

# RECOMMENDATIONS MEETING

# McMahon Public Safety & Municipal Management Group

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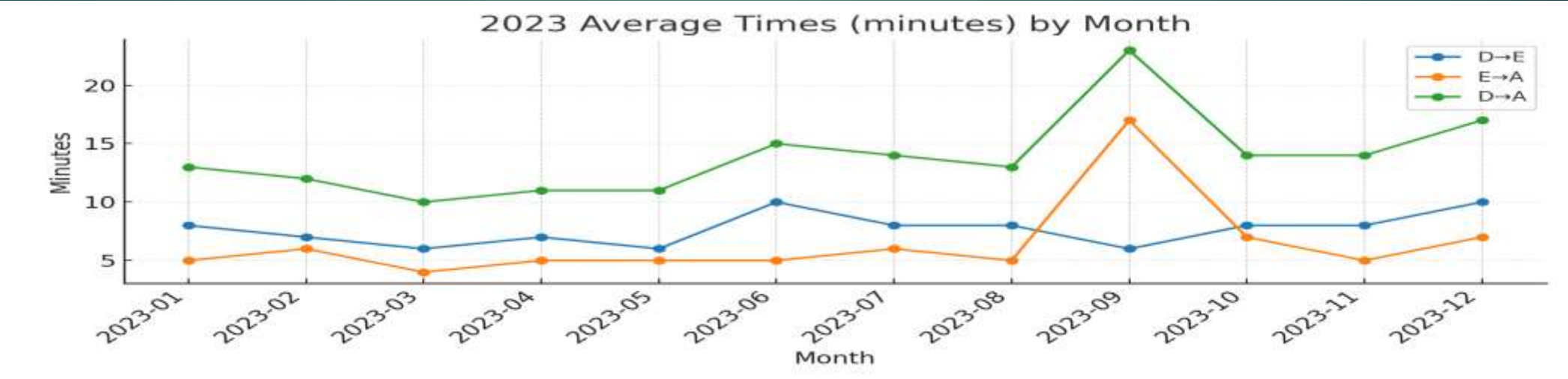
VILLAGE OF HARRISON FIRE DEPARTMENT STAFFING STUDY,  
INTERGOVERNMENTAL COST SHARE EVALUATION, AND AMBULANCE SERVICE  
ANALYSIS



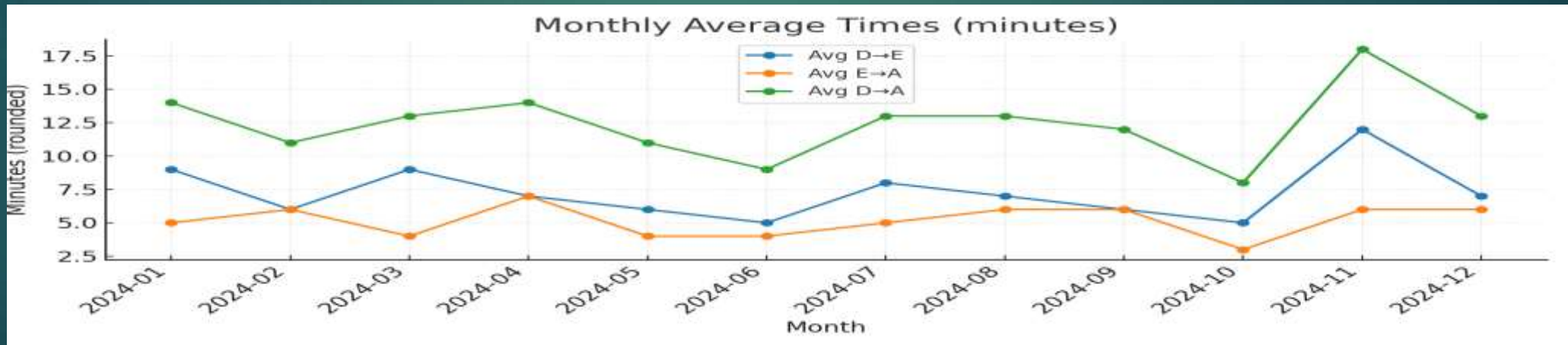
# Recommendations and Findings

- ▶ Fire Department Staffing Study
  - ▶ What Staffing Options are Feasible? What are Costs of Options?
  - ▶ When should Harrison go to full-time status?
  - ▶ What type of funding will offset costs?
  - ▶ What positions will/would need to be added?
- ▶ Intergovernmental Cost Share Model Evaluation
  - ▶ Sharing Fire and EMS services with the Village of Sherwood and the Town of Woodville
  - ▶ Is current formula correct?
  - ▶ What are some samples of other shared service formulas?
  - ▶ Harrison Options
- ▶ Ambulance Service Analysis
  - ▶ Current Transport service is Gold Cross Ambulance
  - ▶ If Gold Cross Ambulance begins to charge per capita, what are Village of Harrison's options?
  - ▶ What would be start-up costs to fund an ambulance for Village of Harrison?

# Response Times - 2023



# Response Times - 2024



If it wasn't for Station 60, the average response times would be much higher

# Fire Department Staffing

## Option A – Training Officer (FT)



<b>DAY-TIME STAFFING MODEL – HARRISON FIRE RESCUE</b>			
<b>MONDAY – FRIDAY</b>			
<b>TARGET IMPLEMENTATION 2027</b>			
<b>POSTION</b>	<b>NUMBER</b>	<b>FULL TIME/PART TIME/ON CALL</b>	<b>HOURS</b>
<b>Fire Chief</b>	1	FT	Daytime, M-F
<b>CRRO – Captain</b>	1	FT	Daytime, M-F
<b>Training Officer</b>	1	FT	Varies, 40 hrs/week
<b>Paid-on-Call FFs</b>	55	On-Call	On-Call
<b>Paid-on-Call EMRs</b>	17	On-Call	On-Call

Difference over 2026 Budget = \$139,280  
 (Includes Salaries and Benefits)

# Benefits of Training Officer

- ▶ A FT Training Officer could help manage hours and set up stipulations on how training could work between Day Staff and POCs.
- ▶ Day Staff and POCs Streamline Training.
- ▶ Set a guideline both groups must train “x” hours per month, year, etc.
- ▶ Set a guideline that both groups reach a certain percentage of offered trainings.
- ▶ Conduct the same training for both groups and have the day staff periodically train with the POCs at night.
- ▶ Keep track of training hours within categories and have mandatory make up sessions.
- ▶ Relieves Fire Chief of Training Responsibilities.

# Fire Department Staffing

## Option B – Driver Operator (PT) & Firefighter (PT)

DAY-TIME STAFFING MODEL – HARRISON FIRE RESCUE			
MONDAY – FRIDAY			
TARGET IMPLEMENTATION 2027			
POSTION	NUMBER	FULL TIME/PART TIME/ON CALL	HOURS
Fire Chief	1	FT	Daytime, M-F
CRRO – Captain	1	FT	Daytime, M-F
Driver Operator	1	PT	8am-4pm
Firefighter	1	PT	8am-4pm
Paid-on-Call FFs	55	On Call	On Call
Paid-on-Call EMRs	17	On Call	On Call

Difference over 2026 Budget = \$50, 970  
(Includes Salaries and Benefits)

# Fire Department Staffing

Option C – Training Officer (FT), Driver Operator (PT) & Firefighter (PT)

DAY-TIME STAFFING MODEL – HARRISON FIRE RESCUE			
MONDAY – FRIDAY			
TARGET IMPLEMENTATION 2027			
POSTION	NUMBER	FULL TIME/PART TIME/ON CALL	HOURS
Fire Chief	1	FT	Daytime, M-F
CRRO – Captain	1	FT	Daytime, M-F
Training Officer	1	FT	Varies, 40 hrs/week
Driver Operator	1	PT	8am-4pm
Firefighter	1	PT	8am-4pm
Paid-on-Call FFs	55	On Call	On Call
Paid-on-Call EMRs	18	On Call	On Call

Difference over 2026 Budget = \$178,480  
 (Includes Salaries and Benefits)

# Fire Department Staffing

Option D – Training Officer, Captain, Driver Operator, Firefighter  
(24/7/365)

DAY-TIME STAFFING MODEL – HARRISON FIRE RESCUE			
7 Days a Week – 24 Hours a Day			
TARGET IMPLEMENTATION 2027			
POSTION	NUMBER	FULL TIME/PART TIME/ON CALL	HOURS
Fire Chief	1	FT	Daytime, M-F
CRRO – Captain	1	FT	Daytime, M-F
Training Officer	1	FT	Mon-Fri
Admin Assist	1	FT	8am-4pm
Officer - Captain	3	FT	24-hour Shift
Driver Operator	3	FT	24-hour Shift
Firefighter	9	FT	24-hour Shift
Paid-on-Call FFs	55	On Call	On Call
Paid-on-Call EMRs	17	On Call	On Call

Difference over 2026 Budget = \$1,884,520  
(Includes Salaries and Benefits)

# When Does Harrison Go To Full Time Status?

- ▶ **Volunteer Availability and Response Gaps** – Typically short staff during daytime hours, weekends, and holidays.
- ▶ **Call Volume and Workload** – An increase in workload with Inspections, Re-Inspections, Pre-Fire Planning, Plan Approval, Meetings, Training, Seminars, Managing Multiple Stations, Call Volume, Managing Employees during daytime and evening, Fire Department Planning, etc. (1.5 Calls Per Day)
- ▶ **Response Times** – When turnout and response times are more than what NFPA 1720 recommends. Depends on Response Zone (Urban, Suburban, Rural, Remote).
  - ▶ Urban – 9 min 90%, Suburban 10 min 80%, and Rural 14 min 80% of the time
  - ▶ Must be able to initiate attack within 2 minutes of arrival, 90% of the time
- ▶ **NFPA and OSHA Standards** – 2 In / 2 Out Rule. (Wisconsin Safety Prof Services 330)
- ▶ **Community Growth and Risk Profile**
- ▶ **Financial Feasibility**
- ▶ **Long Term Sustainability**
- ▶ **Burnout of Existing Staff**

# Daytime Staff

## What Can They Do?

- ▶ Fire and Apparatus Readiness
  - ▶ Apparatus and Equipment Checks: Tools, Pump Tests, Hose Testing, and Maintenance (Daily, Weekly, Monthly)
  - ▶ Station Maintenance (Mowing Lawn, Snow Removal, Cleaning Stations, Minor Repairs)
  - ▶ Inventory and Supply Management (SCBAs, Fit Testing, Flow Testing of Air Bottles and Packs)
- ▶ Training and Professional Development
  - ▶ Training, setting up for evening training, Updating of SOGs/SOPs
  - ▶ Pre-Incident Planning and Fire Inspections
- ▶ Community Risk Reduction
  - ▶ Station Tours, School Programs
  - ▶ Training for Businesses (e.g. Extinguisher Training)
  - ▶ Work with Water Department with Hydrants
- ▶ Emergency Response

# Intergovernmental Cost Share Model

## Factors to Consider

Weight of Criteria	
Population	30%
Calls – Fire	30%
Equalized Value	30%
Area (sq. mi.)	10%
Weighted Share	
Harrison, V.	77.6%

# Intergovernmental Cost Share Model

Using 2025 Operating Expenditures and 20-year Capital Projections

Using 2025 Budget Figures				Harrison	Sherwood	Woodville
Expenditures		\$ 637,900		\$ 494,730	\$ 114,874	\$ 28,296
Est. Village Overhead	5%	\$ 31,895		\$ 24,736	\$ 5,744	\$ 1,415
Gross Expenditures		\$ 669,795		\$ 519,466	\$ 120,618	\$ 29,711
Less: Revenues from each Muni		\$ (271,000)		\$ 79,000	\$ 23,041	\$ 2,038
Net Cost		\$ 398,795		\$ 440,466	\$ 97,577	\$ 27,673
Share of Capital Costs		\$ 842,185		\$ 653,165	\$ 151,662	\$ 37,358
average per year over 20 years						
based on current capital plan						
Total Operating + Capital cost per year		\$ 1,240,980		\$ 1,093,632	\$ 249,239	\$ 65,031

Weighted Share	
Harrison, V.	77.6%
Sherwood, V.	18.0%
Woodville, T (served by HFD)	4.4%

# Recommendations

- ▶ McMahon and Staff Recommend – Option C for Future Staffing
  - ▶ Training Officer (FT), Driver Operator (PT) & Firefighter (PT)
  - ▶ Total Additional Cost in 2027 = \$178,480
  
- ▶ McMahon and Staff Recommend the Weighted Share Model of:
  - ▶ Village of Harrison                      77.6%
  - ▶ Village of Sherwood                      18.0%
  - ▶ Town of Woodville                      4.4%
  - ▶ Revisit Cost Sharing at least every 3-5 years

# Ambulance Service Analysis

## Steps to Start Own Ambulance

- ▶ Decide the level of service you would provide (EMT, A-EMT, or Paramedic)
  - ▶ If EMT level, GCA or Medic provider would still have to transport all Paramedic level type calls.
  - ▶ Can only transport patients from level of service with level of type of call
- ▶ Initial Feasibility (Cost Analysis)
- ▶ Contact DHS Regional EMS Coordinator for guidance and forms needed
- ▶ Prepare the EMS Provider Operational Plan and apply for a provider license (E-Licensing)
- ▶ Appoint a Medical Director and document medical oversight
- ▶ Staffing & Credentialing
- ▶ Training & Scope upgrades
  - ▶ Determine level of service, current members may need further certification requirements

# Ambulance Service Analysis

## Steps to Start Own Ambulance

- ▶ Vehicle procurement & DOT / vehicle standards
  - ▶ Decide what ambulance type I,II, or III.
  - ▶ Determine type of Equipment
  - ▶ Spare Ambulance should be included and in operational plan
- ▶ Medical Control and Substance Handling
- ▶ Draft Policies, protocols, QA/QI and documentation
- ▶ Billing & finance operations (Vendor or Internal)
- ▶ Mutual aid / interfacility / intercept agreements
- ▶ Inspections & final DHS approval
  - ▶ DHS satisfied with your operational plan, vehicle compliance, staffing, and medical oversight
- ▶ Ongoing compliance

# Ambulance Service Analysis

## Revenue vs. Expenses – Year 1

<b>Expenses</b>	Salaries, Personnel, and Administration		(\$421,460)
	Based on 24 hours a day, 7 days a week, \$18.25 (per hour)		
<b>Expense</b>	Purchase of 2 Ambulances and Equipment + Contingency Fund (10%)		(\$810,150)
<b>Revenue</b>	Based on 550 Calls		\$230,935
	60% ALS @ \$1,800		
	40% BLS @ \$1,100		
<b>Balance</b>	Expense vs Revenue		(\$1,000,675)

# Questions / Comments

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