Snow Plow Proposal

Zblewski Bros. LLC

1521 Porter Rd.

Plover, WI 54467

Zblewski Bros. LlC will have a 2 year contract with The Village of Park Ridge from November 1, 2022 to March 31, 2023 and November 1, 2023 to March 31, 2024 for snow plowing of 5 miles of roads as per the map provided to us from the Village of Park Ridge, 2 alleys (behind ODC building & Hofmeister alley), and the lot behind the Village Hall for Fire Dept. garage for trucks.

We will plow for the depth of 1" (one inch) or more, or if requested by a Village Official. Sand/Salt will be used on intersections at the rate of $132.00 per ton per time. Straight salt will only be used if authorized by a Village Official at the Rate of $162.00 per ton per time. If Zblewski Bros. LLC sees a cost increase to purchase their allotment of salt your price per ton will also increase.

**A fuel surcharge will be added to the seasonal snow removal contract price if fuel prices reach $5.00 per gallon. At $5.00 per gallon, there will be a 1% increase. Every 10 cents the fuel price increases above $5.00 per gallon will result in another 1% of fuel surcharge. ($5.00 x # of gallons=cost x 5%= fuel surcharge).

**Contractor is not liable for any indirect damage to mailboxes or mailbox posts. The contractor should exercise their replacement policies for damage to mailboxes that are a direct result of a collision with the snowplow and/or snowplow equipment. Contractor is not responsible for any mailbox posts and will only pay up to $75.00 for any mailbox if hit by snowplow and/or snowplow equipment. Resident must provide a receipt to Zblewski Bros. LLC in order to be reimbursed for the mailbox only.

***Contractor is not liable for damage to sod, grass, and/or delinator stakes.

The Village of Park Ridge agrees to pay Zblewski Bros. LLc the following 5 monthly payments of $4,800.00 per month for the season 2022-2023 and also 5 monthly payments of $4,800.00 for the season 2023-2024 until the end of the contract in April of 2024. ($24,000.00 for season 2022-2023 & $24,000.00 for season 2023- 2024).

Price for after contract months is $130.00 per hr.

9/29/22

Zblewski Bros. LLC/Owner (Date)

Fire Department Organizational Analysis

Prepared for

Village of Park Ridge

PORTAGE COUNTY | WISCONSIN

JUNE 6, 2022

P1019-04-22-00309

Prepared By
Robert Whitaker / Public Safety Specialist

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Public Safety & Municipal Management

Fire Department Organizational Analysis

Prepared for

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PORTAGE COUNTY | WISCONSIN
JUNE 2, 2022
McM. No. P1019-04-22-00309

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Fire Department Organizational Analysis

Prepared for

Village of Park Ridge

PORTAGE COUNTY | WISCONSIN

JUNE 2, 2022
McM. No. P1019-04-22-00309

I. PROJECT OVERVIEW

McMahon was retained by the Village of Park Ridge to conduct an organizational analysis of the fire department and to provide management counsel to the Village regarding the fire department. The scope of the project also included:

- Assessment of fire department staffing needs
- Assessment of the Village's ability to recruit a fire chief and firefighters
- Review of all current administrative rules and applicable standards
- Review of current equipment and maintenance procedures
- Assessment of fire department vehicles including a recommendation for replacement with cost projections
- Assessment of fire department space needs including recommendations with projected costs
- Assessment of fire hydrant access and recommendations for changes including estimated projected costs
- Assist with communications to external fire departments, dispatch and related agencies
- Assist the Village with review and coordination with external agencies
- Identify communities in the State of Wisconsin with similar circumstances to those currently facing the Village's fire department.

II. PROJECT WORK TASKS

To complete the objectives set forth by the Village, McMahon first evaluated the operations of the department. McMahon team members met with the Fire Chief and with municipal elected leaders to gain an understanding of the concerns and issues as they related to providing efficient and cost-effective fire services for the Village.

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

1. Communicated with the Village President to define the scope and mission, discuss the work plans, establish liaison responsibilities, and confirm other general arrangements.

2. Obtained and reviewed documentation pertaining to this project, including existing fire department documentation, policies and procedures and call volume statistics.

3. Assessed the current fire operations to determine future needs by conducting interviews and on-site observations with representatives of the agency and other stakeholders.

4. Reviewed fire department workflows and processes to analyze and develop potential organizational and operational requirements. This review is based on the Commission of Fire Accreditation International categories and criteria and industry standards, including:

    - State of Wisconsin Statutes and Administrative Code
    - National Highway Safety Traffic Administration (NHSTA)
    - Federal Emergency Management Association (FEMA)
    - Local Related Ordinances
    - Commission on Fire Accreditation International (CFAI)
    - National Fire Protection Association (NFPA)

5. Facilitated a Recommendations Meeting to present preliminary findings and obtain feedback from the Project Team.

6. Developed a comprehensive detailed Fire Department Organizational Analysis, utilizing the information provided by the documentation received, the interviews and on-site observations. The level of service needs were considered during the development of these recommendations.

7. Assembled the Analysis document. 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.

8. Prepared and delivered the draft analysis for review.

9. Received feedback regarding the content of the draft Analysis and made changes to the Analysis based on returned comments. Produced and delivered the final document copies to the Village President.

10. Presented the findings and recommendations of the Analysis to the Village Board.

III. COMMUNITY OVERVIEW, DEMOGRAPHICS AND ENVIRONMENT

The Village of Park Ridge is in Portage County, Wisconsin. As of 2021, the Village had a total population of 530. The population of the village increased by 39 people since 2010. The Village is .22 square miles. There are 250 households in the Village. The average age of a resident in the Village as of 2020 was 38.1 years according to the US Census Bureau. For comparison, the average age of a resident of Park Ridge in 2011 was 47.8 years.

The Village operates under a president-village board form of government. The Village Clerk/Treasurer and Fire Chief are appointed by the Village Board. The Village Board consists of the Village President and four Trustees.

Law enforcement services in the Village are provided the Portage County Sheriff's Office.

Municipalities all have unique characteristics that are important when evaluating service levels provided to residents. Equalized value of a community describes the estimated value of all taxable property in the municipality. The chart below depicts the equalized value of the Village with a historical perspective.

Table 3.1

Village of Park Ridge Equalized Value Overview				
	2003	**2009**	**2015**	**2021**
Equalized Value	$35,281,700	$46,684,600	$47,630,700	$59,741,400

Property tax is the largest single revenue category for the Village. The revenue needed from the property tax, which is approved as part of the annual budget process for the municipality, is spread over the equalized value of the community to determine the community's tax rate.

As noted in Table 3.1, the equalized value of the community has risen by over $24 million since 2003. While the value of property has increased, so have expenses incurred by the Village due to inflation and other economic factors. Another factor limiting revenue increases for municipalities in the State of Wisconsin has been property tax levy limits. The State has mandated property tax levy limits on Wisconsin municipal governments since 2006. Levy limits place a cap on how much the property tax levy can increase year over year.

Table 3.2

Village of Park Ridge Property Tax Revenue				
	2018	2019	2021	2022
Property Tax Revenue	$181,404	$182,423	$186,776	$198,787

A vast majority of municipalities across the State of Wisconsin have struggled to maintain the services they provide over the past 10 – 15 years, primarily due to limits in revenue from property tax levy and reduced aid payments from the State of Wisconsin.

According to data from the Wisconsin Policy Forum, the Gross Tax Rate per $1,000 of Assessed Property Value for the Village ranged from $18.58 to $19.60 between 2007 and 2020. As a comparison, the Gross Tax Rate for the City of Stevens Point for the same period ranged between $22.92 and $23.26 per $1,000 of assessed property value.

IV. PARK RIDGE FIRE DEPARTMENT OVERVIEW

A. Department Organization

The Park Ridge Fire Department is organized under Village Ordinance 5.01. The ordinance calls for a Fire Chief appointed by the Village Board. The Fire Chief is authorized to appoint up to 21 other officers and subordinates according to the Ordinance.

The fire department is a volunteer/paid-on-call department. The Fire Chief receives a small annual salary for his work. The rest of the department receives annual stipends based on a point system.

The Department was established in 1948 according to Village documents. The Village maintains one fire station, co-located with the Village Hall at 24 Crestwood Drive in the Village.

The Park Ridge Fire Department is currently comprised of a Fire Chief, Assistant Chief and twelve subordinates. The Fire Chief and Assistant Chief have notified the Village Board that they intend to leave their positions in June 2022.

The average tenure of Department members is approximately six and one-half years. The longest serving member will reach twenty years of service in June of 2022.

All members of the Department hold at minimum of Entry Level Firefighter. Three members are certified Driver/Operator-Pumper. Three members are certified Fire Officer I and three members hold Fire Instructor I Certification.

The 2022 Operating Budget for the fire department is $47,449. There is no capital improvement or sinking fund for the Department. The Operating Budget has remained generally stable for the past three years. In 2019, the Operating Budget increased approximately $7,000 from the previous year.

The Village has recently struggled to recruit and retain members of its fire department. Park Ridge is not unlike other communities across the Country in its challenge to recruit and

retain volunteer firefighters. Busier lifestyles, reduced interest in volunteering and increased training requirements have been cited as reasons for the reduction in people interested in becoming volunteer firefighters.

Distribution of resources and reliability of those resources to be able to respond are two critical factors in evaluating fire and emergency services delivery for a community. Distribution looks at how the response resources are spread over a geographic area and reliability looks at the frequency those resources are available for a response.

Distribution of resources in a Village the size of Park Ridge has very limited impact on resource allocation since the response area is very small.

The number of incidents that require response does factor into resource reliability. From a statistical perspective, resource reliability in Park Ridge is mostly impacted by the availability of volunteer firefighters to respond to an incident. In larger communities with fully staffed fire and emergency medical stations and higher volumes of calls for service, the calls for service that occur simultaneously in a response area have a greater factor in resource reliability.

In order to evaluate the demand for services placed on the fire department, the consulting team reviewed incident data provided by the Department. Below is a summary of responses for the last three years. A majority of the Department's calls for service are to assist other fire departments, commonly known as mutual aid. In the three-year period evaluated, an average of eight incidents occurred in the Village of Park Ridge each year.

Table 4.1

Call Type	2019	2020	2021
Carbon Monoxide	3	3	2
Code Enforcement	2		1
Fire Alarm	1	1	2
Natural Gas			2
Mutual Aid	17	11	21
MVA	2		
Service		1	
Smoke	1		
Storm	3		
Structure Fire			1
Grand Total	**29**	**16**	**29**

The average response time for the incidents occurring in Park Ridge during the three-year period was nine minutes and seventeen seconds. An average of 5.8 firefighters responded to those incidents.

B. Professional and Industry Standards and Best Practices

In Wisconsin, Fire Departments are regulated by the State's Department of Safety and Professional Standards (SPS). Administrative Code SPS 314 provides regulations for Fire Prevention in the State. Administrative Code SPS 330 identifies regulations for Fire Department Safety and Health Standards in Wisconsin. Enforcement for these Standards is done through SPS.

National Fire Protection Association (NFPA) Standards are looked upon as industry standards, however, for the most part, they are not considered as mandatory regulations in the State of Wisconsin. SPS 330 does however, contain several references to specific NFPA Standards, thus making those specific references required standards in the State.

The Commission on Fire Accreditation International (CFAI) awards accreditation to fire and emergency service agencies throughout the World. CFAI Accreditation is a defined, established process of organizational self-assessment and analytical review that is verified and validated by peer assessment. The CFAI process is viewed in the fire and emergency services industry and by the consulting team as a process that produces higher-performing organizations with commitment to continuous improvement.

Compliance with SPS 314 – Fire Prevention

SPS 314 is the State of Wisconsin Administrative Code on Fire Prevention. It details the State's Fire Prevention Code, but also outlines responsibilities of fire departments for fire prevention activities. The State Department of Safety and Professional Standards conducts fire department compliance audits with SPS 314 and other applicable State Administrative Code. The Department was recently audited by the State. One area of deficiency was identified in the audit, but it has since been corrected according to the Fire Chief. The Department had not performed the minimum number of required fire inspections of commercial properties.

Table 4.2 details specific requirements of SPS 314 and the Department's current compliance with the Code.

Table 4.2 Wisconsin SPS 314 – Fire Prevention is located on the next page.

Wisconsin SPS 314 - Fire Prevention		
Requirement Summary	**Park Ridge Compliance**	**Notes**
File NFIRS Report for each fire incident	Yes	
Fire inspect public buildings/places of employment by trained inspector at least once in 6 month periods	Yes	The Department did not pass a recent audit by the State but has since corrected this issue.
Maintain inspection records for seven years	Yes	
Provide fire public education services	Yes	
Maintain records of:		
1) Roster of Members	Yes	
2) Time/date/location and number of firefighters responding to each incident	Yes	
3) Number, duration, topic of and attendance of department meetings	Yes	
4) Number, duration, topic of and attendance of trainings	Yes	
5) Number, type, duration and attendance of members at public education activities	Yes	

Compliance with SPS 330 – Fire Department Safety and Health Standards

SPS 330 is the State of Wisconsin Administrative Code on Fire Department Safety and Health Standards. SPS 330 incorporates several National Fire Protection Association Standards by reference. A summary of Park Ridge Fire Department's compliance with SPS 330 is below.

The Department meets a vast majority of the requirements of SPS 330. *It is recommended the Department perform annual hose testing and develop a member assistance program as required by SPS 330.*

Table 4.3 is located on the next page.

Wisconsin SPS 330 - Fire Department Safety and Health Standards		
Requirement Summary	**Park Ridge Compliance**	**Notes**
Appointed Health & Safety Officer	Yes	
Occupational Health and Safety Committee that meets at minimum twice per year	Yes	
Maintain records of reported accidents, injuries, illnesses and deaths that may be job related	Yes	
Training record for each firefighter	No	
Training program for prevention and elimination of occupational injuries	Yes	
Assure training delivered by qualified instructor	Yes	
Assure members complete minimum training before performing interior firefighting operations	Yes	
Preventative maintenance program for apparatus		
1) Inspection and testing of pumps in accordance with NFPA 1901	Yes	Only Engine 1
2) Visually inspect all vehicles and portable equipment at least monthly	Yes	
3) Inspection and service testing of hose/equipment	No	Fire hose is tested every other year - should be annually
Provide and enforce use of protective ensemble and equipment for all firefighters engaged in structural firefighting	Yes	
Provide and enforce use of SCBA for all interior firefighting or hazardous atmospheres		
1) Hydrostatic testing of SCBA Cylinders	Yes	
2) Respirator FIT Testing	Yes	
3) PASS System	Yes	
When using SCBA operate in teams of two or more	Yes	
Use of National Incident Management System	Yes	
Approved traffic safety vest usage	Yes	
Rescue of Members: In the case of a structure fire beyond the incipient stage where interior fire suppression operations are occurring, a back-up team of at least two firefighters wearing SCBA shall be available to assist with rescue activities.	Yes	
FD Buildings comply with SPS 332 and 261-366	Yes	
Member Assistance Progam Policy Statement	No	

C. Fire Department Staffing Assessment and Fire Chief Recruitment Opportunities

The Fire Department Roster currently has fourteen members, including the Fire Chief. The Fire Chief and the Assistant Chief have submitted their notice of resignation effective June 2022.

All members of the department are considered paid-on-call/volunteer members. Paid-on-call/volunteer fire departments rely on members to respond to the fire station when alerted of a call. The firefighters then respond to the scene of the incident. Availability of members to respond and time to respond are variables that paid-on-call and volunteer fire departments face when compared to career fire departments that staff and respond from fire stations.

Six members of the Park Ridge Fire Department live within two miles of the fire station. Two of those six members are resigning in June 2022. Two members live between two and six miles from the fire station. Two other members live between nine and twelve miles from the fire station. The remaining four members live approximately fifteen miles from the fire station.

Operating the fire department with twelve remaining members, four of which live fifteen miles from the fire station is a major challenge facing the Village. A minimum of five members are required to respond to a structure fire in the Village. One member should be qualified as a Fire Officer, one as a Driver/Operator and the remaining three as at least entry level firefighters.

After the two pending resignations in June, only three members remaining hold fire officer certification. Two of the three live at least nine miles from the fire station, providing a less than effective response.

There are currently three members of the Department certified as Driver/Operator-Pumper which is required to operate pumping apparatus. The Fire Chief has informed the consulting team that two members are currently awaiting the State to issue their certification. However, after the Chief and Assistant Chief leave the Department, only three members with required Driver/Operator training will remain on the Department's Roster.

The consulting team reviewed the number of firefighters that responded to calls from 2019-2021. Total members on the roster during this time ranged from fourteen to twenty. Generally, over the three-year period, the number of firefighters on the department's roster went down. On average, six members responded to each incident during the three-year period. Response data demonstrated that as the roster shrunk, the average number of responders per incident went down. In 2021, the average dropped to just over five responders per incident. As stated previously, a minimum of five responders is necessary to conduct structure fire operations. With the resignation of two active members, the department is at high risk of not being able to field five members per incident.

An analysis of total members compared to average members responding would suggest that the Department should attempt to maintain a roster of between 18 and 20 trained members to get at least five or more members to respond to incidents. Of those members, a group should hold at least fire officer certification and entry-level driver/operator training.

D. Recruiting a Fire Chief and Firefighters

The fire service has struggled recently to recruit and retain members, especially in volunteer/paid-on-call type organizations. In 2020, the National Volunteer Fire Council (NVFC) surveyed former volunteers to find out why they left their departments. Reasons varied but include demographic shifts and lack of time to volunteer due to family and job commitments. The study verified what is generally known in the service; there is a limit to how many times a month, a week, or a day you can expect volunteers to drop what they're doing in their civilian life and rush off to deal with a community emergency. An even greater challenge is finding time for volunteers to complete required training and certifications.

Initial training to become an entry level firefighter in Wisconsin is sixty (60) hours. After training, the member then must attend regularly scheduled training at their local fire department. Members operating fire pumping apparatus must take an additional thirty (30) hours of training.

Members who desire to become certified as fire officers, a requirement of being promoted to position of lieutenant or higher in the department, must take Firefighter II Certification which requires approximately one hundred and thirteen hours (113) more than basic entry level firefighter training. For perspective, this training would require taking one class of approximately four hours per week for three school semesters.

A new fire chief will be required to hold Fire Officer Certification. The Fire Chief must also attend meetings outside of those required of firefighters and dedicate additional time to maintenance of records, reports, standard operating procedures/guidelines and ensuring requirements of the fire department are met.

The Village of Park Ridge has population of 530 people. This is an extremely limited pool of residents the fire department can recruit potential members from. The nature of a paid-on-call/volunteer fire department requires that effective members reside or work within a reasonable distance from the fire station, so residents of the community are commonly the most desirable group of people for a paid-on-call/volunteer fire department to recruit from. The small population of the Village makes recruitment of residents a significant challenge.

Residents of the City of Stevens Point provide an additional opportunity for recruitment for the Park Ridge Fire Department. Stevens Point operates an all-career fire department so there is no opportunity for area residents to volunteer or work as paid-on-call members of the Stevens Point Fire Department.

In reviewing the potential recruitment opportunities, the McMahon Team finds that recruiting and retaining approximately twenty trained and active members of the Department will be a significant challenge for the Village.

Recruitment of a Fire Chief for the Village would likely be from the pool of current members of the Department. Recruiting a fire chief from the outside of the department that lives within a reasonable distance from the Park Ridge Fire Station is unlikely. The consulting team finds there is one current member who could effectively be the Fire Chief based on current certifications, training and residency.

E. Assessment of Fire Department Vehicles Including a Recommendation for Replacement with Cost Projections

The Park Ridge Fire Department has three vehicles in its fleet. It is recommended that all three vehicles be replaced.

Table 4.4

Park Ridge Fire Department Apparatus							
Unit	Type	Year	Water Tank	Pump Size	Condition	Estimated Replacement Cost	Expected Lifespan (New)
Engine 1	Pumper/Engine	1994	1,000 gallons	1,250 gpm	Needs Replacement	$321,000 - $575,000	20 Years
Engine 2	Pumper/Engine	1980	800 gallons	450 gpm	Needs Replacement	$321,000 - $575,000	20 Years
Squad 1	Equipment/Utility	1974	NA	NA	Needs Replacement	$100,000 - $350,000	20 Years

NFPA 1901, the Standard for Automotive Fire Apparatus, recommends replacement of fire apparatus when no more than twenty-five (25) years old. While NFPA 1901 is not a required standard in the State of Wisconsin, it does provide guidance for the industry on important topics such as apparatus design and replacement. Annex D of NFPA 1901 states, "Apparatus that were not manufactured to the applicable NFPA fire apparatus standards or that are over 25 years old should be replaced." The Standard cites advancements in safety features for supporting such a replacement cycle.

All three of the Park Ridge Fire Department vehicles are more than twenty-five (25) years old. Table 4.1 details estimated replacement costs for the three vehicles. Replacement costs included in Chart 4.1 are for new vehicles. Used fire apparatus are available also at a reduced cost from the prices in Table 4.1, however, the used vehicles will likely provide a shorter lifespan than new vehicles.

After reviewing the Park Ridge Fire Department operation, the consulting team recommends that the Village replace both fire engines. The team also recommends immediate replacement of the squad vehicle with a crew cab pick-up truck which is a more cost-effective purchase and is more useful for the department's operation.

Generally, communities the size of Park Ridge need to borrow funds to purchase major equipment such as fire apparatus. Table 4.2 identifies the annual cost for replacement of all three vehicles based on a borrowing term that equates to the expected lifespan of the apparatus. The consulting team identified that a cost-effective option might be to purchase an approximate 10-year-old used fire engine immediately to replace Engine 2 and also immediately purchase the crew-cab pick-up to replace the Squad. These purchases would provide immediate relief to the challenges faced with the Department's fleet of vehicles. Meanwhile, the Department should begin design and specifications of a new fire engine. Currently delivery times for new fire engines are 22-25 months. Once the new engine is delivered, the current Engine 1 would be sold.

Table 4.5

Apparatus Replacment				
Vehicle	**Purchase Year**	**Purchase Cost**	**Expected Life**	**Annual Payment**
Engine	2022	$250,000	10 Years	$30,000
Engine	2024	$575,000	20 Years	$38,400
Pick-Up/Utility	2022	$60,000	10 Years	$6,960

Estimated annual payments to maintain the recommended fleet of apparatus is just under $75,000. The Village does not currently have money budgeted for these payments.

F. Review Of Current Equipment and Maintenance Procedures

Fire apparatus and firefighters need to be equipped to be able to properly function at the scene of an emergency. Firefighters need self-contained breathing apparatus (SCBA) to be able to enter dangerous environments. The Park Ridge Fire Department currently has eight (8) SCBA. The SCBA equipment appears to meet current Standards.

Other critical equipment needed by a fire department include hose, nozzles, and various hand tools. For the most part, the hand tools, hoses, and nozzles are in working condition, however, a replacement plan for this equipment should be developed to ensure equipment is maintained in working and current condition.

G. Assessment of fire department space needs including recommendations with projected costs

The current fire station is co-located with the Village Hall at 24 Crestwood Dr. The fire station/village hall is 2,400 square feet according to Village records. The station does not meet the needs of the current fire department. The length of the apparatus bays are twenty-seven feet. Most contemporary fire engines are approximately thirty feet. The overhead door height at the fire station is nine feet. Most apparatus sold today are nine feet or higher. The interior of the current building has no space to service equipment or conduct maintenance, the vehicles take up nearly all available space. There is no exhaust system to remove diesel exhaust fumes from the building. Exhaust removal systems are standard in most fire stations.

Turnout gear lockers are currently located in the same space as the office and meeting/training room. This is not an acceptable practice. Turnout gear should be stored in a well-ventilated room to reduce exposure to carcinogens that can be emitted by dirty turnout gear.

The current training/meeting room is not large enough to accommodate department trainings or meetings.

The fire station is need of complete replacement. Generally, the lowest cost fire stations available are metal buildings with interior concrete floors. Costs of these buildings are highly dependent on the exterior façade used for the building. An all-metal building with no exterior façade improvements and an interior that can accommodate office space, training space, lockers, bathrooms, and showers will likely cost approximately $250 per square foot.

The fire department likely needs between 4,000 and 6,000 square feet of space. The estimated cost for this building is between $1 million and $1.5 million. Annual debt payments for a twenty-year loan for this project can be expected to be between $75,000 and $110,000.

H. Assessment of fire hydrant access and recommendations for changes including estimated projected costs

The vast majority of the Village does not have municipal fire hydrants. There are Stevens Point fire hydrants scattered on the borders of the Village that the department can use. Newer residential developments have had fire hydrants included in the development. The fire department does have an operational plan in place to support fire suppression efforts in areas without fire hydrants by use of large diameter hose. Deploying this hose however requires that both front-line engines are staffed and respond from the station.

As the Village evaluates replacement of current roads and sewer, strong consideration should be given to installing municipal water mains throughout the Village. Municipal water would not only provide fire hydrants throughout the Village, but would also give homeowners and businesses the opportunity to connect to a municipal water system and eliminate the need for their well systems.

Approximately 32,000 feet of water main will need to be installed to cover each street currently without fire hydrants in the Village. Water main installation costs approximately $110 per linear foot for 8-inch water main which includes fire hydrants. Industry standards call for installation of fire hydrants every 500 feet.

Total estimated cost for installation of 32,000 feet of water main and associated fire hydrants is $3.5 million. This does not include costs relating to abandonment of private wells or the laterals to buildings that may hook up to the municipal water system.

I. Identify communities in the State of Wisconsin with similar circumstances to those currently facing the Village's fire department.

Challenges in staffing of fire departments, especially volunteer departments, is not uncommon throughout the United States. Communities across the Country are facing challenges like those facing Park Ridge.

The Village of Thiensville, located in Ozaukee County, Wisconsin is approximately one square mile. While larger than the Village of Park Ridge, Thiensville is surrounded by the City of Mequon, which is approximately 50 square miles. Both the City of Mequon and Village of Thiensville have limited full-time fire/emergency medical staff and highly rely on paid-on-call firefighters to provide services to the communities. Both departments have struggled to recruit and retain members for their departments. Both communities recently agreed to consolidate their fire departments to reduce duplication of equipment and direct more funding at paid staff.

V. RECOMMENDATIONS

The scope of the project was to evaluate various aspects of the Village of Park Ridge Fire Department. Included with this report are five recommendations that are summarized below which have been developed with the assumption that the Village continues to operate its own fire department.

Based on the data and cost projections developed for this report, the consulting team recommends that before the Village considers major purchases of the equipment and facilities recommended in this report, the Village seek partnerships or agreements with neighboring communities to provide fire department services rather than operate its own fire department. A community the size of Park Ridge will likely find more cost-effective fire department services by partnering or contracting for service.

Recommendation #1: It is recommended the Department perform annual hose testing and develop a member assistance program as required by SPS 330.

Recommendation #2: An analysis of total members compared to average members responding would suggest that the Department should attempt to maintain a roster of between 18 and 20 trained members to get at least five or more members to respond to incidents. Of those members, a group should hold at least fire officer certification and entry-level driver/operator training.

Recommendation #3: The consulting team recommends that the Village replace both fire engines. The team also recommends immediate replacement of the squad vehicle with a crew cab pick-up truck which is a more cost-effective purchase and is more useful for the department's operation. Total cost of replacement of these vehicles is estimated at $885,000.

Recommendation #4: The fire station is need of complete replacement. The estimated cost for a new building is between $1 million and $1.5 million.

Recommendation #5: As the Village evaluates replacement of current roads and sewer, strong consideration should be given to installing municipal water mains throughout the Village. The estimated cost to install water main and fire hydrants throughout areas of the Village currently without water main and fire hydrants is $3.5 million.

VI. MANAGEMENT SUMMARY

McMahon was retained by the Village of Park Ridge to conduct an organizational analysis of the fire department and to provide fire department management counsel to the Village.

McMahon consultants completed document review, participated in an on-site visit to learn more about the community, evaluate the fire station and the department's equipment. The consulting team also conducted interviews as part of the analysis process.

The Village of Park Ridge Fire Department has served the residents of the Village since 1948. The Department is staffed by paid-on-call/volunteer firefighters. The number of members on the fire department roster has been slowly dwindling. Being a member of a paid-on-call/volunteer fire department takes a significant commitment. The minimum training requirements for volunteer firefighters is the same minimum training requirements for career firefighters. Recruitment and retention of paid-on-call/volunteer firefighters is a major challenge facing the fire/emergency services industry for several reasons, so Park Ridge is not alone in its challenges to maintain a fire department roster that meets the needs of the community.

In addition to the recruitment and retention challenges, the Village is also faced with the need make significant capital investments in the fire station and the department's fire apparatus. Annual debt payments for these purchases are expected to be approximately $150,000. The Village does not have money allocated in its current budget for these expenses. This would be new debt.

Part of the scope of the study was to also evaluate the current fire hydrant system and provide an estimated cost to install fire hydrants throughout the Village. Installing fire hydrants throughout the remainder of the Village is estimated to cost approximately $3.5 million. The fire department does have an operational plan to supply water from the few fire hydrants in the Village to fires in areas of the Village that are not protected by fire hydrants. The system, while functional, could be improved by adding additional fire hydrants.

The Village faces significant challenges in maintaining and operating its own fire department. Recommendations presented in this report, if implemented, would allow the Village to maintain and operate its own department. The consulting team, however, believes the Village would be better served by seeking partnerships or contracts with neighboring municipalities for provision of fire services rather than investing and maintaining its own fire department.

Once the Village Board has completed its review of this analysis, the consulting team stands ready to assist with the two remaining items in the scope of the study; assist with communications to external fire departments, dispatch and related agencies and assist the Village with review and coordination with external agencies.

VII. GLOSSARY OF TERMS

APPARATUS	Apparatus is commonly used to describe multiple types of fire trucks or emergency response vehicles like ambulances.
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.
CRA	Community Risk Assessment – A process which identifies the potential and likely risks within a particular community.
CPSE	Center for Public Safety Excellence – Evaluation process that measures fire departments to established and accepted national standard criteria. The International City /County Management Association and the International Association of Fire Chiefs were both committed to the development of these standards.
FEMA	Federal Emergency Management Agency – A federal government agency responsible for the regulation of disaster management, planning and training.
ICS	Incident Command System – Nationally accepted system for the management of personnel and resources at large Public Safety incidents.
ISO	Insurance Services Office Rating Schedule – System used to rate fire departments for insurance rating purposes.
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
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.
PAID-ON-PREMISE	Firefighters that are paid on a part-time basis to be working in a fire station while waiting for a call for service to respond to.
PRE-PLANS	The documentation fire departments use to plan building response and incident management for target threats or specific hazardous locations.
RMS	Records Management Systems.
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.

TOWN OF HULL FIRE DEPT / RESCUE

FIRE & RESCUE SERVICES AT THEIR VERY BEST

EXECUTIVE SUMMARY

FIRE PROTECTION PROPOSAL TO THE VILLAGE OF PARK RIDGE

Date: 07/01/2022

Town of Hull Fire Department
4818 Wojcik Memorial Drive
Stevens Point WI 54482

Proposal of Fire service between,

Town of Hull Fire Department hereinafter called Hull to Serve as Fire Protection for,

Village of Park Ridge hereinafter called Village.

Hull will provide services to the Village whenever Hull is notified by the Portage County Sheriff Department Emergency 911 system or as directed by Hull Chief.

The Hull agrees to provide fire and rescue services with equipment and personal to the Village.

Fire Protection

The Hull will utilize said equipment to Village whenever Hull is notified by the Portage County Sheriff Department Emergency 911 system or as directed by Hull Chief.

Hull will utilize said equipment to incidents as warranted to mitigate incident up to but not to deplete Hull of its own emergency incident protection.

Apparatus available to Village as of proposal date:

A. (3) Engines
B. (2) 2100 gal. tenders
C. (1) Rescue squad, Extrication
D. (2) Wildland brush trucks

When the incident warrants Hull will utilize Wisconsin MABAS to activate for response through pre-designed run cards to meet the needs of the incident, large scale emergency, natural disaster or structure fires.

4818 Wojcik Memorial Dr
Stevens Point, WI 54482
Phone: 715-344-2174
Fax: 715-344-3821

Water usage

Hull will make every attempt to utilize the nearest hydrant first for water supply being LDH 5". Tender shuttle shall be used if hydrant lay would be unattainable. Hull shall not be responsible for any water or hydrant usage cost from Stevens Point.

2% fire dues program

Hull shall receive payments from the states 2% fire insurance.
2% State dues shall be in addition to payment of services to Hull. Hull shall comply with State Statue program requirements; and provide for fire inspections of every public building and place of employment in the Village.

Santa's Visit in December

Hull will actively support this long standing Village tradition.

Payment

The Village shall pay Hull one mil of equalized valuation of Village.

Sum to be paid in quarterly payment on the first day of January, April, July and October.

Example formula= $59,741,400 ÷ 1000 = $59,741.00

Terms of agreement

This agreement shall continue for the period of 2 years ending on December 31, 2024.
After said date this contract will continue indefinitely until either party wishes to terminate this agreement. That party shall provide a 60 day written notice.

4818 Wojcik Memorial Dr
Stevens Point, WI 54482
Phone: 715-344-2174
Fax: 715-344-3821

AGREEMENT
(06282022)

THIS AGREEMENT made and entered into this _____ day of _____, 2022, is by and between the Stevens Point Fire Department ("SPFD"), a fire and Emergency Medical Services ("EMS") service organized and operated by the City of Stevens Point and its Police and Fire Commission under Wisconsin Statues Sec. 62.13, the City of Stevens Point, a Wisconsin Municipal Corporation organized under Chapter 62 of the Wisconsin Statutes ("City"), and the Village of Park Ridge ("Village"), a Wisconsin Municipal Corporation organized under Chapter 61 of the Wisconsin Statutes located in Portage County, Wisconsin (collectively, the "Parties").

WITNESSETH:

WHEREAS, SPFD provides firefighting and fire prevention services ("Services"); and

WHEREAS, Village desires to contract with and pay SPFD to provide Services within the Village; and

Whereas, Wisconsin Statute § 66.0301 allows for intergovernmental cooperation of this type; and

WHEREAS, SPFD and the Village have been under contract for SPFD to provide such Services since July 1st, 2022, and

WHEREAS, SPFD and the Village desire to extend the agreement for such Service beyond their current termination at 11:59 p.m. on December 31st, 2022,

NOW THEREFORE, in consideration of the mutual agreements and covenants contained herein, the Parties hereby agree as follows:

1. TERM. This Agreement shall be in effect from 12:01 a.m. on January 1, 2023 until 11:59 p.m. on May 31st, 2025.

2. SERVICES PROVIDED: During the term of the Agreement, SPFD agrees to provide to Village as Services such firefighters, firefighting equipment, EMS staff, and EMS equipment necessary in the opinion of SPFD for the provision of the Services. SPFD shall provide such Services to Village whenever SPFD is notified by the Portage County Sheriff's Department Emergency 911 system that Services are required within the Village. Services shall include property inspections for the Village, according to SPFD standard practices in conducting such inspections.

3. PAYMENT:

A. Village agrees to pay to SPFD the following in consideration of the Services, with the years 2024 and 2025 representing a three percent increase per month year compared to the cost for 2023:

For 2023, the sum of $97,155.31 (ninety-seven thousand, one-hundred and fifty-five dollars and thirty-one cents), to be paid in four equal quarterly payments of $24,288.83 each due on or before March 31, 2023, June 30, 2023, September 30, 2023, and December 31, 2023.

For 2024, the sum of $100,069.97 (one-hundred thousand, sixty nine dollars and ninety-seven cents) to be paid in four equal quarterly payments of $25,017.49 each due on or before March 31, 2024, June 30, 2024, September 30, 2024, and December 31, 2024.

For 2025, the sum of $42,946.64 with $25,767.98 due on or before March 31, 2025 and the sum of $17,178.66 due on or before May 31, 2025.

Any amounts not paid on or before the due date indicated shall accrue interest at the rate of 12% per annum, compounded daily.

B. The SPFD, City and the Village shall work collaboratively under Wis. Stats. Sections 101.573 and 101.575 for the benefit of the Parties as their interests shall appear. To the extent that any dues or funds are available to the Village , SPFD or both under Wis. Stats. Secs. 101.573 and 101.575 following December 31, 2022, the Parties agree to cooperate with and facilitate SPFD's application for and/or receipt of such dues or funds for the period of time that this Agreement or any extension thereof is in effect.

4. MANAGEMENT AND CONTROL OF SERVICES. The staff, equipment, and methods utilized by SPFD to provide the Services shall be at the sole discretion of SPFD and subject to such rules and regulations as are applicable to SPFD according to its internal policies, managerial discretion, the supervisory authority of the Stevens Point Police and Fire Commission, and applicable local, state, and federal statutes and regulations. Staff or representatives of the Village shall have no authority to direct the provision of the Services. SPFD agrees to provide a representative to appear at regular meetings of the Village Board of Park Ridge with respect to any agenda item(s) that relate to this Agreement or to the delivery of Services thereunder, including reports relating to Services provided under this Agreement. The selection of the representative

shall be made at the discretion of the Fire Chief of the SPFD. The parties shall cooperate with respect to compliance with Wis. Stats. Secs. 101.573 and 101.575.

5. LIMITATION OF LIABILITY. This Agreement shall not subject SPFD to liability for failure to provide any service due to conditions or circumstances beyond the control of SPFD. This Agreement shall not constitute any waiver, express or implied, of any defense or limitation of liability applicable to SPFD including but not limited to those contained within Wisconsin Statutes Sec. 893.80. The provisions contained in this paragraph shall survive the termination of this Agreement.

7. INDEMNITY AS TO INFRASTRUCTURE DAMAGE. The Village agrees to indemnify, defend, and hold harmless SPFD, the Stevens Point Police and Fire Commission, the City of Stevens Point, and all employees, officers, commissioners, and representatives of such entities for any and all damage that occurs to roads, other public infrastructure, or buried public or private infrastructure within any public right of way within the Village ("Infrastructure") in connection with SPFD's provision of Services under this Agreement. The provisions of this paragraph shall survive the termination of this Agreement. With respect to matters other than Infrastructure:

    a. The Village shall defend and hold the City, its officers, employees and agents harmless from and against any and all liability, loss, expense or claims for injury or damages arising out of the performance of this Agreement but only in proportion to and to the extent such liability, loss, expense or claims for injury

or damages are caused by or result from the negligent or intentional acts or omissions or the Village, its officers, agents or employees.

b. The SPFD and the City shall defend and hold the Village, its officers, employees and agents harmless from and against any and all liability, loss, expense or claims for injury or damages arising out of the performance of this Agreement but only in proportion to and to the extent such liability, loss, expense or claims for injury or damages are caused by or result from the negligent or intentional acts or omissions of the SPFD and the City, its officers, agents or employees.

8. INSURANCE. SPFD shall carry and pay for worker's compensation insurance and liability insurance applicable to SPFD's trucks and equipment as required by law. SPFD and Village agree that the Village will not contribute to or reimburse SPFD for the costs of such insurance. Nothing in this paragraph shall condition or limit the limitations of liability contained in Paragraph 6 above.

9. DEFAULT.

a. Event of Default. In the event any Party defaults under this Agreement, which default is not cured within thirty (30) days after written notice thereof to the defaulting Party or within such extended period required to cure the default, provided cure efforts are undertaken in good faith within the thirty (30) day period and the defaulting Party is diligently pursuing such cure, the nondefaulting Party shall have all rights and remedies available under law or equity with respect to the

default, except as otherwise set forth in this Agreement. In the event of any default by any Party in making a payment required to another Party, the cure period for such monetary default shall be ten days after delivery of notice thereof. In addition, and without limitation, any of the Parties shall have the following specific rights and remedies following such notice and failure to cure:

i. Injunctive relief,

ii. Action for specific performance, and

iii. Action for money damages.

b. Reimbursement. Any amounts expended by the nondefaulting Party in enforcing this Agreement including reasonable attorneys' fees, together with interest provided for below, shall be reimbursed or paid to the nondefaulting Party which prevails in any such enforcement.

c. Interest. Interest shall accrue on all amounts required to be reimbursed by the defaulting Party to the nondefaulting Party at the Prime Rate as established from time to time by Citibank, N.A. plus two percent (2%) per annum, from the date of payment by the nondefaulting Party until the date reimbursed in full with accrued interest.

d. Remedies are Cumulative. Except as specified in this Agreement, all remedies provided herein shall be cumulative and the exercise of one remedy shall not preclude the use of any other or all of said remedies.

e. Failure to Enforce Not Waiver. Failure to enforce any provision contained herein shall not be deemed a waiver of that Party's rights to enforce such provision or any other provision in the event of a subsequent default.

f. Prior to litigation, and as a condition precedent to bringing litigation, any Party deeming itself aggrieved under this Agreement shall be obligated to request nonbinding mediation of the dispute. Mediation shall proceed before a single mediator. The Parties shall agree upon a mediator and if they fail to do so within thirty (30) days of the request for mediation; either Party may apply to Portage County Circuit Court, for the designation of a mediator. In the event the Parties do not accept the mediator's recommendation, the aggrieved Party may then commence an action. However, the Parties shall participate in alternative dispute resolution, if ordered by the Court.

10. AMENDMENT. This Agreement may be rescinded, modified, or amended, in whole or in part, only by mutual agreement of the Parties hereto, or their successors and/or assigns, in writing signed by all Parties.

11. EXECUTION IN MULTIPLE COUNTERPARTS. This Agreement may be executed in one or more counterparts, each of which shall be deemed an original and all of which together shall constitute one and the same instrument.

12. CONSTRUCTION. SPFD and Village acknowledge and represent that this Agreement has been the subject of negotiation by all Parties and that all Parties together shall be construed to be the drafter hereof and this Agreement shall not be construed against any Party individually as drafter.

13. LEGAL RELATIONSHIP. Nothing in this Agreement shall be construed to create an employer/employee relationship, joint employer, joint venture or partnership relationship, or a principal/agent relationship.

14. SURVIVAL. All agreements, representations, covenants and warranties made herein shall survive the execution of this Agreement and the making of the grants hereunder. This Agreement shall be binding upon the Parties, their respective successors and assigns.

15. NO WAIVER. The failure of any Party to require strict performance of any provision of this Agreement will not constitute a waiver of the provision or of any other of that Party's rights under this Agreement. Rights and obligations under this Agreement may only be waived or modified in writing. A writing waiving a right must be signed by the Party waiving the right. If an obligation of a Party is being waived or released, the writing must be signed by the affected Parties. Waiver of one right, or release of one obligation, will not constitute a waiver or release of any other right or obligation of any Party. Waivers and releases shall affect only the specific right or obligation waived or released and will not affect the rights or obligations of any other Party that did not sign the waiver or release.

16. SEVERABILITY OF PROVISIONS. If any provision of this Agreement shall be held or declared to be invalid, illegal or unenforceable by reason of its being contrary to any applicable law, such provision shall be deemed to be deleted from this Agreement without impairing or prejudicing the validity, legality or enforceability of the remaining provisions.

17. LAW GOVERNING. This Agreement will be governed and construed in accordance with the laws of the State of Wisconsin.

18. NOTICES AND DEMANDS. Except as otherwise provided in this Agreement, any notice, demand, or other communication under this Agreement by any Party to any other shall be sufficiently given or delivered if it is sent via registered or certified mail, postage prepaid, return receipt requested, or delivered personally, and:

    a. In the case of Village is addressed and delivered to:

        Steve Menzel
        24 Crestwood Drive
        Stevens Point, WI 54481

    b. In the case of SPFD or the City is addressed and delivered to:

        Chief JB Moody
        1701 Franklin Street
        Stevens Point, WI 54481

19. This Agreement has been duly authorized by the Village by Resolution duly adopted on the _____ day of _____, 2022 by the Stevens Point Police and Fire Commission on the _____ day of _____, 2022, and by the Stevens Point Common Council on the _____ day of _____, 2022.

IN WITNESS WHEREOF, the undersigned have caused this Agreement to be executed by their duly authorized officers on the _____ day of _____, 2022.

City of Stevens Point Fire Department

By:_____

Police and Fire Commission President

Attest:_____

Fire Chief

City of Stevens Point, A Wisconsin Municipal Corporation

By: _____

Its: _____-

Attest: _____

City Clerk

(Following approval by the City of Stevens Point Common Council on _____, 2022.)

Village of Park Ridge,
a Wisconsin Municipal Corporation

By:_____
President

Attest:_____

Clerk

4875-9922-7942, v. 1