

Mukwonago Fire Department Fire Department Organizational Analysis

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Project Goal

- ◆ Project goals
 - Provide an analysis of the Fire Department's
 - ◆ Funding and Staffing
 - ◆ Efficiency and Effectiveness
 - ◆ Future Needs
 - ◆ Future Funding
 - Provide Administrative and Managerial Recommendations and Improvements

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Today's Situation

- Village of Mukwonago
 - ◆ Population 7,866
 - ◆ 8.32 square miles in Waukesha and Walworth Counties
- Town of Mukwonago
 - ◆ Population 8,156
 - ◆ 32 square miles surrounding the Village of Mukwonago

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Town/Village Population Analysis

Municipality	Mukwonago Town/Village					Population Change 1970-2040						
	1970 Census	1980 Census	1990 Census	2000 Census	2010 Census	1/1/2013 Estimate	2015 Projection	2020 Projection	2025 Projection	2030 Projection	2035 Projection	2040 Projection
Mukwonago * Village	2,367	4,014	4,464	6,162	7,254	7,432	7,525	8,140	8,705	9,230	9,530	9,650
Mukwonago, Town	1,930	4,979	5,967	6,868	7,959	7,990	8,055	8,625	9,130	9,595	9,835	9,885
Town/Village Total	4,297	8,993	10,431	13,030	15,213	15,422	15,580	16,765	17,835	18,825	19,365	19,535

Based on 2016 population estimate, 12 percent of the Village's population is age 65 and over (from 2018 Strategic plan)

Based on the 2000 census 4% of the Town population is age 65 and over (from 2002 Smart Growth plan)



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Today's Situation

- ◆ Governance and Administration
 - Department established by Intergovernmental Agreement
 - A Fire Commission handles hiring, promotions and discipline, along with the ability to create rules for the Department
 - Table of Organization approved by the Fire Commission
 - The Commission does not have optional powers

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Today's Situation

- ◆ Governance and Administration
 - Combination Department
 - 7 FT career, 4 cadets and 43 POP/POC's
 - ISO Rating – 4/4Y, Nov. 2015
 - 2241 total responses in 2018
 - ◆ EMS 1994 – 84%
 - ◆ Fire 247 – 16%

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Today's Situation

- ◆ **Assessment and Planning**
 - Geographic boundaries are identified
 - Aggressive Town/Village development planning in place
 - Applicable codes, statutes and regulations are used in the planning process
 - Fire-EMS RMS in place
 - Water supply is included in planning process
 - Fire Protection systems included in the planning process

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Today's Situation

◆ Assessment and Planning

- A formal risk assessment has not been completed
- A standard of cover strategy has not been established
- The Department has a strategic plan in place. The Village also has a strategic plan in place
- No current annexation issues

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Today's Situation

◆ Goals and Objectives

- The Department has a Mission and Vision Statement in place
- Mukwonago Fire Department does not have goals and objectives in place to meet the mission and vision statements
- Policies and procedures are in place
- SOG's are in place but need updating
- Policies and procedures, SOG's are normally followed



Today's Situation

◆ Financial Resources

- Fire administration develops the budget
- Periodic financial reports are reviewed
- Yearly independent financial audits are conducted
- Fire administration presents the budget to the Village and Town for approval
- Levy caps on municipalities creates a minimal ability to meet needs
- Referendum is an option

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Today's Situation

- ◆ Programs

- Fire Suppression

- ◆ 3 Engines, 1 Ladder, 3 Ambulances, 1 Grass Truck, 1 Tender, 1 Boat, 1 Utility, and 3 Cars and 1 Special Utility
 - ◆ 247 fire responses in 2018
 - ◆ ICS system used

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Today's Situation

- ◆ Programs
 - Fire Prevention
 - ◆ Fire department code enforcement program is in place
 - ◆ State mandated fire inspections are difficult to complete due to staffing challenges
 - ◆ Automated process in place for inspection records

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Today's Situation

- ◆ Programs
 - Public Education
 - ◆ School education program
 - ◆ Fire extinguisher training
 - ◆ CPR Training
 - ◆ No written program or effectiveness analysis

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Today's Situation

- ◆ Programs
 - Fire Investigation
 - ◆ No programs in place to investigate cause and origin
 - ◆ Department performs initial cause and origin investigation, utilizes police department and State Fire Marshal as needed

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Today's Situation

- ◆ Programs
 - Technical Rescue
 - ◆ Department provides auto extrication, water-ice rescue and initial response to technical rescue incidents
 - ◆ Elevated rescue, trench rescue and confined space rescue are provided by City of Waukesha FD under contract.

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Today's Situation

- ◆ Programs
 - Hazardous Materials
 - ◆ Department personnel trained to the awareness and operational level
 - ◆ Level A and B teams come from City of Milwaukee and City of Waukesha

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Today's Situation

- ◆ Programs
 - Emergency Medical Service (EMS)
 - ◆ Advanced Life Support – Critical Care
 - ◆ Paramedic intercepts provided
 - ◆ Inter-Facility transfers provided by on duty crews with support from on-call personnel



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Today's Situation

- ◆ Programs
 - Emergency / Disaster Management
 - ◆ Fire Chief is Emergency Management Director for Village and Town
 - ◆ Village & Town have an emergency plan in place
 - ◆ Staff has participated in NIMS and related emergency management training
 - ◆ Need to ensure elected officials have received appropriate NIMS training.

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Today's Situation

- ◆ Programs
 - Emergency / Disaster Management
 - ◆ EOC is located at Village Hall.
 - ◆ Village is currently updating EOC resources

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Today's Situation

◆ Physical Resources

- Station 1 is adequate and maintained
- Station location is on the Southeast corner of the district
- Long response times to portions of the district
- Station 2 is staffed by POC's responding from home – limited number near the station
- Appropriate apparatus



Today's Situation

◆ Physical Resources

- Station 2 is not designed for in-house staffing of personnel
- Equipment is in excellent condition
- Adequate parking for responding personnel

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Today's Situation

- ◆ **Physical Resources**
 - Adequate tools and small equipment
 - Documentation in place for vehicle maintenance
 - Written vehicle replacement schedule is adequate
 - No long term physical resource plan in place

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Today's Situation

◆ Human Resources

- Fire Commission
- There are administrative policies and practices
- Recruitment, selection, discipline and promotion policies are in place
- 12 month probationary period

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Today's Situation

◆ Human Resources

- Written new member orientation program
- The Department needs to ensure a Personnel Manual is available to employees that addresses fire department employment issues



Today's Situation

◆ Human Resources

- Exit interviews are done
- Current job descriptions available
- Limited career development program
- Health and fitness program not established
- No written risk management program in place

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Today's Situation

◆ Essential Resources

- The water supply in most hydranted areas is capable and adequate
- Tenders from external departments provide adequate water supply for non-hydrant areas
- MABAS plans for alternate water supply are in place
- A countywide repeated trunked 800 radio system is in place for fire department.
- Police Department uses different radio system.

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Today's Situation

◆ Training

- Process in place to ensure proper training
- Performance based measurements in place
- Training records system in place however the software used to maintain records is no longer under a support contract
- Training facilities are available

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Today's Situation

◆ Essential Resources

- There are countywide communication polices and SOG's in place
- No Administrative support or resources (Office Assistant Position)
- The management information system is disparate



Today's Situation

◆ Essential Resources

- The Department does not have a Health and Safety Committee as mandated by State of Wisconsin Administrative Code Chapter SPS 330
- The Department does not have a Employee Assistance Program (EAP) as mandated by State of Wisconsin Administrative Code Chapter SPS 330

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Today's Situation

- ◆ External System Relations
 - The Department does not have a strategic plan in place
 - The MABAS mutual aid agreement is well developed and functioning
 - Good relationships with adjoining departments in place
 - Limited discussion on shared services or consolidation



How Did We Get Here?

- ◆ Increased service demands on department staff and equipment
- ◆ Dedicated hard working staff and personnel
- ◆ Increased EMS call volume
- ◆ Levy caps limiting funds for growth

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Next Steps

- Analysis and Standard Review
- Draft Recommendations
- Recommendations Meeting
 - February 3, 2020, 3:30 p.m.

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Questions and Comments



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