FIRE STAFFING STUDY, INTERGOVERNMENTAL COST SHARE MODEL EVALUATION, AND AMBULANCE SERVICE ANALYSIS

Prepared for

VILLAGE OF HARRISON and HARRISON FIRE-RESCUE

CALUMET COUNTY, WISCONSIN

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McMAHON ENGINEERS ARCHITECTS

I. INTRODUCTION

McMahon Associates, Inc. was retained by the Village of Harrison to conduct a fire department staffing study, intergovernmental cost share model evaluation, and an ambulance service analysis. Included in this analysis was identification of current operations and how current and future operations (growth) will impact response times, budgets, equipment, and facilities. This project will also review barriers and opportunities to achieve a service level and funding that will share the vision and expectation of the community. The development and comparison of intergovernmental cost share models with partnering communities and future plans with EMS as service demand continues to grow will also be included within this project analysis.

II. PROJECT WORK TASKS

To complete the objectives set forth in the Study RFP, McMahon evaluated the operations of Harrison Fire-Rescue to provide recommendations to improve its current operations. The McMahon Team also studied future growth in the community to develop a future needs analysis for the Village of Harrison and Harrison Fire-Rescue, along with the communities served by Harrison Fire-Rescue.

In conducting this study, McMahon consulting staff met with the Fire Chief, members of the Department, Harrison Village Manager, Harrison Village Finance Director, Harrison Village President, Harrison Village Board Members, and representatives of the Village of Sherwood, Town of Woodville, and Gold Cross Ambulance. The Fire Chief also provided a wide range of documentation to McMahon, including budgets, call data, policies, procedures, etc.

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

1. Developed a project team of appropriate users and stakeholders to oversee and participate in the project.
2. Conducted a Project Planning Meeting with the McMahon 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 Harrison Fire-Rescue. In conducting this study, we met or conducted telephone interviews with the following personnel:
   - Harrison Fire Chief and Chief Officers
   - Harrison Village Manager, Village Finance Director, Village President, and members of the Village Board
   - Harrison Fire Commission Chair
   - Harrison Fire-Rescue Captains and Lieutenants
   - Woodville Town Board
   - Sherwood Village Administrator

   Interviews and observations primarily focused on the following:

   - Current fire operations, staffing, and levels of service
   - Fire personnel workload, call volume, and activity.
   - Administrative organizational structure
   - Governance structure
   - Cost Sharing among municipalities
   - Budget and capital needs
   - Department policies and procedures
   - Analysis of regulations and rules of the Department
   - Facilities and Major Equipment
   - Department training
   - Insurance Services Office (ISO) Standards

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 Department workflows and processes to analyze and develop potential organizational and operational changes to improve efficiencies and effectiveness. 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
   - Community Risk Reduction Programs
   - Physical Resources
   - Human Resources
   - Training and Competency
   - Essential Resources
   - External System Relations

- Health and Safety

7. Determined any public safety industry standards and trends related to the Department's operational requirements. During the development of all recommendations, McMahon 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 review and future needs analysis, utilizing the information provided by the documentation received, the interviews, review of 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 organizational culture.
   - Review of Department policies and procedures.
   - Analysis of personnel and staffing needs.
   - Analysis of current governance structure.
   - Recommended an effective implementation plan.

9. Facilitated a recommendation meeting to present preliminary recommendations and obtain feedback from the Project Team.

10. Listed and described the findings and recommendations on the Fire Department's 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 McMahon'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. Changes to the analysis based on the returned comments were made. Produced and delivered copies of the final document to the Project Team.

14. Presented the findings and recommendations of the analysis to the Village Board.

III. HARRISON FIRE-RESCUE OVERVIEW

Harrison Fire-Rescue (HFR) provides fire and emergency services to the Village of Harrison, the Village of Sherwood, and part of the Town of Woodville, all in Calumet County, Wisconsin. Harrison Fire-Rescue formed in 1918. Total geographic area of HFR's service area is approximately 45.99 square miles (Village of Harrison 31.87, Village of Sherwood 3.52, and Town of Woodville 10.6).

Population Projection: Harrison Fire-Rescue provides fire and emergency services to approximately 18,621 residents. The Village of Harrison is rapidly growing along Midway Road/Lake Park Road corridor and along the County Highway N corridor. The Wisconsin Department of Administration (DOA) issued a report with population projections in 2013 for municipalities in the State. The report projected the Village of Harrison would have a population of 12,418 in 2020. The 2020 Census identified the population of the Village to be 12,418. The DOA projects the population of the Village will be 19,851 by 2040. Small decreases in population are projected for the two communities served by Harrison Fire-Rescue in the next fifteen years.

	Harrison Fire-Rescue Service Area			
	Population Analysis**			
Municipality	**2020 Census**	**2023 Final Estimate**	**2030 Estimate**	**2040 Estimate**
Village of Harrison	12,418	15,090	16,591	19,851
Village of Sherwood	3,271	3,358	3,224	3,191
Town of Woodville	850	847	694	573
Service is provided to a portion of the Town of Woodville. Population data for entire town.				
Source: Wisconsin Department of Administration				

Equalized Value Comparison: The service area of the Harrison Fire-Rescue had a value of approximately $2.62 Billion in 2024. The table below shows the equalized value that Harrison Fire-Rescue is tasked to protect.

	Harrison Fire-Rescue Service Area			
	Equalized Value			
Municipality	**2021**	**2022**	**2023**	**2024**
Village of Harrison	$1,351,986,400	$1,617,243,900	$1,906,862,300	$2,066,082,000
Village of Sherwood	$361,890,600	$431,852,200	$491,285,500	$526,005,200
Town of Woodville	$20,204,460	$22,775,976	$25,792,900	$28,328,600
Service is provided to a portion of the Town of Woodville. Value data for protected areas only.				
Source: Wisconsin Department of Revenue/Calumet County GIS				

Fire Department Organizational Structure: The Fire Department currently operates out of two fire stations. The Fire Department has two full-time employees: a Fire Chief and a Community Risk Reduction Officer (CRRO). The Fire Department also has volunteers/paid-on-call personnel who are part of the fire department and the first responders. At the time of the study, Harrison Fire-Rescue had sixty-eight (68) members, including Fire and EMS members, some of which serve dual roles. Operating within Harrison Fire-Rescue, Harrison First Responders provide EMS services as a Wisconsin licensed Emergency Medical Responder (EMR) service to assist Gold Cross Ambulance in the provision of emergency services to the citizens it serves. ***The organizational structure is shown in Section VII, Appendix A.***

Positions are assigned as follows:

RANK	FIRE CHIEF		
	Station 60	**Station 70**	**First Responders**
Deputy Chief	1	1	1
Assistant Chief	1	1	
Community Risk Reduction Officer (FT)		1	
Captain	3	3	1
Lieutenant	3	3	1
Firefighters/First Responders	22	22	15
Secretary		1	
TOTAL	30	32	18

Harrison Fire-Rescue EMS Members Certification Level	**# Certified**
Emergency Medical Responder-EMR	4
Emergency Medical Technician-EMT	8
Paramedic	4
Registered Nurse (RN)	2
Nurse Practitioner (NP)	1

Call Volume Analysis: The primary purpose of a fire department is to protect people 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 volume. Incident response data was reviewed by the McMahon Team for 2022, 2023, and 2024.

Calls for service slightly decreased in 2023 compared to 2022, however, fires increased by 49% over the same period. In 2024 fires decreased by about 48% but Emergency medical services (EMS) calls accounted for the greatest number of calls (471 – 78%) when breaking calls for service down by National Incident Reporting System (NFIRS) categories. In many departments in the United States, EMS accounts for 75% of calls for service.

Incident Type	2022			2023			2024	
	Calls	%		Calls	%		Calls	%
Fire	22	5%		42	8%		24	4%
Rupture/Explosion	0	0%		0	0%		1	0%
Rescue and Emergency Medical Services Incident	199	43%		452	70%		471	78%
Hazardous Condition (No Fire)	23	5%		31	5%		52	9%
Service Call	22	5%		31	5%		7	1%
Good Intent Call	84	18%		38	6%		36	6%
False Alarm & False Call	113	24%		38	6%		15	2%
Severe Weather & Natural Disaster	0	0%		0	0%		0	0%
Special Incident Type	0	0%		0	0%		0	0%
TOTAL	**463**	100%		**632**	100%		**606**	100%

IV. FIRE DEPARTMENT STAFFING NEEDS

Harrison Fire-Rescue currently operates as a paid-on-call volunteer department, responding to approximately 606 calls annually and providing essential fire suppression, all-hazards, and EMS services at the Emergency Medical Responder (EMR) level to the community. As the Village experiences continuous growth and increasing service demands, it is imperative to evaluate the current staffing model, baseline services, costs, ISO rating, employee burnout, retirements, and response times to ensure the department can meet evolving community expectations.

One of the goals for McMahon was to examine the department's ability to provide higher service levels in future years and evaluate multiple staffing models—including daytime staffing during the weekday and eventually transitioning to full-time or shared service arrangements. The analysis includes organizational charts, administrative support needs, impacts of training, financial implications, and capital requirements for apparatus, equipment, and facilities.

Key findings in the fire service nationwide indicate that while the current model is cost-effective, it faces challenges in future recruitment, retention, and response reliability. Alternative models, such as a combination or a shared service approach which offer improved service levels and sustainability will require careful financial planning and stakeholder engagement. The report also explores the feasibility and cost-benefit of providing in-house ambulance service, including startup costs, revenue projections, and potential cost-sharing opportunities with neighboring communities.

Transitioning to daytime staffing in a paid-on-call fire department brings several key benefits beyond improved response times and more predictable staffing, especially in communities like Harrison where daytime response can be limited. Daytime staffing ensures that trained personnel are immediately available for the first response, reducing reliance on members who may work other jobs during the day, and improving compliance with the 2 In/2 Out standard for

fireground safety. The Occupational Safety and Health Administration (OSHA) sets the 2 in/2 out rule, which is located in the Respiratory Protection Standard (29 CFR 1910.134(g)(4)(i)). This regulation mandates that at least two firefighters remain outside an Immediately Dangerous to Life and Health (IDLH) structure to rescue the two or more firefighters working inside. Faster turnout and higher on scene staffing numbers mean more effective incident management and victim rescue.

Full-time daytime personnel can reliably address fire prevention tasks such as fire inspections, public education, hydrant testing, and community risk reduction work, which are often difficult to complete with sporadic availability of paid-on-call or volunteer members during business hours. With dedicated daytime crews, there is time during the day for equipment maintenance, station maintenance, hose testing, cleaning, and scheduled training, resulting in higher overall department readiness and better compliance with standards and policies. Paid-on-call staff may have limited time or inconsistent scheduling for outside training, so full-time day staff can anchor department skills and serve as mentors. Full-time staff allow the department to keep up with reporting, recordkeeping, personnel management, and coordination with other agencies, which can be difficult to accomplish when leadership and firefighters are only sporadically available. Transitioning toward a combination or a career model with daytime staffing has been shown to improve morale and retention, as members are less likely to feel burned out or unsupported during high-call periods, weekdays, holidays, and weekends.

REASONS FOR DAYTIME STAFFING:

REASON	EXPLANATION
Faster Response, Better Safety	On-Duty Crew Improves Turnout, Response Times, and Compliance
Reliable Safety and Fire Prevention Duties	Inspections, Re-Inspections, Pre-Planning, Emergency Planning, and Public Education Outreach
Training and Maintenance	Hose Testing, Preventative Maintenance, Similar Training Throughout, and Mentoring
Admin and Interagency Work	Ensures Department Continuity, Scheduling, Compliance, Meetings with Neighboring Fire Departments, and Reporting
Recruitment and Retention	Enhanced Career Pathways and Less Burnout

Based on current growth in demand for service McMahon recommends that the Harrison Fire-Rescue plan to implement additional daytime staffing by 2027.

The options, projected costs, pros and cons of each option, and recommended option are shown below.

DAYTIME STAFFING – OPTION A

Option A consists of Harrison Fire-Rescue hiring a full-Time Operations/Training Officer. Hiring an Operations/Training Officer gives Harrison Fire-Rescue 3 full-time and/or daytime personnel for a minimum of a three (3) person engine company response to daytime emergencies. The total cost of this option is an additional $127,510 annually, including benefits.

Option A: Hire a Full-Time Operations/Training Officer

DAYTIME STAFFING MODEL – HARRISON FIRE-RESCUE			
MONDAY – FRIDAY			
TARGET IMPLEMENTATION 2027			
POSITION	**NUMBER**	**FULL-TIME/ PART-TIME/ON CALL**	**HOURS**
Fire Chief	1	FT	Daytime, M-F
CRRO – Captain	1	FT	Daytime, M-F
Operations/Training Officer	1	FT	Varies, 40 hrs./wk.
Paid-on-Call FFs	50-60	On-Call	On-Call
Paid-on-Call EMRs	17	On-Call	On-Call

Pros and Cons of Hiring a Full-Time Operations/Training Officer

The following section provides a balanced assessment of the advantages and disadvantages of hiring a full-Time Operations/Training Officer prior to adding daytime firefighters. This ensures transparency and supports informed decision-making for the Fire Chief and the rest of Harrison Fire-Rescue Paid-On-Call (POC) members.

While the Operations/Training Officer position may increase daytime coverage, it is a critical foundational step that prepares Harrison Fire-Rescue for long-term operational success, consistency, and growth. Mitigation strategies — such as clear role definition, measurable training outcomes, and transparent communication — can address most challenges effectively.

PROS (Advantages)	CONS (Challenges)
Establishes standardized and compliant training foundation (NFPA, ISO).	Additional staff person not as robust for responses as Option B.
Improves firefighter safety and reduces liability exposure.	Higher initial cost.
Develops internal candidates for future full-time roles.	Requires clear integration with volunteer officers.
Enhances ISO ratings and public trust in professional standards.	Potential resistance from existing personnel due to cultural adjustment.
Supports daytime operations and provides additional leadership & response presence.	May delay direct staffing investment for immediate coverage needs.
Improves retention and recruitment through structured development programs.	

Develops streamline training between daytime firefighters and POC firefighters.	
Could create a faster response to EMS emergencies.	

DAYTIME STAFFING – OPTION B

The addition of a part-time Driver Operator and a part-time Firefighter provides the Fire Chief with increased operational flexibility while maintaining appropriate staffing for engine company responses. With this staffing model, the engine company can respond with the CRRO Captain, Driver Operator, and Firefighter independent of the Fire Chief's availability. This allows the Fire Chief to exercise discretion in responding to incidents, rather than being required to staff the engine company for every call.

This flexibility is particularly important when the Fire Chief is engaged in administrative duties, attending meetings, operating outside of the department's service area, or otherwise unavailable to respond directly on the engine. In such circumstances, the Fire Chief may still elect to respond in the command vehicle to assume the role of Incident Commander, thereby supplementing the initial response and ensuring effective incident management. This approach allows for an initial on-scene staffing level of four (4) personnel to support early fireground operations while preserving continuity of command and operational oversight. The total cost of adding the daytime Driver Operator and the Daytime Firefighter, both part-time, is approximately $39,200 annually. Due to the use of Paid-on-Call (POC) employees to fill these pooled, part-time shifts, the budget for POCs has been reduced, resulting in a lower net cost for the new positions shown below.

Option B: Hire a Driver Operator (PT) and a Firefighter (PT)

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

Pros and Cons of Hiring a Driver Operator and Firefighter to Work Part-time Hours

The following section provides a balanced assessment of the advantages and challenges of hiring Part-time Driver Operators and a Part-time Firefighter to work Monday – Friday to cover daytime hours. This ensures that one (1) engine company could respond with a crew of three (3) or four (4) members.

PROS (Advantages)	CONS (Challenges)
Establishes 2 in/2 out rule, in some instances.	No guarantee all 4 employees will be working on same tasks if call comes in.
Help with additional duties around the stations.	Potential resistance from existing personnel due to cultural adjustment.
Fills daytime staffing needs.	May have to respond as a 3-person engine company if Fire Chief is at meetings or conducting other business.
Develops internal candidates for future full-time roles.	Requires clear integration with all members.
Can begin to enhance ISO ratings and public trust in professional standards.	Would need to develop and keep track of pool of driver operators and firefighters to staff the two (2) positions Monday-Friday.
CRRO Captain can conduct inspections with engine company and respond to calls.	Additional clerical time to manage hours.
Improves firefighter safety and reduces liability exposure.	Would also require the daytime staff certified as EMRs
Supports needed daytime operations.	Finding enough daytime staff (a pool) to cover weekly day shifts.
A pool of part-time firefighters would have to be put together on a list; the pool would help the Village avoid costs of some firefighters reaching the 1,200 hour WRS threshold.	
Could create a faster response to EMS emergencies.	

DAYTIME STAFFING – OPTION C

The addition of a full-time Operations/Training Officer, supported by a daytime part-time Driver Operator and a daytime part-time Firefighter, enhances both operational readiness and organizational effectiveness. Under this staffing model, the engine company can be staffed during daytime hours with a minimum of four (4) qualified personnel, the CRRO, Operations/Training Officer, the Driver Operator, and the Firefighter—allowing the unit to respond independently of the Fire Chief.

This structure provides the Fire Chief with increased flexibility to focus on administrative, intergovernmental, and strategic responsibilities without compromising emergency response capability. When available, the Fire Chief can still elect to respond in a command vehicle to assume Incident Command, thereby strengthening early incident management and increasing on scene staffing to five (5) personnel for initial fireground operations. When the Fire Chief is

unavailable due to other obligations, the Officer of the engine company ensures continuity of command, supervision, and decision-making at the incident level.

In addition to emergency response benefits, the full-time Operations/Training Officer provides consistent leadership in training delivery, skills maintenance, compliance with state and national standards, and assisting onboarding paid-on-call and part-time personnel. This dual operational and administrative role supports improved safety, reduced liability, and long-term workforce development, while the part-time daytime staffing model improves weekday response reliability without the fiscal impact of fully staffing a daytime career engine company. The total cost of adding the full-time Operations/Training Officer, the daytime Driver Operator, and the Daytime Firefighter, both part-time, is approximately $166,710 annually, including benefits.

Option C: Hiring Operations/Training Officer (FT), Driver Operator (PT), and Firefighter (PT)

DAYTIME STAFFING MODEL – HARRISON FIRE-RESCUE			
MONDAY – FRIDAY			
TARGET IMPLEMENTATION 2027			
POSITION	**NUMBER**	**FULL-TIME/ PART-TIME/ON CALL**	**HOURS**
Fire Chief	1	FT	Daytime, M-F
CRRO – Captain	1	FT	Daytime, M-F
Operations/Training Officer	1	FT	Varies, 40 hrs./wk.
Driver Operator	Pool	PT	8am-4pm
Firefighter	Pool	PT	8am-4pm
Paid-on-Call FFs	55	On Call	On Call
Paid-on-Call EMRs	17	On Call	On Call

Pros and Cons of Hiring an Operations/Training Officer (FT), Driver Operator (PT), and Firefighter (PT)

The following section provides a balanced assessment of the advantages and challenges of hiring a full-time Operations/Training Officer, Part-time Driver Operator, and a Part-time Firefighter. This ensures that one (1) engine company could respond with a four (4) person crew.

PROS (Advantages)	CONS (Challenges)
Establishes standardized and compliant training foundation (NFPA, ISO).	Cost compared to 2025 budget.
Improves firefighter safety and reduces liability exposure.	Finding enough daytime staff (a pool) to cover weekly day shifts.
Develops internal candidates for future full-time roles.	Requires clear integration with volunteer officers.
Enhances ISO ratings and public trust in professional standards.	Potential resistance from existing personnel due to cultural adjustment.
Supports daytime operations and provides additional leadership presence.	Additional clerical time to manage hours.
Improves retention and recruitment through structured development programs.	
Develops streamline training between daytime firefighters and POC firefighters.	

Establishes 2 in/2 out rule.	
Could create a faster response to EMS emergencies.	

FIRE DEPARTMENT STAFFING – OPTION D

An alternative staffing option is the establishment of full-time, 24/7 fire department operations, supported by the addition of a full-time Administrative Assistant. This model would provide continuous, on-duty staffing and significantly enhance operational reliability, command continuity, and administrative efficiency. Under this approach, the department would add three (3) Captains, three (3) Driver Operators, nine (9) Firefighters, and one (1) full-time Operations/Training Officer to support round-the-clock coverage.

The 24/7 staffing model ensures that an engine company is immediately available at all times with a consistent, qualified crew, reducing reliance on call-back or paid-on-call availability and improving response times, particularly during overnight and weekday hours. Company-level supervision would be maintained on every shift through the assignment of a Captain, while the Operations/Training Officer provides department-wide leadership in training, professional development, certification compliance, and operational standardization.

The addition of a full-time Administrative Assistant allows the Fire Chief and command staff to focus on strategic leadership, operational oversight, and community risk reduction by transferring routine administrative functions such as records management, payroll support, scheduling coordination, purchasing documentation, and compliance reporting. This support role increases organizational efficiency, improves accountability, and reduces administrative holdups as the department transitions to a more complex full-time staffing structure.

Overall, this model represents a significant organizational investment but offers the highest level of service delivery, staffing consistency, and organizational resilience. It aligns with best practices for communities seeking predictable emergency response, enhanced firefighter safety, and sustained compliance with applicable state and national standards, while positioning the department for long-term growth and increased service demands.

While the transition to a full-time, 24/7 staffing model represents a significant enhancement to service delivery, the continued integration of Paid-on-Call (POC) and Emergency Medical Responder (EMR) personnel remains a critical component of the department's overall staffing strategy. Retaining a POC workforce provides operational depth, surge capacity, and cost-effective staffing support that complements full-time personnel, particularly during high-demand incidents, multiple-alarm responses, extended operations, and large-scale or concurrent emergencies.

Under this model, POC and EMR members would continue to support fire suppression, EMS response, incident rehabilitation, staffing of secondary apparatus, and coverage during planned events, training, and community activities. Although the department may not maintain its current staffing levels as full-time staffing is implemented, a reduced but sustainable POC and EMR contingent would remain essential to maintaining operational resilience and community-based response capability.

Maintaining a POC component also preserves local knowledge, community engagement, and a recruitment pipeline for future full-time positions, while allowing the department to scale staffing appropriately without incurring the full cost of additional career positions. This blended staffing approach balances reliability and fiscal responsibility by leveraging full-time personnel for immediate, consistent response, while utilizing POC and EMR members to provide flexible support and expand response capacity as needed.

Overall, the combination of full-time, 24/7 staffing with a retained POC and EMR force ensures a layered and adaptable response model. This approach enhances firefighter safety, improves service continuity, and supports long-term workforce sustainability while acknowledging that staffing composition may evolve over time in response to operational demands, budget constraints, and recruitment trends.

The total cost of adding the full-time Training Officer as well as full-time 24/7 coverage is approximately $1,872,750, including benefits.

Option D: Hire FT Firefighters to Work 24 Hours – 7 Days a Week (Includes Daytime Admin Assistant)

DAYTIME STAFFING MODEL – HARRISON FIRE-RESCUE			
7 Days a Week – 24 Hours a Day			
TARGET IMPLEMENTATION 2027			
POSITION	**NUMBER**	**FULL-TIME/ PART-TIME/ON CALL**	**HOURS**
Fire Chief	1	FT	Daytime, M-F
CRRO – Captain	1	FT	Daytime, M-F
Operations/Training Officer	1	FT	Varies, 40 hrs./week
Admin Assistant	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	50-60	On Call	On Call
Paid-on-Call EMRs	17	On Call	On Call

Pros and Cons of Hire Full-time Firefighters to Work 24 Hours – 7 Days a Week

The following section provides a balanced assessment of the advantages and disadvantages of hiring full-time firefighters 24 hours a day, 7 days a week. This ensures that one (1) engine company could respond with a crew of four (4), twenty-four (24) hours a day, seven (7) days a week.

Pros (Advantages)	Cons (Challenges)
Establishes 2 in/2 out rule.	Potential resistance from existing personnel due to cultural adjustment.
Emergency responses do not have to rely on Fire Chief and the CRRO.	Requires clear integration with all members.
Help with additional duties around the stations.	Would also need to have certified EMRs/EMTs.
Covers the Village with Fire and EMS 24 hours, 7 days a week.	Would need to create tasks for weekend hours that may or may not be completed during weekdays.
Improves Response Times.	Potential for department to unionize. WRS contributions.
Enhances ISO ratings and public trust in professional standards.	Cost increase would require Village of Harrison to conduct a referendum.
Engine crew can conduct inspections as engine company and respond to calls.	Wear and tear on apparatus and equipment.
Improves firefighter safety and reduces liability exposure.	Wear and tear on fire stations (maintenance) because of 24/7 use.
Supports needed daytime, nighttime, and weekend operations.	
Opportunity to work with neighboring career departments.	
Could create a faster response to EMS emergencies.	

McMahon and Village Staff recommend Option C; hiring of a full-time Operations/Training Officer and the hiring of 2 part-time Firefighters to be implemented in 2027 or when deemed appropriate.

SIMILAR SIZED FIRE DISTRICTS/MUNICIPAL FIRE DEPARTMENTS

As part of the analysis, McMahon sought information on similar sized fire districts and municipal fire departments in Wisconsin. The following chart compares Harrison Fire-Rescue with seven (7) fire districts/departments in the State.

Wisconsin Comparable Fire/EMS Agencies						
Agency	**Population**	**2024 Service Calls**	**Fire**	**EMS Transport**	**Stations**	**Current Staffing**
Greenville (2)	13,136	782	Yes	No	1	PT Chief, FT Dep. Chief, FT Fire Inspector, FT Firefighter, 55 POCs, 17 EMRs
Kettle Moraine (2)	7,500	556	Yes	Yes	2	FT Officer, Several PT Dayshift, 30 POCs
Plymouth (Only FT Chief, no daytime staffing)	11,899	357	Yes	Yes, if No Orange Cross Ambulance	1	FT Fire Chief, 30 POCs,
Portage (1)	10,581	527	Yes	Yes	1	FT Chief, FT Training/EMS Chief, 21 FT Firefighters
Richfield (1)	12,500	698	Yes	Yes	2	FT Chief, 12 FT Cross Staffed, 31 POCs
Ripon (2)	11,500	475	Yes	No	1	FT Asst Chief, 10 FF Pool for Day Staff M-F, 25 POCs
Suamico (1)	13,525	560	Yes	No, Contract with County Rescue	2	FT Chief, 2 FT Firefighters, 35-40 POCs

(1) Designates full-time staffing (Portage, Richfield, and Suamico).

(2) Designates daytime staffing (Greenville, Kettle Moraine, and Ripon).

V. INTERGOVERNMENTAL COST SHARE MODEL

The Scope of Work for this staffing study includes the following fiscal issues:

- Evaluate the fiscal impact of staffing changes, including any impact to apparatus or fleet, equipment, facilities, and capital demands.
- Review cost sharing models used by other fire districts to determine the best model for the Village of Harrison.
- Evaluate the current intergovernmental cost share model currently in place to provide Fire/EMS service to the Village of Sherwood and the Town of Woodville.
- Analyze potential revenue streams not currently used in the Fire Department's operations.

Interviews with the Village staff and elected leadership confirmed the fiscal issues to be addressed, specifically the cost of the staffing options and the cost sharing model with the other municipalities. Our evaluation and findings are as follows.

Financial Impact of Staffing Changes

The report outlines four (4) separate staffing models, with varying degrees of staffing based on growth patterns. After public safety considerations, the fiscal impact of these options is the next major consideration. The challenge lies in choosing which service options to implement to find the right balance between improving public safety and being able to afford it. The options shown assume implementation in 2027, with the overall increase over the 2026 budget. Any increase in fixed staffing for emergency response results in a proportionate decrease in projected costs for paid-on-call in each option.

Options A through D offer different approaches to increase staffing, with Option D representing the most comprehensive option by creating a 24/7 staffing model with full-time supervision. The options and their accompanying costs are as follows:

Option/Description	Net Additional Cost
A: Full-time (FT) Operations/Training Officer	$ 127,510
B: Part-time (PT) Driver-Operator & Firefighter (5 days/wk.)	$ 39,200
C: FT Operations/Training Officer, PT Driver & Firefighter (5 days/wk.)	$ 166,710
D: FT Operations/Training Officer, 24/7/365 Officer, Driver, & 3 Firefighters/shift	$ 1,872,750

Option D will result in increased administrative demands brought upon by additional personnel and operational complexity; as a result, an Administrative Assistant is also included in this option, resulting in a total increase of 17 personnel. Option D is represented in 2027 dollars, but as this staffing analysis indicates, is not recommended at this time. If this option were delayed to 2035, Option D represented in projected 2035 dollars would be an increase of approximately $2,831,891 over the 2026 budget.

All the options and variations on them may be pieced together depending on the gradual need and ability to afford. The details of each option will be provided to Village Finance staff for their use and ability to update as needed. Depending on the level of daytime staffing in the options, the general Paid-On-Call (POC) budget is reduced to offset these increased costs, as POCs will likely be filling the fixed part-time shifts and requiring fewer POC responses during that time. Option D is a full commitment to a 24/7/365 option. While some funding may be available through State and Federal grants, most of these costs would be a local responsibility and would likely require a voter-approved levy override. Some of the local share may be reduced through the Cost Sharing Model (shown below), but the same voter/elector approval may be necessary for each participating agency.

Current Cost Sharing Model and Other Models Used

The current cost share is a combination of previous agreements and incremental changes over the years. The share paid by Sherwood is based on equalized value to allocate a share of the operating budget. Sherwood's share has included an amount towards capital replacement, although actual capital costs have not been specified. Meanwhile, the Village of Harrison and the Town of Woodville have an agreement that dates back to 1985 and was last updated in 1992. This agreement has Woodville paying a flat amount of $15,000 annually and only references the purpose of "operating and maintaining the Fire Department" and does not specify if that amount does or does not include capital costs. It should be noted that Woodville pays a similar amount to two other fire agencies for the remaining 2/3 of the Town.

One of the objectives of this study is to determine if costs of the Harrison Fire-Rescue (HFR) are being equitably distributed to each of the participating municipalities. A cost distribution formula should evaluate criteria to be used to distribute costs. Due to the differences in the participating communities (Harrison, Sherwood, and Woodville), each community is unique in its make-up and how the HFR benefits each individual community. McMahon has researched methods of cost distribution that are used by other joint agencies. We recommend that the following four (4) criteria be used, with the corresponding weight assigned:

- Population (30%)
- Calls for Service (30%)
- Equalized Value (30%)
- Area Served (10%)

Population: A primary purpose of Fire and EMS is saving lives, and population is a common criterion. In the case of the Town of Woodville, because only a portion of the community is served by HFR, McMahon acquired information from Calumet County and the US Census Bureau to estimate the actual population of Woodville within the HFR service area. Of Woodville's population of 848, we are projecting a population of 275 is served by HFR, or 1.42% of the HFR service area.

Calls for service: Calls are the most factual, as they are based on the actual experience of HFR in serving the various communities. The HFR Chief provided information on 2024 actual calls for service. The respective distribution is as follows: Harrison, 448 calls (75.68%), Sherwood, 117 calls (19.76 %), and Woodville, 27 calls (4.56%). Because calls for service have the greatest potential for annual fluctuation, a five-year average of calls for service should be used. This ensures that one incident or one "bad year" does not overly influence the formula. With that said, only 2024 figures are used in this formula for illustration purposes.

Equalized Value: In addition to saving lives, the other part of any fire department's mission is to save property. McMahon used equalized value data for each municipality from the Wisconsin Department of Revenue for 2025. McMahon also used information from Calumet County GIS to determine the value of the area served by the Town of Woodville. This includes the Ornua cheese plant which accounts for 25% of the value of property served by HFR in the Town of Woodville. Even with the cheese plant, the property value from this portion of the Town of Woodville accounts for only 0.92% of the entire HFR service area. Meanwhile, higher property values in the Village of Harrison account for 79.44% of the entire value of the HFR service area. The Village of Sherwood accounts for 19.76% of the value, which reflects the relatively higher density of value in a geographically smaller area.

Harrison Fire-Rescue Service Area				
Equalized Value				
Municipality	**2021**	**2022**	**2023**	**2025**
Village of Harrison	$1,351,986,400	$1,617,243,900	$1,906,862,300	$2,275,633,300
Village of Sherwood	$361,890,600	$431,852,200	$491,285,500	$562,488,100
Town of Woodville	$101,022,300	$113,879,880	$128,964,500	$26,323,700 *
***Service is provided to a portion of the Town of Woodville. Equalized Value of the portion served is shown above and was used in cost sharing calculation; Per DOR, 2025 value for entire Town of Woodville was $151,879,000.**				
Source: Wisconsin Department of Revenue (DOR)/Calumet County GIS				

Service Area (in square miles): Service area accounts for the vastness that a fire department must cover. The denser the service area, the easier it is for the fire department to serve that area. Alternatively, the less dense in area, the fire department must still serve this area, even though the amount of time to serve individual properties and people is less efficient, and therefore more costly. In this case, the Town of Woodville has 23% of the entire service area, while Sherwood service area is only 7.7%. Unlike the other criteria, the services areas will change little over time. While a facility such as the Ornua cheese plant in Woodville should not have frequent calls for service due to safety regulations, should an emergency arise, the availability of HFR to serve this plant provides an immense value to the town and the business. HFR's availability effectively serves as insurance for this area that must be accounted for in the cost sharing formula. However, because of the impact of this criterion on the formula, a weight of only 10% is recommended, with 30% assigned to each of the remaining criteria.

Using 2024 data for calls for service and service area; and 2025 data for population and equalized value, McMahon recommends that the net result of the cost sharing model using these criteria and assigned weights is as follows:

Harrison 77.72%
Sherwood: 17.89%
Woodville 4.39%

The net effect of this weighting has the Woodville proposed cost share of 4.39% being comparable to its 2024 calls for service share of 4.56%. It should also be noted that with the anticipated growth of Harrison, the continued increase in population and value will steer a greater share to Harrison in the future. As a long-term agreement is reached between the various municipalities, there will need to be agreement on how frequently these criteria should be evaluated and updated.

McMahon recommends that these weighted criteria be evaluated on at least a five-year basis, if not annually.

Costs to be Included in Formula

A key component of this analysis is determining what costs should be distributed to the participating municipalities. Oftentimes, direct operating costs of the fire department are the only costs considered. Those costs do not include all the costs of operating the fire department, such as overhead costs associated with supporting management of the fire department, including finance, personnel, legal, and general administration provided by the Village of Harrison. To account for these costs in part, an administrative fee of 10% of personnel costs attributed to the Fire Department has been included in the operating costs charged to Sherwood and Woodville.

There are also infrequent costs or costs that are not directly charged to the fire department, such as costs for construction, improvements, and maintenance of HFR facilities, fire apparatus, and personal protective equipment for fire employees. Because this type of equipment is not purchased every year, there must be a method to allocate these costs over the life of the equipment.

The biggest challenge for the neighboring municipalities will be their share of the capital costs that the Village assumes. The spreadsheet provided to the Village, with the chart titled “Cost Sharing Analysis – Capital” identifies HFR’s major capital purchases and creates an annual cost estimate based on the life cycle of major capital items. These capital items include the current Station 70 that is under construction, the projected renovation of Station 60, as well as fire apparatus replacement and other major capital items that have a shorter life span. Using the distribution formula, the participating municipalities will need to contribute more so that the Village may be able to recover the share of these items that benefit the participating municipalities.

Using the capital cost distribution formula and the cost sharing formula, the cost share for the three municipalities, using the 2026 budget, would be as follows:

Harrison	$ 1,175,538
Sherwood	$ 279,426
Woodville	$ 68,567

Other Available Revenue Streams

McMahon has identified typical revenue streams that are used by fire departments to offset operating costs. The net benefit of these revenues is not a significant source of revenue but should be considered and regularly updated to recover as many costs as possible. In addition to an operating referendum to cover increased staffing costs, there are also various grant funding opportunities that exist for fire departments. Grant funds typically provide capital funding, or in the case of some state and federal programs, provide a short-term grant to fund the initial costs of increased staffing. The most popular federal grant to fund the salary and benefits for "front line" firefighters is the Staffing for Adequate Fire and Emergency Response (SAFER) grants. SAFER grants generally cover full salary and benefits for three years with no local match, though this can vary. Eventually the Village will have to absorb these costs, presumably through local sources (i.e. property taxes). While State Levy Limit laws limit property tax growth to costs that are often less than the Consumer Price Index (CPI), state law allows designated fire districts to increase property tax levies at a rate closer to CPI because the increase goes directly to public safety/fire. The Village could consider the creation of a fire district to give them greater flexibility in property tax growth. However, the creation of a district would involve giving up some of the Village's autonomy. Village leadership will have to weigh the pros and cons of surrendering autonomy to have greater ability to raise funds via the property tax. Given the Village's current growth rate, levy limits are not a significant issue, and the creation of a fire district does not need to be considered at this time.

With respect to the eligibility of Harrison or its participating municipalities for a State of Wisconsin Innovation Fund Grant, the current makeup of HFR serving its neighboring municipalities precedes the eligibility date of November 12, 2024. As a result, none of the municipalities would qualify for an Innovation Fund grant as currently constructed. One or more of the municipalities may qualify for the Innovation Fund if a Fire District was created. As mentioned above, there are issues associated with creating a Fire District for the Village, so an Innovation Grant is not feasible at this time. Should the deadline be extended or the program requirements for an Innovation Fund Grant change, the Village may want to re-evaluate the creation of a Fire District.

While current conditions do not warrant a 24/7/365 full-time department at this time, the Village should regularly evaluate its growth rate and the demands placed on its current staffing model to determine when it may want to consider a full-time department. Available grant funds should also be evaluated at the same time to take advantage of opportunities that may be available to fund some of these staffing increases.

VI. AMBULANCE SERVICE ANALYSIS

The Village of Harrison and Harrison Fire-Rescue operate as an Emergency Medical Responder (EMR) level service with approximately 18 members who have a variety of certifications from EMR, EMT, Paramedic, RN, and Nurse Practitioner. Operating at the EMR level, Harrison Fire-Rescue utilizes Gold Cross Ambulance service serving as the transport agency/ambulance for the Village of Harrison and Village of Sherwood. One concern is what would happen if Gold Cross Ambulance initiated charging the Village of Harrison with a per-capita cost in the future to have the ambulance serve the Village. As a result of this concern, McMahon was asked to evaluate the costs of starting up its own ambulance service. The start-up costs, operational costs, and projected revenues are shown as follows.

Capital Equipment

The chart below shows the average cost of start-up equipment for two (2) ambulances. One ambulance would serve as a primary ambulance, and the other would serve as a backup. Establishing a two-ambulance fleet ensures 100% redundancy, allowing for maintenance downtime and simultaneous calls.

ITEM	COST
Ambulance (Frontline)	$325,000
Ambulance (Backup)	$200,000
Stryker Power Pro Cot (Frontline)	$ 40,000
Stryker Power Pro Cot (Backup)	$ 10,500
ALS Monitor (Frontline)	$ 24,000
ALS Monitor (Backup)	$ 18,000
Radios (x2)	$ 10,000
Initial Meds and Consumables (x2)	$ 40,000
Building Out Shelving Compartments (x2)	$ 8,000
Graphics, Lights, Sirens (x2)	$ 10,000
Training and Admin Cost	$ 10,000
Subtotal	$695,500
Contingency (10%)	$ 69,550
Total with Contingency	**$765,050**

Revenue Projections and Collectability

For 550 annual calls, McMahon anticipates roughly 360 billable transports (the remainder being "refusals" or “care-on-scene"). In Wisconsin, the typical range is approximately $1,050 to $1,780 in revenue per transport plus $9 per loaded mile. The projected revenue generated is as follows:

REVENUE BUDGET	FISCAL YEAR
Total Number of Calls (Average)	550
Total Number of Transports (Average)	360
Advanced Life Support %	60%
Basic Life Support %	40%
No Transport or Cancelled	35%
Average Transport Miles	12
Charges Per Transport (Midwest Average)	
Advanced Life Support	$1,779.05
Basic Life Support	$1,077.55
Mileage	$8.97
Billable Transport Charges	
Advanced Life Support (Including Mileage)	$387,504
Basic Life Support (Including Mileage)	$157,751
Gross Billable Revenue	$545,255
Projected Net Revenue (45-50% Collection Rate)	**$245,365**

Projected Annual Collections:

With an annual volume of 550 calls, the operation generates a Gross Billing of approximately $545,255. However, due to the high volume of Medicare and Medicaid write-offs common in emergency services, the actual Collection Rate is expected to be between 45% and 50%. With those write-offs, the Projected Net Revenue is $245,365 per year. Once the operational costs of approximately $340,360 are added to the initial capital outlay of $765,050, the net cost in the first year alone would be $860,045.

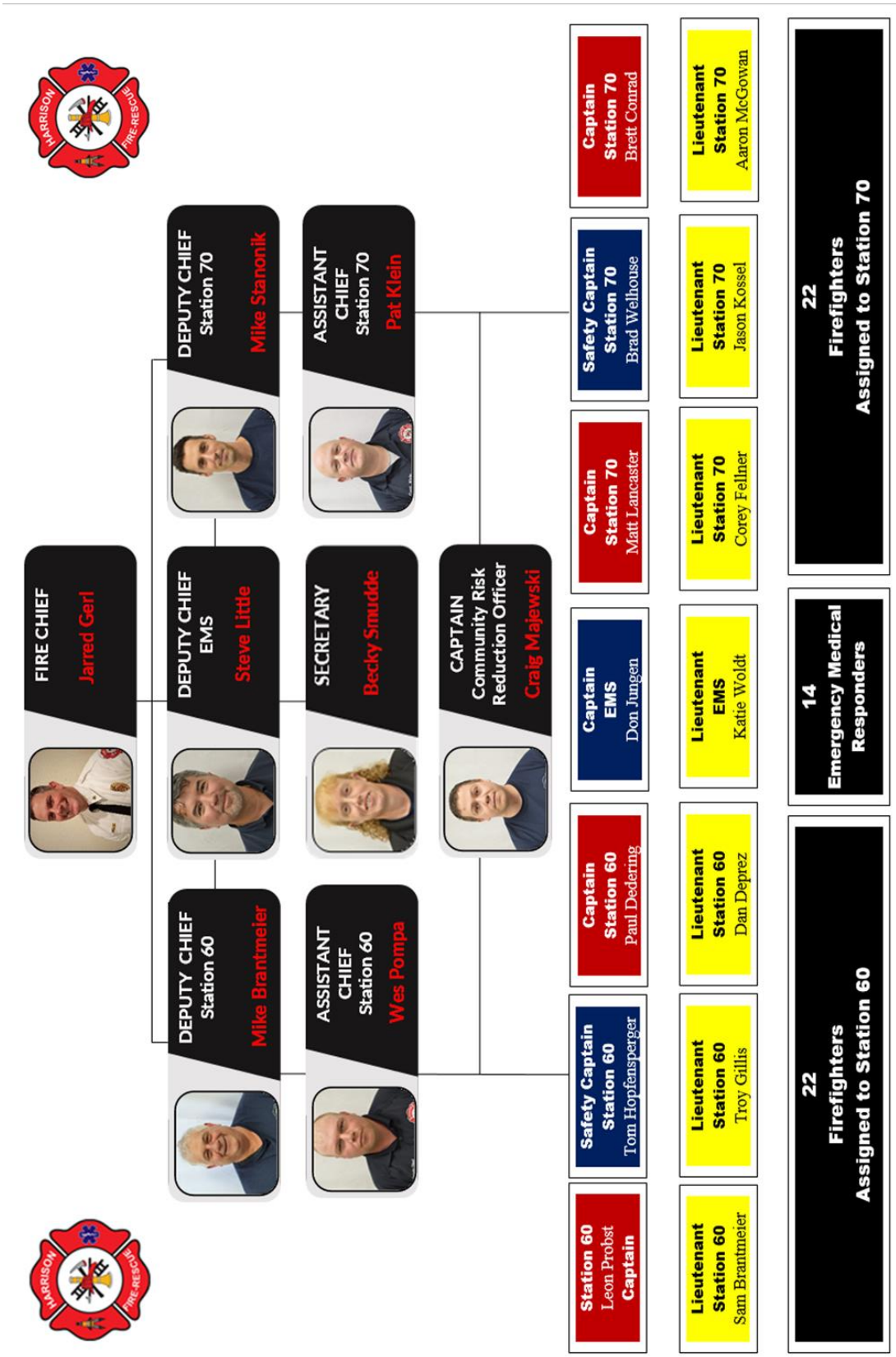
Expenditure/Total Cost

CATEGORY OF EXPENDITURE/REVENUE	EXPENDITURES	REVENUE
Office, Accounting, Misc	$ 25,900	
Various Insurances	$ 30,000	
Wages and Staffing (Estimated)	$ 240,000	
Medical Director	$ 16,800	
Tax Withholdings	$ 18,360	
Miscellaneous Costs	$ 9,300	
Capital Costs (Ambulances and Equipment)	$ 765,050	
Revenue		$245,365
SUBTOTAL	$1,105,410	$245,365
TOTAL	($860,045)	

The findings in the EMS analysis demonstrate that the cost of starting an ambulance service is not currently feasible from a financial standpoint. It may be reasonable to discuss with Gold Cross Ambulance different methods or opportunities to create cost savings for the Village of Harrison and Harrison EMS.

McMahon and Village of Harrison staff recommend not pursuing creating an ambulance service for the Village at this time.

APPENDIX A: HARRISON FIRE-RESCUE ORGANIZATIONAL CHART



VIII. APPENDIX B: HARRISON FIRE-RESCUE OPERATIONAL ANALYSIS

Department Overview, Demographics and Environment

The organizational structure illustrated in Appendix A was purposely selected as the framework for this report because the categories in Appendix A represent an objective, industry-recognized benchmark for organizational performance, operational readiness, risk reduction, administrative effectiveness, and many parameters to improve on the current Insurance Services Office (ISO) rating. Rather than relying on subjective assessment or internal opinion, these credentialing standards provide the Village of Harrison community with a transparent, measurable, and defensible method to evaluate Harrison Fire-Rescue against best practices used by progressive fire agencies across the United States. This approach allows us to clearly identify strengths, gaps, and strategic priorities in a structured manner.

It is important to emphasize that Harrison Fire-Rescue is performing at a high level given its current staffing model, call volume, community involvement and available resources. Harrison Fire-Rescue personnel demonstrate professionalism, operational competence, and a strong commitment to community service. The department consistently delivers effective emergency response, training, prevention efforts, and fiscal responsibility. However, the credentialing framework also highlights areas where growth is necessary to sustain service levels, manage increasing daytime demand, and mitigate operational risk. The analysis supports a strategic transition toward enhanced daytime staffing to ensure reliable response capability, firefighter safety, and continuity of service as the Village continues to grow.

The entire geographic area of the Village of Harrison, Village of Sherwood, and a portion of the Town of Woodville are protected by Harrison Fire-Rescue (HFR). The response area of HFR is approximately 45.99 square miles and has an approximate population of 19,012 as of 2024.

Harrison Fire-Rescue operates within intergovernmental agreements that establish Harrison Fire-Rescue's response area. The Village of Sherwood and sections of the Town of Woodville are the two communities that operate within the agreements. An agreement with the Town of Woodville was first established in 1985 for a cost of $4,500 plus small fees for additional response scenarios. The agreement was then updated in May of 1992 for a cost of $15,000 and has not been updated since. An agreement with The Village of Sherwood was established in July of 1994. The agreement states that the cost of coverage from Harrison Fire and First Responders is based upon the percentage of equalized value in relation to the equalized value of both communities for operations and maintenance. In addition, the Village of Sherwood, by state law, is required to provide their 2% fire dues to the fire department serving the area (Village of Harrison).

Harrison Fire-Rescue is governed by the Village of Harrison and by a five-member Fire Commission that serves five-year terms. The Fire Commission was created in 2014 after Harrison became a Village. The Fire Commission oversees recruitment, hiring, discipline, promotions, and termination of Harrison Fire-Rescue members.

Harrison Fire-Rescue operates from two Fire Stations. The station and land parcel are owned by the Village of Harrison. The fire stations are currently located at:

- Station 60: W469 Clifton Rd, Sherwood, WI 54169

- Station 70: N8714 Lake Park Road, Menasha, WI 54952

The Department has an Insurance Services Office (ISO Rating) of 04/4Y. ISO published its latest rating report for the department in March 2024.

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 ISO schedule is a fire insurance rating tool used to determine property insurance premiums that property owners pay to their insurance carrier.

According to ISO, of the 1,208 fire departments rated in Wisconsin, 389 of them are rated as a 4 or better.

Governance and Administration

Harrison Fire-Rescue is an organization created through Wisconsin Statute § 61.65(2)(b)1-2 which requires villages with a population of 5,500 or more that create their own fire department to also create a board of fire commissioners to govern it. The Fire Commission is responsible for recruitment, promotions, discipline, and termination of firefighters. The Fire Commission meets as needed and consists of five citizen members, none of whom may be elected officials or employees of the Village. Renewal terms are every five years.

Assessment and Planning

A critical component of community fire and emergency service provision is to establish the community's expectation of services in relation to the risks that exist in the community. These expectations allow the department to develop programs to meet community needs, prioritize those programs based on available financial resources, and to utilize data to measure the impacts of the programs.

The first step towards establishing community expectations of service is to complete an all-hazards risk assessment of the response area.

McMahon recommends Harrison Fire-Rescue complete a community risk assessment.

A risk assessment is a process for identifying potential hazards/risk exposures and their relative probability of occurrence; identifying assets at risk; assessing the vulnerability of the assets exposed; and quantifying the potential impacts of the hazard/risk exposures on the assets. Vision 20/20, a group dedicated to national strategies for fire loss prevention has a resource for how to develop a community risk assessment that is available at www.riskassessment.strategicfire.org.

Developing the community expectation of service and program outcomes is also a key component of assessment and planning for fire and emergency medical services. A document describing those expectations is called a Standard of Cover (SOC) Study. SOC studies include response time goals

and analysis of capabilities of the Department based on critical task analysis and the community risk assessment.

The Standard of Cover should go beyond only identifying response time goals for first arriving units. While this is a key component of grading services, it is also important to measure the response times for entire response packages that are needed to mitigate the incident.

McMahon recommends that Harrison Fire-Rescue create a Standard of Cover (SOC) that outlines service expectations each year and provides a report to the Village Board comparing actual performance to these standards.

Both the community risk assessment and the SOC can be created by the Fire Chief with assistance from the Community Risk Reduction Officer. This process will likely take a minimum of a year to complete. The Village of Harrison future growth plan can be found in the 2025 Village of Harrison Comprehensive Plan. The benefits of creating a community risk assessment and standard of cover by using the updated growth plan and mapping can achieve the following:

- **Identifies risk and property types:** The map visually denotes areas within the fire coverage area of different property uses, such as residential, commercial, industrial, or open land. This is crucial for understanding potential hazards. For instance, an industrial zone might require specialized knowledge in what chemicals are being used, how big of a radius an incident may need evacuation, and the response times needed to arrive on scene to mitigate large incidents. The type of training in commercial structures needs to be planned for, while a residential area needs a different focus on search and rescue, and exposure protection.

- **Determine resource allocation:** By being able to identify where critical infrastructure, large buildings, and densely populated areas are, the map helps the department decide what equipment is needed, how many personnel it will take to mitigate the incident, and prompt planning for poor water/hydrant access, which can help lead to improvements.

- **Aid in strategic planning:**
    - **Station location:** A land use map helps determine optimal locations for new fire stations to minimize response times to high-risk or growing areas (Currently being implemented with new Station 70).
    - **Response planning:** It allows for the creation of pre-incident plans and risk-based decisions for different zones.

- **Support insurance and compliance:** The information from these maps helps the department comply with standards, such as those from the Insurance Services Office (ISO), which can impact insurance rates for the community.

- **Facilitate inter-agency cooperation:** Sharing a common land use map with other emergency services, like law enforcement and EMS, improves coordination during incidents.

- **Informs long-term community planning:** Fire departments can use land use maps to provide input into the village's long-term land use plans to reduce future risks from hazards like wildfires, ensuring new development is safer.

Goals and Objectives

Establishing a strategic plan for the organization is an important way to not only set goals and objectives for the organization, but to inform stakeholders about the Department and the direction it is moving. The last completion of a strategic plan was in 2015, which was developed for Harrison Fire-Rescue to guide over the next 5 years (2015-2020). The plan included: training advancement and training facility, marketing and communications, staffing design and retention, facility expansion and relocation, and capital equipment and apparatus acquisition as the main elements in the 5-year plan. The plan is still being followed but it has been eleven (11) years since the strategic plan has been updated. It is important that Department leadership involves the organization, village officials, and the community in the development and updating of a new strategic plan; then report on progress towards achieving goals and objectives cited in the strategic plan to all stakeholders.

McMahon recommends that a strategic plan be developed for Harrison Fire-Rescue consistent with growth plans for the Village of Harrison, the Fire Department, and the community.

There is a benefit to Harrison Fire-Rescue conducting annual performance reviews and setting goals with personnel and officer staffing. This program could be aligned to what the Village of Harrison currently has implemented with existing village employees. Implementing this type of program involves a structured plan to support continuous improvement for the department. Establishing an agenda where leadership outlines mission-aligned goals, provides direction, sets realistic timelines, and establishes expectations ensures that all objectives align directly with the department's operational mission and the community needs.

Harrison Fire-Rescue has started the development of SMART (Specific, Measurable, Achievable, Relevant, and Time-Bound) objectives which has been completed by the Fire Chief and the Community Risk Reduction Officer; in the future, the Fire Chief may focus on the many different areas of the fire department and engage the fire department staff. Utilizing member workshops, company-level discussions, focus groups, and surveys increases staff buy-in and ensures the objectives are accurate. Following staff input, leadership refines the goals and ideas and formally finalizes and publishes the objectives. Each finalized objective should clearly define the specific task, the method of measurement, the person responsible, the necessary resources, and a firm completion timeline.

A necessary component of implementing this process is assigning responsibility for carrying out to completion, the final product. Every objective must have a designated owner—such as a leader within the Specialized Training teams, or Chief Officer—who is accountable for tracking progress, coordinating the necessary steps, and reporting updates to leadership. To effectively measure progress, the department must rely on consistent, objective data gathered through Key Performance Indicators (KPIs) and regular reviews. Progress should be assessed on a monthly or quarterly basis using dashboards to maintain momentum and allow for timely modifications. Relevant KPIs for a fire department include metrics like turnout compliance, training hours completed, reduction in inspection deficiencies, participation in Public Education programs, recruitment outcomes, and the completion status of apparatus and facility lifecycle plans. This

commitment to data-driven assessment culminates in the annual review and continuous improvement stage, where the department evaluates all completed objectives and determines which have not been completed; these topics can then be carried forward, adjusts future priorities based on performance, and formally documents successes and lessons learned for future planning and forecasting purposes. An example of S.M.A.R.T. objectives are as follows:

Completed S.M.A.R.T Objectives Examples:

GOAL AREA	SMART OBJECTIVE
Response Capability	Increase turnout time by 10%, by 12/31/26 through quarterly drills and reviews.
Training and Development	Implement an internal 12-hour Fire Officer development program by October 2026 with 90% completion.
Community Risk Reduction	Reduce commercial inspection deficiencies by 15% by December 2026 with targeted scheduling.
Recruitment and Retention	Develop a campaign to attract new firefighters and first responders by December 2026.
Apparatus and Facilities	Complete a replacement schedule aligned with Village and Fire Department Goals by September 2026.

Financial Resources

The financial resources of an organization impact every category evaluated as part of this report. Resources must be adequate to maintain the various programs to which the Department commits to provide, and ensures the Village's ability to fund operational priorities, and its forecasting of long-range planning and quality of service.

Planning, management, and ensuring stability of the financial resources of Harrison Fire-Rescue is the responsibility of the Village Manager, Village Finance Director, Fire Chief, and Village Board. Through interviews with the Chief, it was learned that annually the Chief proposes a budget to the Village Manager and the Finance Director through various budget meetings, then the Board acts on and approves the proposed budget.

It is recommended that Harrison Fire-Rescue continue with a 5-year capital improvement plan (CIP) to assist in the planning of turnout gear replacement, SCBA's, radios, vehicle extrication equipment, and any other larger-priced fire department equipment. It is also recommended that a 15-20-year vehicle and apparatus replacement plan continue, so that the Village of Harrison and Harrison Fire-Rescue maintain and develop structured, rolling capital improvement plans to anticipate needs and secure budget approvals well in advance of a vehicle reaching critical failure points.

Programs

This section of the report covers the delivery of services directly to the community. Communities often grade fire department service delivery based on response times. While response times should not be the sole method to evaluate service delivery, it is a crucial part.

Response time data is reported in a variety of manners in the fire and emergency service industry. It is best practice to report response time as the elapsed time between the time the call is

answered by the 911 Dispatch Center until the arrival of the first fire department unit to the scene**.** This is the actual time the caller waits for emergency services to arrive.

McMahon was able to utilize data provided by the Department and the Calumet County Sheriff's Department Communications Center to evaluate average response times. Below is a chart showing the average response time for Fire to respond to calls from Stations 60 and 70 within the HFR's service area in 2023 and 2024. The Harrison First Responders response time remains consistent over the same time period: 8 minutes and 31 seconds.

Average Response Time - All Calls - Stations 60 and 70 First Arriving Unit - Fire		
	2023	2024
Average Response Time	14:32	12:42

In many volunteer fire departments, a single responder who may come from home in a personal or department vehicle is often the first arriving responder in an emergency. This provides a rapid response; however, it does not provide for a sufficiently staffed fire engine to initiate suppression of a fire. Harrison Fire-Rescue Standard Operating Guidelines have firefighters responding to the station to ride an apparatus to the scene, while Chief Officers may respond directly to the scene. In these few cases being a single responder may skew the data by bypassing arriving to the station and going directly to the scene. Numbers could also be skewed if response to a call requires a non-emergency response that may add response time to data. For future data, Harrison Fire-Rescue could work with Calumet County Communications Center to determine which emergency calls are emergency vs. non-emergency to calculate data.

There are no mandated requirements for response times in the State of Wisconsin. The National Fire Protection Association (NFPA) does, however, publish industry standards that provide recommended response times. Listed below are recommended standards.

NFPA 1720 Table 4.3.2 Staffing and Response Time				
Demand Zone	**Demographics**	**Minimum Staff to Respond**	**Response Time (Minutes)**	**Meets Objective (%)**
Urban	>1000 people/sq. mi.	15	9	90
Suburban	500-1000 people/sq. mi.	10	10	80
Rural	<500 people/sq. mile	6	14	80
Remote	Travel Distance > 8 mi.	4	Dependent	90

Source: NFPA 1720, Standard for Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Volunteer Fire Departments

Harrison Fire-Rescue responds to many other types of calls for service other than structure fires. While Harrison Fire-Rescue is not the primary provider of emergency medical services for the geographic areas covered by Harrison Fire-Rescue, it does provide support to Gold Cross Ambulance in the following situations:

- Harrison EMS is dispatched simultaneously with Gold Cross Ambulance and responds to scene and initiates care first 95% of the time.

- Patient condition on a non-emergency call for Gold Cross, indicates Gold Cross Ambulance will need additional assistance on scene.
- Patient condition would require members of Harrison EMS to assist with driving or caring for the patient to the hospital.

Prevention & Public Education

Harrison Fire-Rescue maintains an active prevention and public education program. Significant improvements have occurred following the hiring of the full-time Community Risk Reduction Officer. The positions Monday through Friday availability and expanded inspection related training have strengthened both the inspection compliance and public education delivery.

The agency has adopted fire code standards as referenced by the State of Wisconsin Department of Safety and Professional Services Administrative Codes the National Fire Code 1 and the Village of Harrison Sec 10-53. Consideration should be given to the adoption of the International Fire Code as permitted under DSPS 314 to allow for integration with the adopted International Building Suite of Codes. This adoption will better allow developers to seamlessly integrate fire codes with current prescribed building codes. This integration allows for quicker turnaround time for plan reviews, especially for out-of-town developers.

McMahon recommends Harrison Fire-Rescue adopt the International Fire Code to coincide with the use of NFPA 1 Fire Codes.

Harrison Fire-Rescue utilizes EPR Fireworks as the department's Records Management System (RMS) for the agency. The EPR Fireworks platform is capable of providing complete remote access for both Community Risk Reduction activities and suppression response (Preplans) and with the current engagement of the Community Risk Reduction Officer, this program will continue to enhance key performance indicators to better assist in planning for the future.

One major component of prevention and public education programs is fire inspection programs. The State of Wisconsin requires fire inspections be completed in commercial and some multi-family residential buildings. The State provides funding assistance for completion of these inspections through the 2% Dues Program. The municipalities that are protected by Harrison Fire-Rescue receive funding from the State under this program. The condition of receiving funding through the 2% Dues Program is to successfully pass an audit of the fire inspection and public education program conducted by the State.

Harrison Fire-Rescue passed its most recent audit of the program. The primary job of the Community Risk Reduction Officer is to complete these inspections and follow-up on code enforcement issues identified during these inspections. The Community Risk Reduction Officer in consultation with the Fire Chief shall continue to conduct an annual review of the inspection program progress to determine annual compliance with the State of Wisconsin Department of Safety and Professional Services Audit. The compliance insures continued financial reimbursement of the agencies' 2% funding stream to offset costs allocated to Harrison Fire-Rescue. In addition, the agency should seek to upgrade their current Insurance Rating as issued to provide for potential cost offsets to the community through insurance premium reductions where appropriate. Harrison Fire-Rescue has done an excellent job and is currently in compliance with the Wisconsin Department of Safety and Professional Services.

The current code enforcement process meets the minimum requirements as outlined by the Wisconsin Administrative Code 314 which requires all occupancies to be inspected once every 6 months. A current community risk assessment has not been completed and should be undertaken to establish more robust inspection cycle for high risk, high value properties. This risk assessment could also be utilized to subsequently reduce the inspection cycle to those occupancies deemed under Wisconsin 314 to provide lower risk to annual inspection cycle. This reduction of inspections, currently assigned to the Community Risk Reduction Officer, could be utilized to fill in current time sensitive issues such as training, maintenance, or other assigned tasks.

The creation of a community risk assessment has created a footprint for an improved staffing model. The potential for rapid growth with the addition of future plotted industrial parks and developments will certainly drive the requirement of a highly trained, dedicated inspection division.

McMahon recommends that Harrison Fire-Rescue create a community risk assessment to evaluate high-risk to low-risk properties which may help the number of times a building could be inspected.

The second major component of risk reduction in the fire service is a public education program. The Harrison Fire-Rescue public education program includes school programs and community prevention activities. Prior to the hiring of a full-time Community Risk Reduction Officer, engagements with the community were very limited. The chart below shows the increased involvement with the community in 2025; Harrison Fire-Rescue members were involved in eight (8) educational programs through the schools and service clubs and 18 community outreach events such as Touch-A-Truck, Village of Sherwood Summerfest, Flight Night, and Safety Night at St. John's Parish.

LIST OF PREVENTION PROGRAMS

ACTIVITY	2024		2025	
Building Inspections	616 Inspections – 2 times per year	42 Violations 10 Violation corrections	660 Inspections – 2 Times per year	243 Violations 225 Violation corrections
Pre-Planning of Commercial Properties	Put together by committee	Update every 5 years	Put together by committee	Update every 5 years
Facebook Posting	Safety tips and reminders	Rarely post	Safety tips and reminders	Post several times per week
Speaking Engagements and Events	Based on time, rarely conducted speaking engagements within community.	Touch a truck	Talks to community groups about fire safety, ice safety, and home safety.	Lake Park Sportsmen's Club, Sherwood Summerfest, flight night, and touch a truck.
Station Tours	Showcasing equipment, tools, and what they do as firefighters.	Cub Scouts Pack 3016	Showcasing equipment and Tools on the FD; Touring and showing the inside of the fire station.	Cub Scout Pack, looking to increase home schooled children events and other community events when new station built.
Parades	Sherwood American Legion Parade	Memorial Day Parade in Support of American Legion Post 496	Sherwood American Legion Parade	Memorial Day Parade in Support of American Legion Post 496
School Activities	Woodland, Sunrise, and Mt. Calvary Schools	Fire Prevention Week; limited time based on staffing.	Woodland, Sunrise, and Mt. Calvary Schools	Fire Prevention Week, end of school year activities

Current staffing models of the Fire Prevention/Community Risk Reduction Division should be increased to provide individuals with specific expertise to meet the objective and identified risks with the communities. The rapidly changing demographics and built environment should be taken into consideration in establishing the fire prevention division. The rapidly developing community which currently embraces development of technology driven businesses require technical experts to provide protection of these key community resources.

The current staffing model of the Community Risk Reduction Division does not provide for the depth in which to better service this rapidly developing community in terms of risk reduction. Staffing currently depends heavily on a few individuals trained at the entry level of fire inspection who may have little or no experience in the community risk reduction environment. Consideration should be given in the future to slowly expand the division with a Chief Officer (Division or Deputy) with the primary responsibility for oversight and conduction of all functions of the division. These tasks include conduction of identified structures identified as high or

moderate risk, fire investigations, oversight of community risk reduction planning and public education program oversight. This position could be overlapped with other Chief Officer functions as assigned to provide some depth for the administrative functions currently assigned to the Fire Chief.

The re-creation of the Fire Prevention Division in conjunction with a strong private partnership and the current record management system will provide a plan review process that meets the needs of all shareholders and stakeholders. This partnership will not only provide for the creation of a fire safe environment through the proactive use of codes but also provide the gateway for ease of development through a proactive, time sensitive planning process. The current planning process does not provide for smooth transition from concept to occupancy as it relates to fire safety components, because of the current staffing model. By implementing a single source plan review process in the future, it will provide a seamless transition for both Harrison Fire-Rescue and the customer.

A private venture that encompasses all aspects of plan review to include building, mechanical and fire protection should be implemented and integrated into all communities. The Village should seek to become a delegated inspection community under Wisconsin Administrative Code for building and fire code plan review and inspection.

Harrison Fire-Rescue should, through the Community Risk Reduction Officer, identify through a risk analysis, how those educational programs would best serve their constituents. The current demographics of the community show a stable built environment that could be served by not only by fire prevention programs but also by mitigating other hazards such elderly fall prevention, home fire safety, and stop the bleed programs. Current programs, because of limited staffing does not embrace an "all-hazards' approach to community risk reduction.

Fire Cause and Origin Investigations

Investigations of fire cause and origin are the responsibility of the fire department according to State Statute. Commonly, law enforcement will assist in determination of cause and origin of a fire to identify if any criminal action led to the cause of the fire. Harrison Fire-Rescue currently has six (6) members of the fire department on the Calumet County Fire Investigation Team, which requires approximately eight (8) hours of training per year. Harrison Fire-Rescue will engage local law enforcement and utilize the services of the Wisconsin State Fire Marshal, a regional group, as needed; on average Harrison Fire-Rescue requests an investigator five to ten times per year.

Domestic Preparedness/Emergency Management

Harrison Fire-Rescue's (HFR's) Fire Chief serves as the Emergency Management Director for the Village of Harrison, Village of Sherwood, and the Town of Woodville if a large-scale emergency occurs in HFR's service area. In support of the Harrison Emergency Management Director, Harrison Fire-Rescue can rely on Calumet County and its Emergency Management Team for delivering the training, assisting with updating of emergency management plans, and providing tools necessary to have a successful plan.

Below is an Emergency Management Training Guideline for communities looking for continuous improvement in the many different emergencies that can occur within a community. Coupled with the training chart, an implementation guide may help provide a structured, step-by-step guide to build community capacity, ensuring everyone knows their roles, defining critical

procedures (like evacuation routes, communication), identifying needed resources, and testing the plan through exercises. One focus of the training for supervisor level employees could include the training of all supervisors to the Incident Command System (ICS) Level 400. This ICS 400 level training prepares senior personnel and supervisors to manage high-complexity, large-scale incidents by focusing on Advanced ICS concepts, Command/General Staff roles, and Area Command. It enables leaders to handle multi-agency coordination, manage incident complexity, and develop strategic plans rather than focusing on tactical, field-level actions.

McMahon recommends that the Village of Harrison begin to schedule basic emergency management training sessions with Village employees and to help obtain certification to the ICS 400 level.

Implementation Guidelines

- **Targeted Scheduling:** High-risk facilities like schools or healthcare centers should maintain more frequent monthly or quarterly schedules for fire and evacuation drills.
- **Dynamic Scenarios:** To ensure staff are truly prepared, vary the conditions of each drill—such as blocking primary exits or holding the exercise during off-peak hours.
- **Documentation:** Formal records must be kept for every exercise, detailing the timeline, participant performance, and specific areas for improvement.
- **Hazard Alignment:** Frequency should be scaled based on local vulnerabilities, such as increasing tornado drills in the spring or flood response training in high-risk zones.

EMERGENCY MANAGEMENT TRAINING CHART

EXERCISE CATEGORY	MINIMUM FREQUENCY	KEY FOCUS AREAS
Basic Drills	Every 6 months	Fire evacuation, shelter-in-place, and site-specific hazards.
Tabletop Exercises	Quarterly – Ongoing	Discussion-based sessions to test plan logic and agency coordination.
Functional Exercises	Annually	Testing specific department capabilities.
Full Scale Exercises	Full Scale Exercise	Major joint operations involving all village departments and resources.
Plan Reviews	Annually	Updating protocols based on recent drill performance or local changes.

Fire Suppression

Harrison Fire-Rescue effectively provides fire suppression operations for a volunteer/paid-on-call Department. Improvements in this process have come by way of the Mutual Aid Box Alarm System (MABAS) where Harrison Fire-Rescue can call a box alarm and bring equipment, staffing, and apparatus for the type of emergency call that is needed from outside agencies. However, improvements to the process of requesting aid to high-risk calls for service in the future can be improved.

McMahon recommends Harrison Fire-Rescue look to implement automatic aid response agreements with more neighboring departments to improve mitigation of structure fires and other major emergencies.

Currently, Harrison Fire-Rescue has an agreement with Buchanan Fire-Rescue on the northern border of Harrison, in Outagamie County. Automatic aid would allow for simultaneous dispatch of neighboring departments to assist in providing a rapid response of an effective force of firefighters to rapidly mitigate a fire or other emergencies. Several other Departments in the Fox Valley area have effective automatic aid dispatch protocols that could be mirrored for Harrison Fire-Rescue when ISO (Insurance Service Offices) conducts an audit of the fire department. ISO conducts underwriting guidance, standard policy forms, and rating info, most notably for the Public Protection Classification (PPC) for fire departments, which heavily influences homeowners' rates. While not an insurer itself, ISO develops essential language and data many insurance companies use, which can affect policy costs based on the abilities of the fire department, making it a critical influence in insurance pricing for residential, commercial, and industrial property within communities.

Effective standard operating guidelines are in place to provide direction to the department members for fire suppression activities. Harrison Fire-Rescue has a fleet of well-maintained apparatus to support personnel in providing effective fire suppression services.

Technical Rescue

Harrison Fire-Rescue operates an adequate, effective, efficient, and safe technical rescue program, to include vehicle accidents and extrication, water rescue, and high and low angle rescue. Harrison Fire-Rescue is not trained in structural collapse, confined space, or trench collapse rescue; the best training would involve awareness-level knowledge (identifying hazards, calling for specialized resources) for collapse, trench, and confined spaces. Mutual Aid or MABAS (Mutual Aid Box Alarm System) could be made to neighboring departments such as Neenah-Menasha Fire-Rescue and the Appleton Fire Department to help conduct hands on training utilizing realistic practical skills under the National Fire Protection Association (NFPA) standards.

All Harrison Fire-Rescue members are trained to perform auto extrications and high/low angle rescue. Currently, Harrison Fire-Rescue has the option to utilize the Calumet County Dive Team or Neenah-Menasha Fire-Rescue Dive team to assist with water rescue responses. Harrison Fire-Rescue has seven (7) members who hold SCUBA rescue diver certifications and it would prove advantageous for Harrison Fire-Rescue to incorporate their own divers to provide open water, ice, surface, subsurface, rescues in the future Regional support for hazardous material response is provided by the regional response team, located in the City of Appleton or City of Oshkosh. Currently, members of Harrison Fire-Rescue are trained at the awareness level.

The resources available for technical rescue incidents are appropriate for the department.

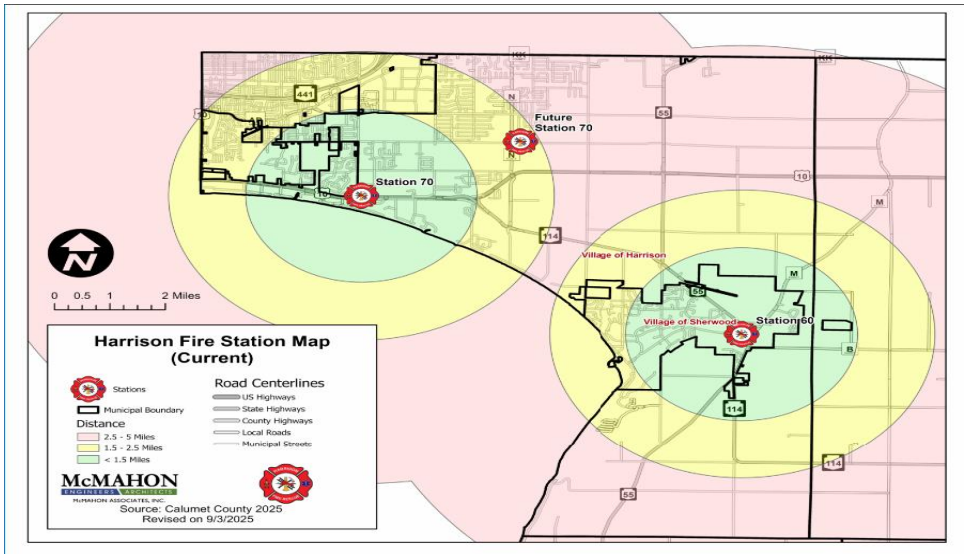
McMahon recommends that the Fire Department continues to conduct a formal and documented program appraisal each year to determine the impacts, outcomes, and effectiveness of its programs, measure performance levels to goals and objectives, and determine which training and equipment is needed for improvement.

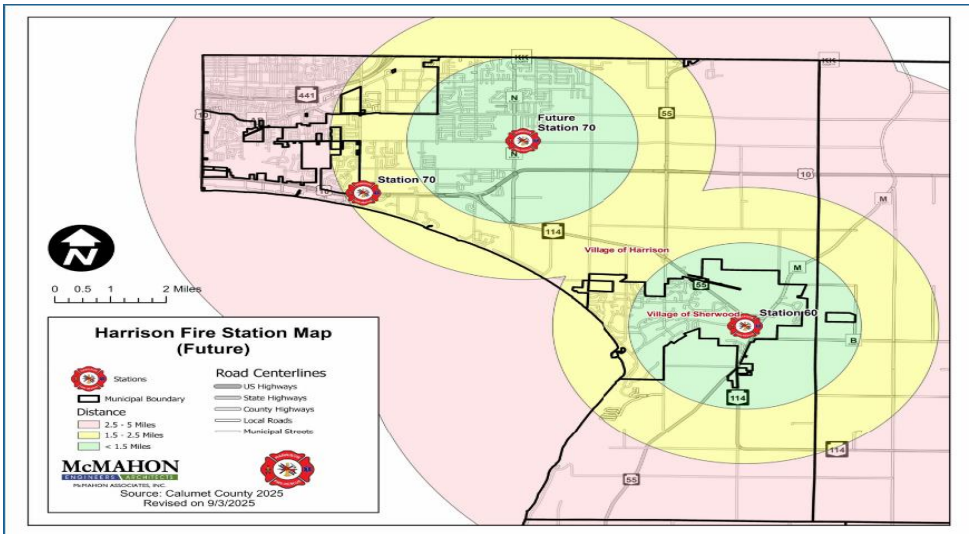
Physical Resources

The Village of Harrison has two (2) fire stations, and they are owned by the Village of Harrison. The facility on Lake Park Road (Station 70) is being replaced by a brand new $11.5-million station which will be located on Manitowoc Road and County Highway N and will be completed in 2026. This station will feature six (6) drive through bays, hose tower, separate turnout gear room, separate laundry room for turnout gear and gear cleaning, and showers. This station will also have room to grow for future full-time staffing when needed.

The second fire station is located on Clifton Road in the Village of Sherwood; this station will also have improvements starting in 2026/2027. Currently the station has four (4) bays, (not currently drive through), a meeting room, and an office.

The maps below show drive-times from the current and future fire stations.





Apparatus and Equipment

Apparatus and other equipment required to provide effective services are in excellent condition. The funding of their capital improvement plan should be maintained, the Village of Harrison uses long range planning practices including a vehicle replacement schedule that is reviewed by the

Fire Chief, Village Manager, and Village Finance Director. In the future when planning for apparatus and large equipment the implementation of daytime staffing levels and increased emergency calls will directly influence apparatus utilization, response reliability, and wear; increased daytime use can accelerate preventative maintenance and replacement timelines. Future apparatus planning should align staffing models with fleet capacity to ensure safe, reliable, and fiscally responsible emergency response. Apparatus and equipment for both stations is appropriate for the size of the Village of Harrison, the total area that is covered, and the many different hazards (wildland, High Cliff State Park, Lake Winnebago, two (2) major highways) within the community and communities that are served.

One point of contention for the past ten (10) years has been that there will be a need to purchase a ladder truck. A ladder truck is justified when community risk, building profile, and operational demands exceed the capabilities of the current engine-based operations and mutual aid alone. Based on guidance from the National Fire Protection Association and best practices, a Village should seriously consider a ladder truck when several of the following conditions are present:

- Building Height and Construction
    - Regular responses to multi-story buildings
    - Accessibility issues at current buildings
- Fireground Operational Needs
    - Repeated reliance on neighboring communities
- Response Volume and Risk Profile
    - Growing commercial base
    - Dense population of multi-story buildings
- Staffing and Deployment of Ladder
    - Enough staff to safely operate a ladder.
    - The ability to provide certified trained operators.
- Mutual Aid and Reliability
    - Reduce dependency on neighboring departments.
- Cost
    - Current pricing for a ladder is roughly $2 million.

Currently Harrison Fire-Rescue has the option of calling the City of Kaukauna, City of Brillion, City of Chilton, Neenah-Menasha Fire-Rescue, or the City of Appleton for a mutual aid or MABAS call for a ladder. Moreover, Harrison Fire-Rescue has reported 24 fire calls in 2025, of which less than 5 were structures. Instead of buying a ladder truck in the near future, the best approach is to first perform a formal assessment of community risks and ladder truck needs and weigh in all the conditions listed above. Once the assessment is complete, if the need is shown, the vehicle should be integrated into the Village of Harrison's long-term capital plan for the next ten (10) to fifteen (15) years. In the meantime, the Village should perform annual reviews of local development, staffing, and the effectiveness of mutual aid. This strategy balances financial caution with a proactive commitment to safety as the community grows.

Current Apparatus – Station 60

YEAR	APPARATUS	DESCRIPTION
2022	Ranger 61	Polaris Ranger with Tracks, 6 GPM pump, 60-Gal Tank
2019	Engine 65	Custom Fire, 1500 GPM pump, 1000-Gal Tank
2002	Truck 62	Ford F250 Crew Cab 100 gpm pump, 100-gal Tank
2013	Tender 65	Kenworth, 60 gpm pump, 3000-gal Tank
2005	Squad 63	Kenworth – Heavy Rescue (Due to be Replaced in 2026)

Current Apparatus – Station 70

YEAR	APPARATUS	DESCRIPTION
2019	Utility 76	Ford F250
2010	Tender 75	Rosenbauer 3000-gal Tank
2009	Engine 71	Rosenbauer 1500 gpm Pump, CAFS, 1500-gal Tank
1999	Engine 74	Pierce Saber 1250-gal Pump, 1000-gal Tank
1997	Water Rescue 73	Refurbished Bus –Water Rescue Equipment

Communication

The 911 Dispatch services are provided by the Calumet County Communication Center. Harrison Fire-Rescue operates with up-to-date mobile and portable radio technology using a County-wide VHF system. Two-way radio communications occur on a county-wide trunked public safety radio system that allows for interoperability with fire and law enforcement in the County using VHF. The County is responsible for system infrastructure and because of the terrain between the area that Harrison Fire-Rescue protects and Chilton (Location of Communication Center), Harrison Fire-Rescue must rely on a DVRS (Digital Vehicular Repeater System) for better communication among members. There are many times radios cut out, or communication is not understood because of the location of towers. Because radio and communication issues occur, this would be considered a life safety issue that must be addressed as soon as possible.

Records Management

Maintaining reports and records for incident response, personnel matters, training documentation, vehicle and equipment maintenance, inventory, and fire inspection functions is

an important function of fire department administration as it can capture all the pertinent information by the required 2% dues audit performed by the State of Wisconsin. Harrison Fire-Rescue presently uses EPR Fireworks for its records management system. Currently, the Fire Chief and the Community Risk Reduction Officer are responsible for entering records into the records management system.

Human Resources

The Village of Harrison has an Employee Policy and Procedure Manual. The document is dated August 20, 2020.

McMahon recommends the Employee Policy and Procedural Manual be updated to reflect all types of employees (full-time, part-time, paid-on-call, and volunteer) and applied to all members of the Fire Department where appropriate.

Training and Competencies

The State of Wisconsin requires firefighters to have minimum training levels. Members of Harrison Fire-Rescue generally meet the minimum training requirements set by the State of Wisconsin.

In 2019, the State amended its training requirements to require that newly promoted/appointed fire officers (Chiefs, Captains, Lieutenants) and apparatus operators receive specific training before they can be assigned duties as fire officers and apparatus operators. Personnel who had already held positions as fire officers and apparatus operators were grandfathered.

McMahon recommends that Harrison Fire-Rescue create job descriptions for all positions within the organization that detail minimum training requirements for individuals to be placed in those specific positions that meet State required minimum training requirements. These requirements should be applied to all personnel applying to fill future vacancies in fire officer and apparatus operator roles.

Chart of ISO Annual Training Requirements per Firefighter per Year to Meet Standards

TYPE OF TRAINING	TRAINING FOCUS	HOURS
Company Training	Group/Company Focused Training	192
Facilities Training	Live Fire and Smoke	18
Hazardous Materials	Maintain Skills	6
Fire Officer	Maintain Skills/Succession Planning	12
Driver Training	Maintain Skills (Pump Ops, Drive Time, Cone Course, Drafting)	12
OSHA Training	Hazardous Communication	4
TOTAL		**244**

Meeting these requirements helps fire departments earn higher scores in ISO's Fire Suppression Rating Schedule (FSRS). Within community ratings, better training leads to better scores, potentially lowering property insurance rates for homeowners and businesses. It would be difficult for Harrison Fire-Rescue to obtain all of these training hours per Fire Department member each year. Fortunately, ISO (Insurance Service Offices) offers partial credit if you can't meet 100% of the hours, but aligning training with these guidelines significantly boosts your score.

Continuing education and training are primarily accomplished on training nights on the first and third Monday evenings. Training of personnel is overseen by Specialized Teams leaders, including several officers of Harrison Fire-Rescue. McMahon found the department is very well trained, however, there should be training planned minimally every month for Fire Officers; currently Fire Officers may train every other month.

McMahon recommends that the Fire Officers meet monthly and have training focused on leadership and personal management, incident management and tactics, safety and risk management, technical and specialized skills (through current specialized team training), and outside specialized training venues.

Along with the excellent training, each occurrence of training of any topic for all of Harrison Fire-Rescue must continue to capture critical information when documenting training anytime members are developing skills for the department. A record of training should, at minimum, include the following data:

- Date of the training
- Training topic
- Objectives of the training
- Total length of the training
- Instructor names(s)
- Attendee(s)

Essential Resources

Portions of municipal water supply for the Village of Harrison is serviced by Harrison Utilities and the Darboy Sanitary District. The Village of Sherwood is serviced by Sherwood Waterworks, and both purchase their water from the City of Appleton. The water utility for Harrison Fire-Rescue is especially important for its Insurance Services Office (ISO) score. The water supply system accounts for 40% of a community's Public Protection Classification (PPC) grade, and the fire department needs to be able to coordinate and form a partnership with the utility to help understand a coordinated effort for ISO.

Village of Harrison

- **Provider:** Harrison Utilities is responsible for distributing water to connections within the Village of Harrison and portions of the City of Menasha and City of Appleton.
- **Source:** The water is purchased from the City of Appleton.
- **Maintenance:** Harrison Utilities maintains the water mains and performs routine hydrant maintenance and water main flushing to ensure high water quality.
- **Testing:** Water quality testing is conducted in accordance with regulations, with results published by the utility.
- **Regulation:** Harrison's utility rates are set by the Wisconsin Public Service Commission (PSC).

Village of Sherwood

- **Provider:** The Village of Sherwood Waterworks is the public water supplier for the village.

- **Source:** Sherwood Waterworks purchases its finished water from the City of Appleton.
- **Maintenance:** The Sherwood Waterworks maintains the local water distribution system. The utility also runs a cross-connection program to prevent contamination.
- **Testing:** Water quality is tested regularly to ensure safe drinking water, with tap water results reflecting those of the supplying utility, Appleton Waterworks.
- **Regulation:** As a public water supplier, Sherwood Waterworks is subject to regulations from the Wisconsin Department of Natural Resources (DNR).

External System Relationships

Harrison Fire-Rescue must rely on the integration of one system (Harrison Fire-Rescue) with other outside and neighboring agencies (Auto-Aid, Mutual Aid, and MABAS partners). The increased use of multi-organizational and multi-unit systems with the increase of interagency agreements between various types of governmental entities should necessitate a regular assessment of all relationships and agreements to help support the mission and vision of Harrison Fire-Rescue.

The McMahon consulting team interviewed neighboring fire chiefs as part of the consulting engagement. Neighboring chiefs were supportive of Harrison Fire-Rescue. Several commented that there is a need to do additional inter-agency training and expressed interest in determining areas in which they can work more closely together in the future.

Health and Safety

Fire service health and safety programs are designed to minimize risks in a characteristically dangerous profession through structured, preventative, and reactive processes. Being able to mitigate the risks involved in being a firefighter are outlined by NFPA 1500 (Standard on Fire Department Occupational Safety, Health, and Wellness Program). Wisconsin Department of Safety and Professional Standards requires Harrison Fire-Rescue to have an occupational safety and health committee to advise the Fire Chief on occupational safety and health issues within the organization (SPS330.05). The committee should be composed of representatives of the command staff and firefighters and meet at least biannually. Minutes of meetings should be maintained.

McMahon recommends Harrison Fire-Rescue establish an Occupational Safety and Health Committee to comply with SPS 330.

Below are some key components of health and safety improvements for Harrison Fire-Rescue:

1. Contamination of Gear and Equipment (Cancer Prevention)
2. Clean Cab Policy (Cancer Prevention)
3. Advanced Cleaning (NFPA 1851) (Cancer Prevention)

The above 3 topics focus on reducing exposure to carcinogens and other hazardous substances through proper use, cleaning, storage, and replacement of personal protective equipment (PPE). This includes gross decontamination at incident scenes, bi-yearly laundering of turnout gear, separation of contaminated gear and equipment, and education on exposure paths on the body.

McMahon recommends that Harrison Fire-Rescue implement a policy that addresses cancer prevention within the Fire Department.

4. Proactive Investigation of Accidents and Injuries

Accident, injury, and near-miss investigations are conducted to identify root causes, contributing factors, and system gaps. These investigations support corrective actions, training improvements, and policy updates, while also ensuring compliance with OSHA, state, and workers' compensation requirements.

McMahon recommends that Harrison Fire-Rescue create a document or process that members can use to report and/or track accidents, injuries, or near-misses that happen in training or on the fireground; these incidents could be reviewed and discussed with the Safety Committee and reported back to the Fire Chief and department members.

5. Incorporate Risk Management Practices to Identify Safety Issues
6. Collect and Maintain Exposure Records

Risk management practices are used to proactively identify and mitigate safety issues. This includes formal risk assessments, review of incident trends, use of standard operating guidelines, and integration of safety considerations into emergency calls, training, and operating of apparatus and equipment. Exposure records are systematically collected and maintained to document member contact with hazardous environments, supporting long-term health monitoring and presumptive illness claims.

McMahon recommends that Harrison Fire-Rescue create a system to track, discuss, and review Risk Management topics to be reviewed by the Safety Committee and report back to the Fire Chief and department members.

7. Incident Safety Officer Certification

Because Incident Safety Officers (ISOs) play a critical role by providing real-time risk assessment, hazard control, and accountability at emergency scenes. The Safety Officer advises the Incident Commander (IC) to prevent injuries and fatalities, and will ensure all responders go home safely, acting as a vital check-and-balance system for the entire operation. Their role is essential for managing all fireground environments, which involve hazards like fireground operations, building construction and carcinogens.

McMahon recommends that the current and future Safety Officers of Harrison Fire-Rescue obtain their Incident Safety Officer Certification.

8. Medical Fitness Evaluations

Currently, Harrison Fire-Rescue members receive a pre-employment physical upon hire, but not yearly NFPA 1582 physicals. Looking ahead to the future as the Village of Harrison and Harrison Fire-Rescue grow, it will be important to introduce yearly physicals to the Harrison Fire-Rescue staff. These physicals will include tracking long-term health, detecting serious firefighter-specific issues early (heart problems and cancer), and preventing line-of-duty deaths, which offer significant benefits for both firefighter health and departmental safety.

Insurance Services Office (ISO)

The Insurance Services Office (ISO) utilizes a 100-point grading scale to assess the efficiency and effectiveness of local fire protection services. This evaluation is divided into three primary functional areas:

- **Emergency Communications (10%)**: This section measures the operational efficiency of the 911 dispatch center. Evaluators focus on telecommunicator staffing levels, specialized training certifications, and the technical redundancy of dispatch systems to ensure continuous service during peak loads or hardware failures.

- **Fire Department Capabilities (50%)**: This is the most weighted component, auditing the department's overall response readiness. Key metrics include the inventory and maintenance of apparatus, personnel staffing for first-alarm assignments, and the rigor of officer development programs. It also factors in the strategic geographic distribution of stations to optimize response times.

- **Water Supply Infrastructure (40%)**: This category evaluates the community's hydraulic capacity for fire suppression. The assessment includes hydrant density, water main reliability, and fire flow testing results. In areas lacking pressurized hydrants, the ISO reviews the department's ability to utilize alternative water sources.

While your ISO rating is an important measurable view of Harrison Fire-Rescue, many of these listed improvements would provide value beyond the final number given by the ISO auditors. Continuous investment in the three (3) ISO categories and subcategories completely improves firefighter safety, ensures greater service reliability for the communities Harrison Fire-Rescue serves, and builds on long-term investment for the entire community.

EMERGENCY COMMUNICATIONS (10%)

This section of ISO has the least amount of input from a Fire Department. The dispatch center is most often managed by the County Sheriff, and the Fire Department has little influence in how the Sheriff and staff budgets, how he administers new programs, and functions to help improve the Fire Department operations since the budget plays a sizeable factor in what programs can be implemented by the Sheriff. The below listed factors of improvement can be used as talking points with the Sheriff to help aid Harrison Fire-Rescue in improving areas within ISO that the communications center does not include oftentimes because of the amount of budget money that is available.

Operational Strength & Governance

- Staffing Levels: Optimize minimum dispatcher counts per shift to ensure rapid call processing.
- Professional Standards: Formalize certification tracks and mandatory continuing education.
- Accountability: Deploy quality assurance (QA) and call review protocols.

Infrastructure & Technical Redundancy

- Facility Hardening: Secure primary dispatch centers with redundant power, dedicated HVAC, and enhanced physical security.
- Disaster Recovery: Establish a fully operational secondary PSAP and formalize Continuity of Operations Plans (COOP).
- System Resilience: Eliminate single points of failure in phone, radio, and CAD networks.

Technology Integration

- Advanced Tracking: Use AVL/GPS for real-time apparatus location and improved unit status timestamping.
- Coverage Audits: Perform and document regular radio signal testing throughout the jurisdiction.

FIRE DEPARTMENT CAPABILITIES (50%)

Personnel & Response Deployment

- Staffing Models: Shift toward guaranteed on-duty crews or peak-hour staffing to stabilize response times.
- Officer Presence: Ensure consistent command-level coverage for all first-alarm assignments.
- Turnout Efficiency: Streamline station workflows to shave critical seconds off turnout and travel times.

Training & Professional Development

- Skill Maintenance: Increase and document annual training hours with a focus on NFPA 1403-compliant live fire drills.
- Leadership Pipeline: Expand officer development programs and structured onboarding for new recruits.
- Data Integrity: Maintain comprehensive training records and reports, including lesson plans and signed rosters and record each category of training as described on Page 41 of this report.

Apparatus & Facilities

- Fleet Management: When working on the apparatus and vehicle replacement plan, align the replacement cycles with ISO and NFPA benchmarks to ensure frontline dependability.
- Strategic Placement: Analyze apparatus distribution to minimize travel distances in high-growth or high-risk zones, which continually assess the communities' growth patterns and call heat maps to determine the correct apparatus and equipment are located in the right stations.
- Health & Safety: Modernize stations with better decontamination zones and specialized gear storage (the new fire Station 70 and update to Station 60 will benefit from this ISO standard).

Risk Reduction & Planning

- Pre-Incident Information: Broaden the scope of pre-fire plans and integrate them into daily operations and training.
- Community Safety: Scale up fire prevention inspections and public outreach to mitigate risks before they escalate.

Water Supply (40%)

It is especially important to work with Harrison Utilities and the Darboy Sanitary District to review the water distribution system and work together as a team to improve the hydrants that require the correct water flow and establish a program that completes hydrant maintenance each year.

Distribution & Maintenance

- Hydrant Optimization: Tighten hydrant spacing in developed corridors and prioritize the replacement of undersized mains.
- Functional Reliability: Increase the frequency of flow testing and improve the visibility and accessibility of all hydrants.

System Resilience & Capacity

- Hydraulic Performance: Within your Community Risk Reduction programs target high-risk areas for fire flow increases and improve water main "looping" to prevent outages.
- Redundancy: Enhance pumping station capacity and add water storage to handle peak emergency demands.

Rural Water Operations

- Alternative Sources: Expand the use of dry hydrants and designated drafting sites with improved access for tankers, if possible.
- Operational Formality: Secure formal water-access agreements and document the efficiency of rural shuttle operations.

The basis of a successful ISO evaluation is detailed and accurate documentation. By aligning capital improvement plans, and fire department planning with ISO criteria and maintaining accurate records of response metrics, training, and maintenance, Harrison Fire-Rescue can improve on the current ISO number and after the next audit, its rating accurately reflects its actual capabilities and accomplished improvements.

IX. SUMMARY OF RECOMMENDATIONS

Background to Study: Harrison Fire-Rescue has been in operation since 1918. The members of the Harrison Fire-Rescue are undoubtedly committed to serving their communities and responding to calls for service at all hours of the day.

The Village of Harrison and Harrison Fire-Rescue has been successful in providing fire protection services since its inception. Growth in the communities served, an increase in commercial building, the demand for service calls (636 in 2025), changes in demand for the types of services, increases in firefighter qualifications, and training standards for members of the organization will continually impact Harrison Fire-Rescue.

The Village of Harrison proactively retained McMahon to conduct a staffing needs study, an intergovernmental cost share model, and an ambulance service analysis. Included in this analysis was a review of current organizational structure, staffing, operational effectiveness, funding methodology and governance structure. The Village clearly wants to be prepared for a time when, most likely, a paid-on call fire department may no longer effectively service the Village simply because of increased demand in calls for service, population growth, volunteers time to be able to serve, and the commitment to be able to achieve certifications and additional training.

Current Status of Department: Through its analysis, McMahon was impressed with the commitment of the current members of Harrison Fire-Rescue to serve the community using a paid-on call model. The Village of Harrison can continue to utilize paid-on-call response only as it remains effective but prepares the organization and its infrastructure for what is most likely a transition to a career-based full-time model over the next ten years. A plan to begin slowly transitioning to an organization that may rely more on daytime staffing and in the future, career, full-time staffing to be prepared for a decrease in members in the community willing to volunteer as firefighters.

Future Staffing: Transitioning to a model that relies on more career and day staff will result in increased costs for the Village of Harrison and communities that rely on Harrison Fire-Rescue. This analysis should provide the municipalities with a means to prepare for those upcoming changes in costs to provide fire protection.

Cost Sharing: McMahon recommendations also highlight the need to review the Intergovernmental Cost Share Model that is being used to determine fire department fees with the Village of Sherwood and the Town of Woodville. With a profound increase in infrastructure, fire apparatus, equipment, and personnel, having a cost share model in place is imperative as costs will grow with a transition over the next decade to more full-time employees. This cost-share model will not only include the operations side of the fire department, but also the capital side.

In the findings of this study, the Village of Harrison would pay 77.6%, the Village of Sherwood would pay 18%, and the Town of Woodville 4.4% of the fire department budget using a weighted share at 30% of (Population), 30% of (Calls for Service), 30% of (Equalized Value), and 10% of (Area Served).

Feasibility of Village EMS: This analysis includes a preview as to what it would cost to start an ambulance within Harrison Fire-Rescues service area. Call volume, health insurance reimbursement, equipment, staffing, and operating costs concluded that it may cost the Village of Harrison nearly one million dollars to start and staff an ambulance and one back up ambulance for the EMS calls that are currently served by Harrison Fire-Rescue. The start up and operating costs of the service do not warrant a Village-operated EMS service at this time.

Other Recommendations: Lastly, McMahon used a method of quality improvement of the fire department in this analysis to aid the Village of Harrison, the Fire Chief, and members of Harrison Fire-Rescue with the ability to look ahead and begin to lay out the development of strategic plans, developing community risk reduction, standards of cover, health and safety initiatives, and other emergency planning for a very fast-growing community.

SUMMARY OF VILLAGE OF HARRISON/HARRISON FIRE-RESCUE ANALYSIS RECOMMENDATIONS	
Issue	Recommendation
Staffing Needs (Page 9)	**Based on current growth in demand for service McMahon recommends that the Harrison Fire-Rescue plan to implement a daytime staffing program by 2027.**
Staffing Needs (Page 16)	**McMahon and Village Staff recommend Option C; hiring of a full-time Operations/Training Officer and the hiring of 2 part-time Firefighters to be implemented in 2027 or when Village Staff deems appropriate.**
Intergovernmental Cost Share Model (Page 20)	**McMahon recommends that the net result of the cost sharing model use these criteria and assigned weight is as follows:** **Harrison 77.72%** **Sherwood: 17.89%** **Woodville 4.39%**
Intergovernmental Cost Share Model (Page 20)	**McMahon recommends that these weighted criteria be evaluated on at least a five-year basis, if not annually.**
Ambulance Service Analysis (Page 23)	**McMahon and Village of Harrison staff recommend not pursuing creating an ambulance service for the Village at this time.**
Harrison Fire-Rescue Operational Analysis - Assessment and Planning (Page 27)	**McMahon recommends Harrison Fire-Rescue create a Standard of Cover (SOC) that outlines service expectations each year and provide a report to the Village Board comparing actual performance to these standards.**
Harrison Fire-Rescue Operational Analysis – Goals and Objectives (Page 28)	**McMahon recommends that a strategic plan be developed for Harrison Fire-Rescue consistent with growth plans for the Village of Harrison, the Fire Department, and the community.**
Harrison Fire-Rescue Operational Analysis – Prevention and Public Education (Page 31)	**McMahon recommends Harrison Fire-Rescue adopt the International Fire Code to coincide with the use of NFPA 1 Fire Codes.**
Harrison Fire-Rescue Operational Analysis – Prevention and Public Education (Page 32)	**McMahon recommends that Harrison Fire-Rescue create a community risk assessment to evaluate high-risk to low-risk properties which may help the number of times a building could be inspected.**
Harrison Fire-Rescue Operational Analysis – Domestic Preparedness – Emergency Management (Page 34)	**McMahon recommends that the Village of Harrison begin to schedule basic emergency management training sessions with Village employees and to help obtain certification to the ICS 400 level.**

Harrison Fire-Rescue Operational Analysis – Fire Suppression (Page 35)	**McMahon recommends Harrison Fire-Rescue look to implement automatic aid response agreements with more neighboring departments to improve mitigation of structure fires and other major emergencies.**
Issue	Recommendation
Harrison Fire-Rescue Operational Analysis – Technical Rescue (Page 36)	**McMahon recommends that the Fire Department continues to conduct a formal and documented program appraisal each year to determine the impacts, outcomes, and effectiveness of its programs, measure performance levels to goals and objectives, and determine which training and equipment is needed for improvement.**
Harrison Fire-Rescue Operational Analysis – Human Resources (Page 40)	**McMahon recommends the Employee Policy and Procedural Manual be updated to reflect all types of employees (full-time, part-time, paid-on-call, and volunteer) and apply to all members of the Fire Department where appropriate.**
Harrison Fire-Rescue Operational Analysis – Training Competencies (Page 40)	**McMahon recommends that Harrison Fire-Rescue create job descriptions for all positions within the organization that detail minimum training requirements for individuals to be placed in those specific positions that meet State required minimum training requirements. These requirements should be applied to all personnel applying to fill future vacancies in fire officer and apparatus operator roles.**
Harrison Fire-Rescue Operational Analysis – Training Competencies (Page 41)	**McMahon recommends that the Fire Officers meet monthly and have training focused on leadership and personal management, incident management and tactics, safety and risk management, technical and specialized skills (through current specialized team training), and outside specialized training venues.**
Harrison Fire-Rescue Operational Analysis – Health and Safety (Page 42)	**McMahon recommends Harrison Fire-Rescue establish an Occupational Safety and Health Committee to comply with SPS 330.**
Harrison Fire-Rescue Operational Analysis – Health and Safety (Page 42)	**McMahon recommends that Harrison Fire-Rescue implement a policy that addresses cancer prevention within the Fire Department.**
Harrison Fire-Rescue Operational Analysis – Health and Safety (Page 43)	**McMahon recommends that Harrison Fire-Rescue create a document or process that members can use to report and/or track accidents, injuries, or near-misses that happen in training or on the fireground; these incidents could be reviewed and discussed with the Safety Committee and reported back to the Fire Chief and department members.**
Harrison Fire-Rescue Operational Analysis – Health and Safety (Page 43)	**McMahon recommends that Harrison Fire-Rescue create a system to track, discuss, and review Risk Management topics to be reviewed by the Safety Committee and report back to the Fire Chief and department members.**

Harrison Fire-Rescue Operational Analysis – Health and Safety (Page 43)	**McMahon recommends that the current and future Safety Officers of Harrison Fire-Rescue obtain their Incident Safety Officer Certification.**

X. GLOSSARY OF TERMS

APPARATUS	Apparatus is commonly used to describe multiple types of fire trucks or emergency response vehicles like ambulances.
AUTO AID	Automatic aid is assistance dispatched automatically by contractual agreement between two communities or fire districts to all first alarm structural fires.
AVL-GPS	Automatic Vehicle Locating-Global Positioning System - Systems using GPS in the fire service that provide real-time, satellite-based tracking of fire apparatus to dispatch the closest unit, significantly reducing response times. This technology integrates with Computer-Aided Dispatch (CAD) to map unit locations, enhance firefighter safety with emergency tracking, and improve operational coordination.
CIP	Capital Improvement Plan — A short-range plan, usually four to ten years, which identifies capital projects and equipment purchases, provides a planning schedule and identifies options for financing the plan.
CFAI	Commission of Fire Accreditation International — National Fire accreditation process, which has become a part of the Center of Public Safety Excellence.
COOP	Continuity Of Operations Planning – Planning that can help ensure that essential, life-safety, and emergency services continue during disasters or crises that cripple normal operations.
CRA	Community Risk Assessment - A process which identifies the potential and likely risks within a particular community.
DSPS	The Wisconsin Department of Safety and Professional Services administers and enforces laws to assure safe and sanitary conditions in public and private buildings.
DVRS	Digital Vehicular Repeater System (DVRS) is a radio system component that provides repeater capability between portable subscribers and RF base station infrastructure, extending radio coverage of your network.
EMR	Emergency Medical Responder - Provides immediate, basic life-saving care with minimal equipment (like CPR, bleeding control) until more advanced help arrives, often first responders like police/firefighters, and typically doesn't transport patients.
FEMA	Federal Emergency Management Agency — A federal government agency responsible for the regulation of disaster management, planning and training.

IC	Incident Command - IC ensures a coordinated effort, integrates different agencies, and scales the response as needed, providing clear leadership and structure in chaotic situations.
ICS	Incident Command System — Nationally accepted system for the management of personnel and resources at large Public Safety incidents.
ISO	Insurance Services Office — System used to rate fire departments for insurance rating purposes.
KPIs	Key Performance Indicators – these are measurable, data-driven metrics used to evaluate operational efficiency, safety, and effectiveness in achieving objectives, such as response times, turnout times, and incident outcomes. They allow departments to justify budgets, improve, and ensure compliance with standards.
MABAS	A multi-state mutual aid system for fire, technical rescue, hazardous materials and emergency medical services that is based on a standardized legal agreement.
MUTUAL AID	Mutual aid is utilized frequently in fires that exceed the capabilities of a department's equipment or available manpower to appropriately fight a large fire. Mutual aid requires a specific request for assistance by the incident commander.
NFPA	National Fire Protection Association — An association organized to reduce the burden of fire on the quality of life by advocating scientifically based consensus codes and standards, research and education for fire and related safety issues.
NFIRS	The National Fire Incident Reporting System (NFIRS) is a voluntary reporting standard that fire departments use to uniformly report on the full range of their activities, from fire to emergency medical services to severe weather and natural disasters.
NIMS	National Incident Management System — Nationally accepted program for the management of personnel, resources and equipment at major disaster related incidents.
POC	Paid-On-Call — Firefighters that are paid based on responding to call. Generally, POC Firefighters do not stay at a fire station while awaiting a call to respond to.
PRE-PLANS	The documentation fire departments use to plan building response and incident management for target threats or specific hazardous locations.
PSAP	Public Safety Answering Point. Acts as the bridge between the public and first responders, using specialized dispatch consoles to send information to field units via radio networks.
RMS	Records Management Systems.
SOC	Standard of Cover – Is a data driven tool that can assess community risks, sets specific response time objectives (benchmarks), and

	determines the appropriate distribution and concentration of resources to ensure effective service.
SOG	Standard Operating Guidelines – Department developed document that establishes parameters for operations and other department functions.
SOP	Standard Operating Procedures — Department developed document that establishes specific procedures for operations and other functions.
2% Dues	2% fire dues are a state-mandated program where insurance companies pay 2% of fire insurance premiums on Wisconsin property to the state. The Department of Safety and Professional Services (DSPS) collects these funds and distributes them to municipalities to support local fire department operations, training, and equipment.