Village of Sussex also supports a permanent drug disposal box at the Public Safety Building. The drug take back events and permanent disposal boxes allowed Wisconsin to have the largest drug take back collection in the country this year with a total of approximately 90,000 lbs collected.



### Training & Activities

- Civil Disturbance Unit Equipment Briefing
- Ongoing Crisis Intervention Training
- Rescue Task Force Development
- Formation of Active Assailant Training for Hamilton Schools
- Responsive to citizen and officer COVID safety.
- Resume interactions, traffic stops, warrant service and community events.



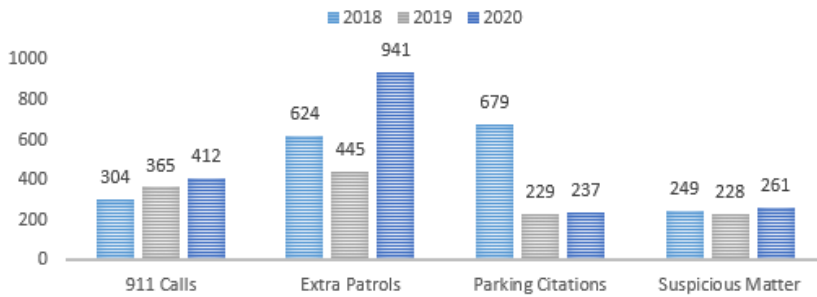
<https://www.villagesussex.org/services/police-346>

**NEW ONLINE SUBMISSION OPTIONS**

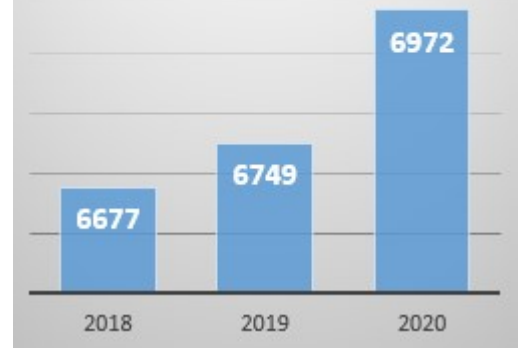
PARKING PERMISSION | PARKING TICKET PAYMENTS | VACATION REQUEST

### Nine Month Comparison by Year

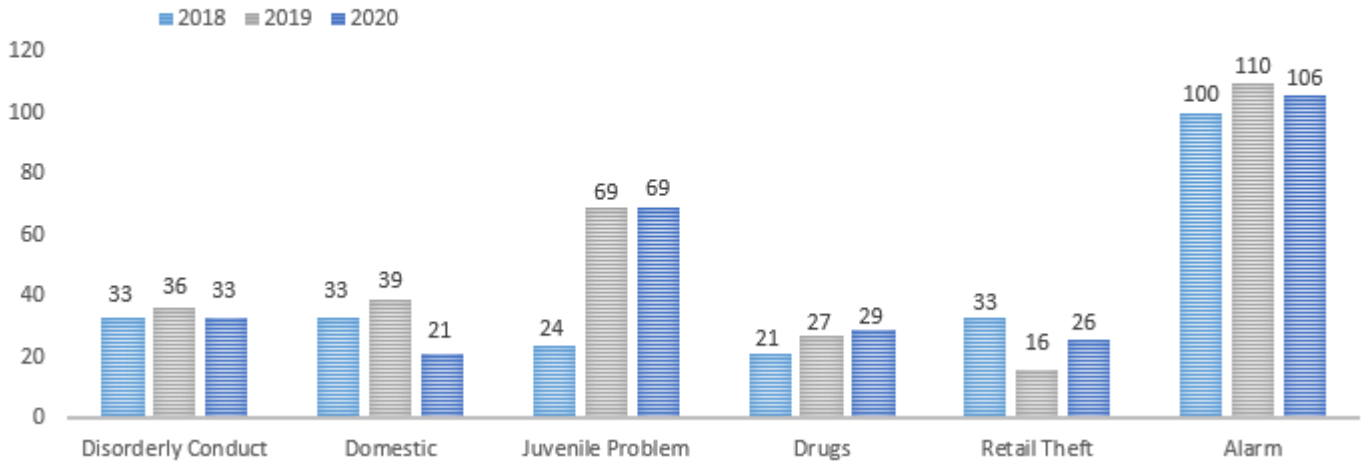
#### VILLAGE OF SUSSEX



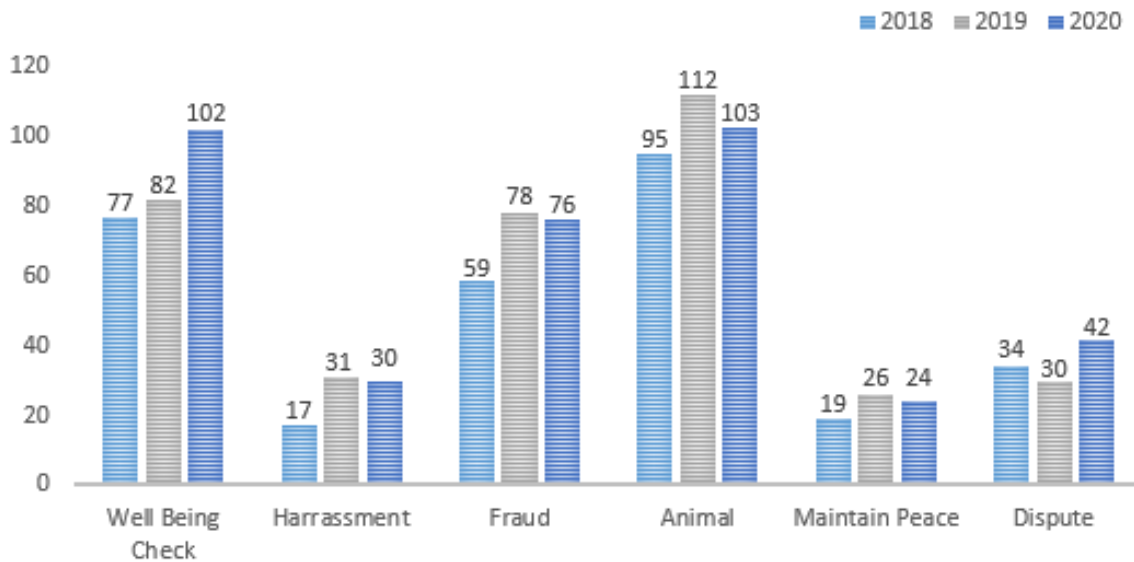
### Total Calls for Service



### QUARTERS 1-3

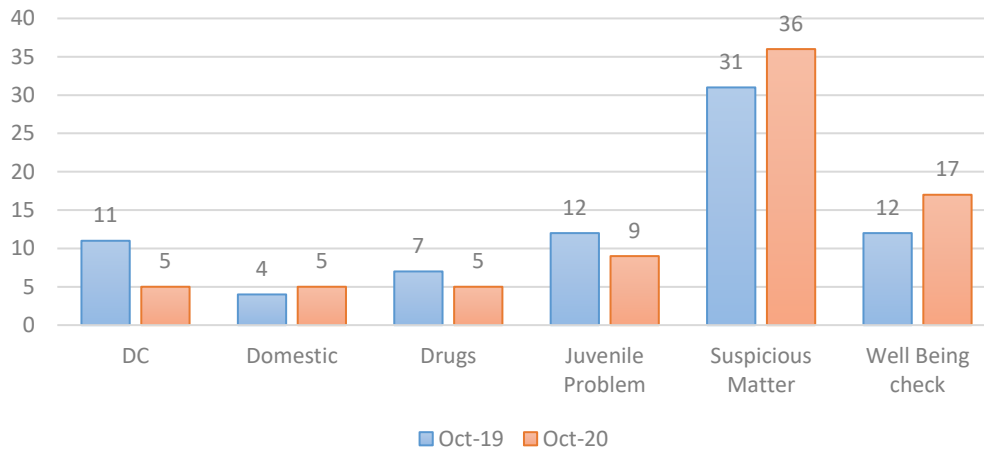


### QUARTERS 1-3

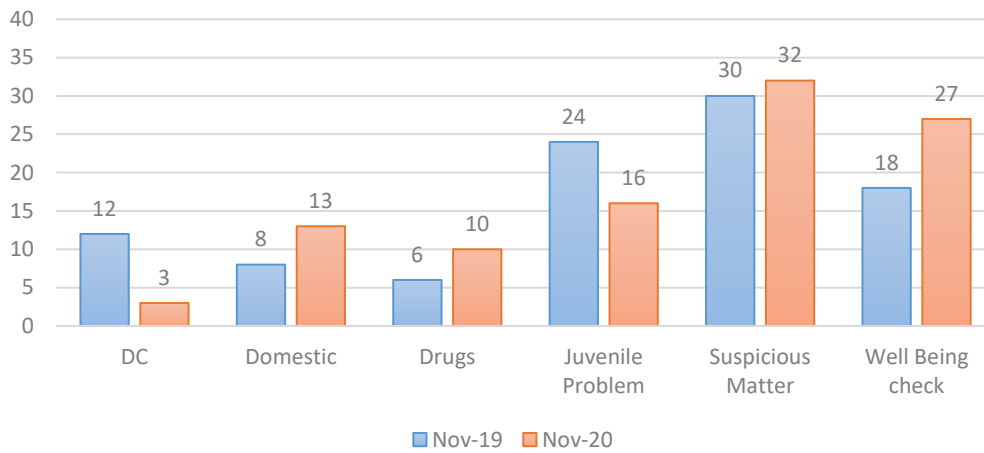




### October Comparison

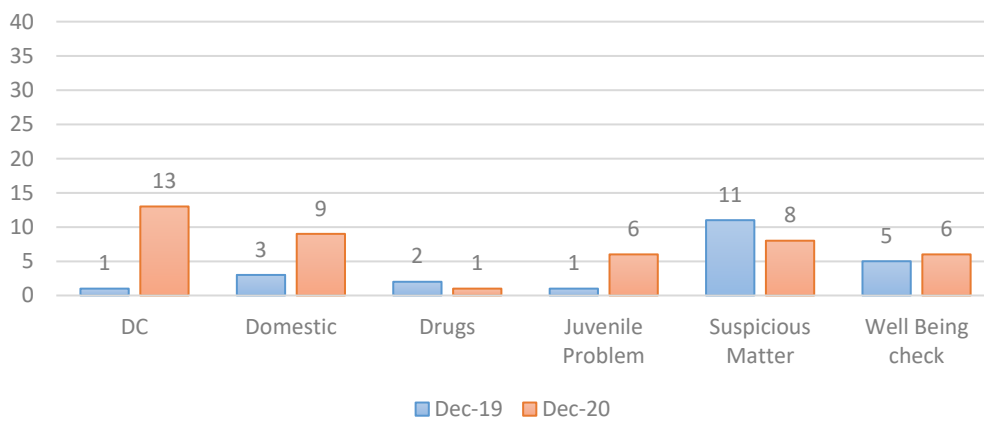


### November Comparison



### December Comparison

December 1 through December 9





**Village of Sussex Fire Department**  
**N63 W24335 Main Street**  
**Sussex, Wisconsin 53089**

Kristopher Grod  
Fire Chief  
Fire Station - *Business*  
262-246-5235  
Fire Station - *FAX*  
262-246-5196

**DATE: December 10, 2020**

**TO: Village of Sussex Public Safety and Welfare Committee**

**FROM: Kristopher Grod, Fire Chief**

**RE: Fire Department Report**

**Average Response Times:** (For emergency responses, time of notification to arrival on scene)

Month	EMS	Fire	Month	EMS	Fire
January			July		
February			August	6:34	4:47
March			September	4:40	5:09
April			October	5:20	3:42
May			November	5:09	4:28
June			December		

**Activity Report**

Incident Type Summary		August 1, 2020 through November 30, 2020	
Incident Type	Count	Percentage of Total	
Fire	8	2.9%	
Overpressure Rupture, Explosion, Overheat (No Fire)	0	0.0	
Rescue and Emergency Medical Service (EMS) Incidents	196	71.0%	
Hazardous Condition (No Fire)	14	5.1%	
Service Call	16	5.8%	
Good Intent Call	16	5.8%	
False Alarm and False Call	26	9.4%	
Severe Weather and Natural Disaster	0	0	
Special Incident Type	0	0	
<b>Total</b>	<b>276</b>	<b>100%</b>	

**Mutual Aid Given – EMS**

Lisbon - 6  
Menomonee Falls - 2  
Germantown - 1

**Mutual Aid Received - EMS**

Lisbon - 9

**Mutual Aid Given – Fire**

Pewaukee – 3  
Merton - 2  
Lisbon – 3

**Mutual Aid Received - Fire**

Lisbon – 7  
Merton – 1

**Fire Department Highlights**

- I am giving members of the department a “homework” assignment that I would like to be completed over the next month and a half. This assignment involves utilizing a Strengths, Weaknesses, Opportunities, Threats (SWOT) analysis to grow our organization. The primary objective of a SWOT analysis is to help organizations develop a full awareness of all the factors involved in making decisions that affect them. My plan is to use our SWOT analysis to discover recommendations and strategies, with a focus on leveraging strengths and opportunities to overcome weaknesses and threats.
- The fire department has applied to be a COVID-19 vaccination site that will allow us to administer vaccines to our staff and front-line workers. This may branch out to allow us to vaccinate the public.
- We will be looking at beginning the process for hiring two (2) full-time Lieutenants for the fire department in early 2021.