



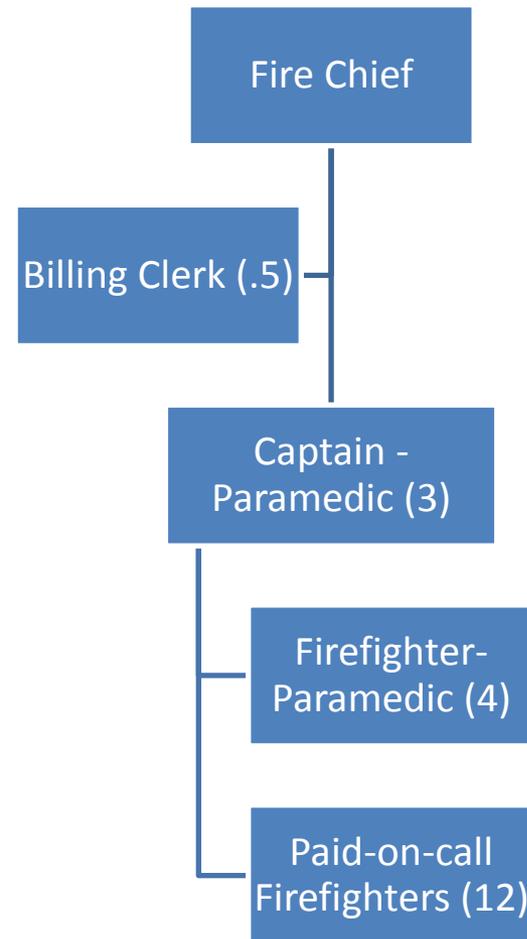
# Alternatives for Fire and Emergency Response in the Village of Allouez

# What's Been Going On Around Here??

- 2010 dialogue with the City of Green Bay
- Decision to hire an interim Fire Chief
- Overview of the AFD provided to the Board
- Review and acceptance of potential performance measures
- Development of most viable options for alternative service delivery
- Initial discussion with neighboring communities to assess interest in cooperative opportunities.

# Structure Today

- Three Shifts of full-time employees providing 24/7 on-duty coverage for Fire and Medical emergencies.
- Authorized strength of 25 paid-on-call firefighters providing support and response after notification by pager. Currently 12 active members.



# Fleet



# Service Provided Today

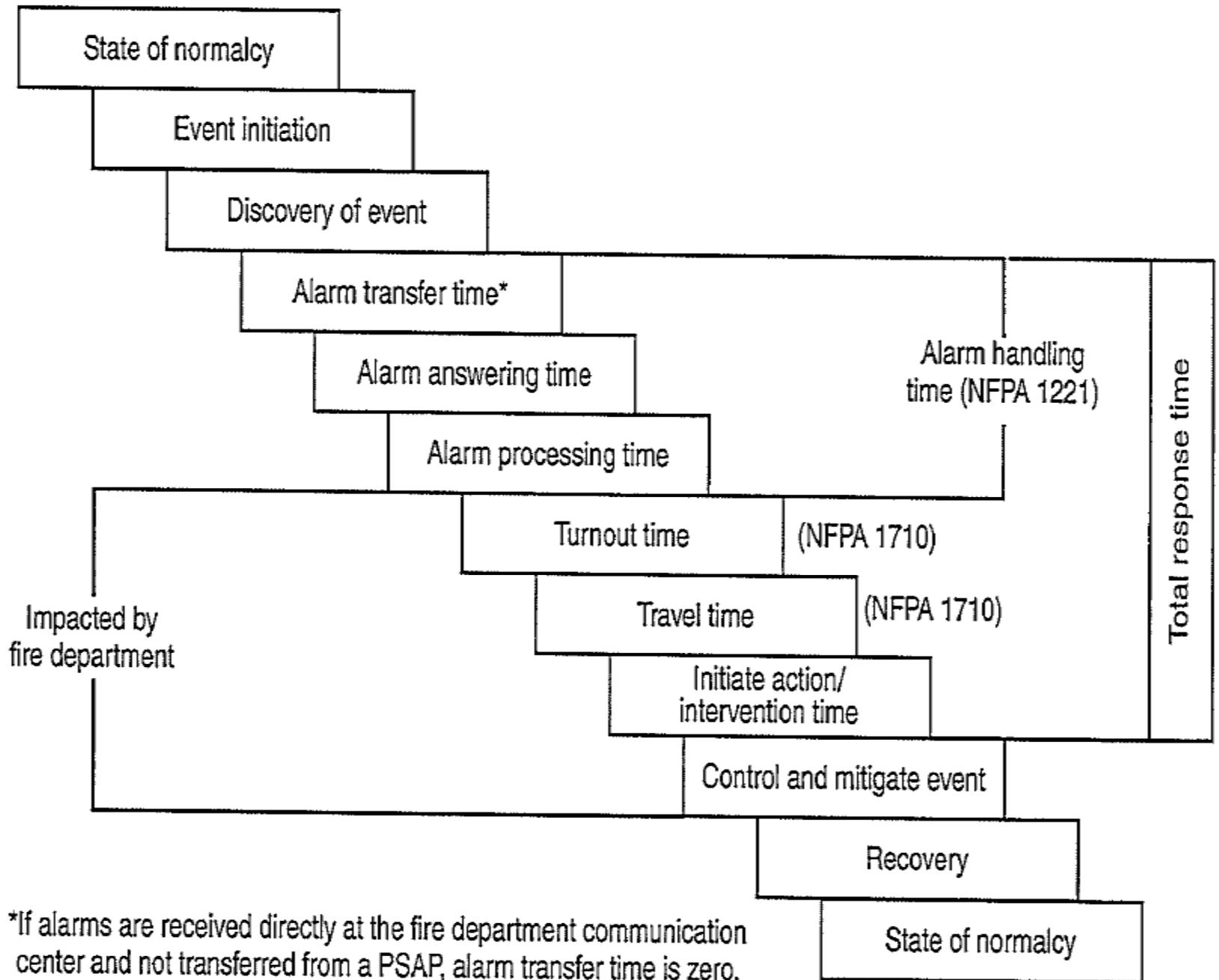
- ISO Classification of 4 (out of a 10 point scale)
- Fire response – Approximately 150 calls annually
  - Initial response is typically
    - One fire engine
    - 4 FF's
    - Average response time of 4:40
    - Supplemental response of POC's and off-duty full-time employees (1 – 6)
    - Ladder truck from De Pere
    - Engines from Bellevue and Green Bay
    - Chief Officer from one or more of the above

# Service Provided Today

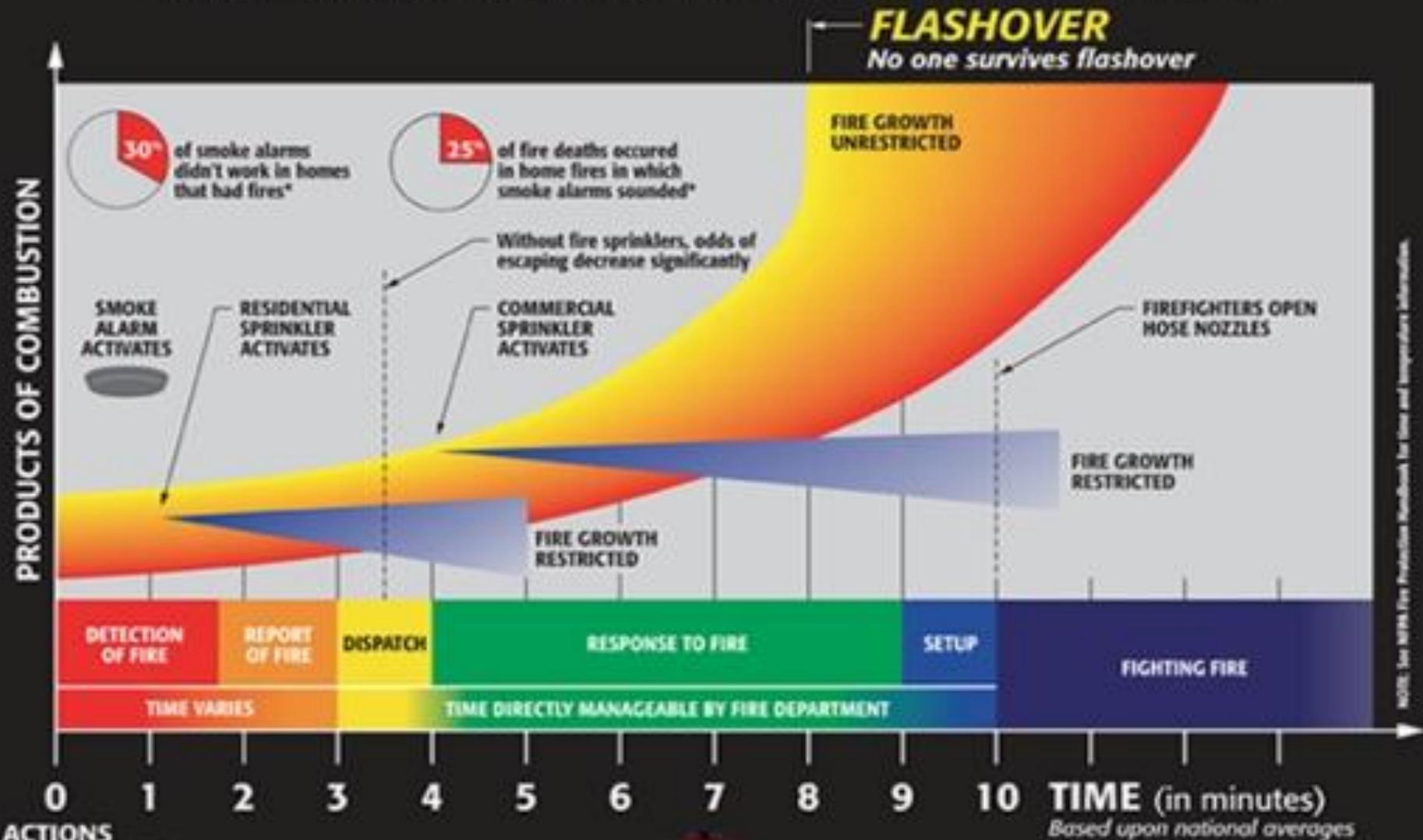
- Emergency Medical Response – Approximately 850 calls annually.
  - Calls are received, prioritized and dispatched by Brown County 911 center. Response level is determined by the nature of the call.
  - Ambulance with 2 FF/P's or
  - Ambulance and Engine with 4 FF/P's
  - Average response time 3:50
  - Back-up from County Rescue, De Pere, Ashwaubenon or Green Bay depending on location.

# Minimum Response Standards

- Wisconsin - Comm. 30 - FD Safety & Health
  - Minimum of 5 on-scene to begin entry into a structure fire. (exception for known life risk)
  - Training and Equipment Minimum Standards
  - Health Requirements
- NFPA - Two standards
  - 1710 – Full paid departments
    - First engine in 4 minutes travel time @ 90% of calls. Staffed with four firefighters.
    - Effective firefighting force in 8 minutes @ 90% of calls
    - Travel time vs Total response
  - 1720 – Volunteer/Combination departments
    - Assemble 15 firefighters on scene within 9 minutes at 90 % of calls in urban areas



# TIME vs. PRODUCTS of COMBUSTION



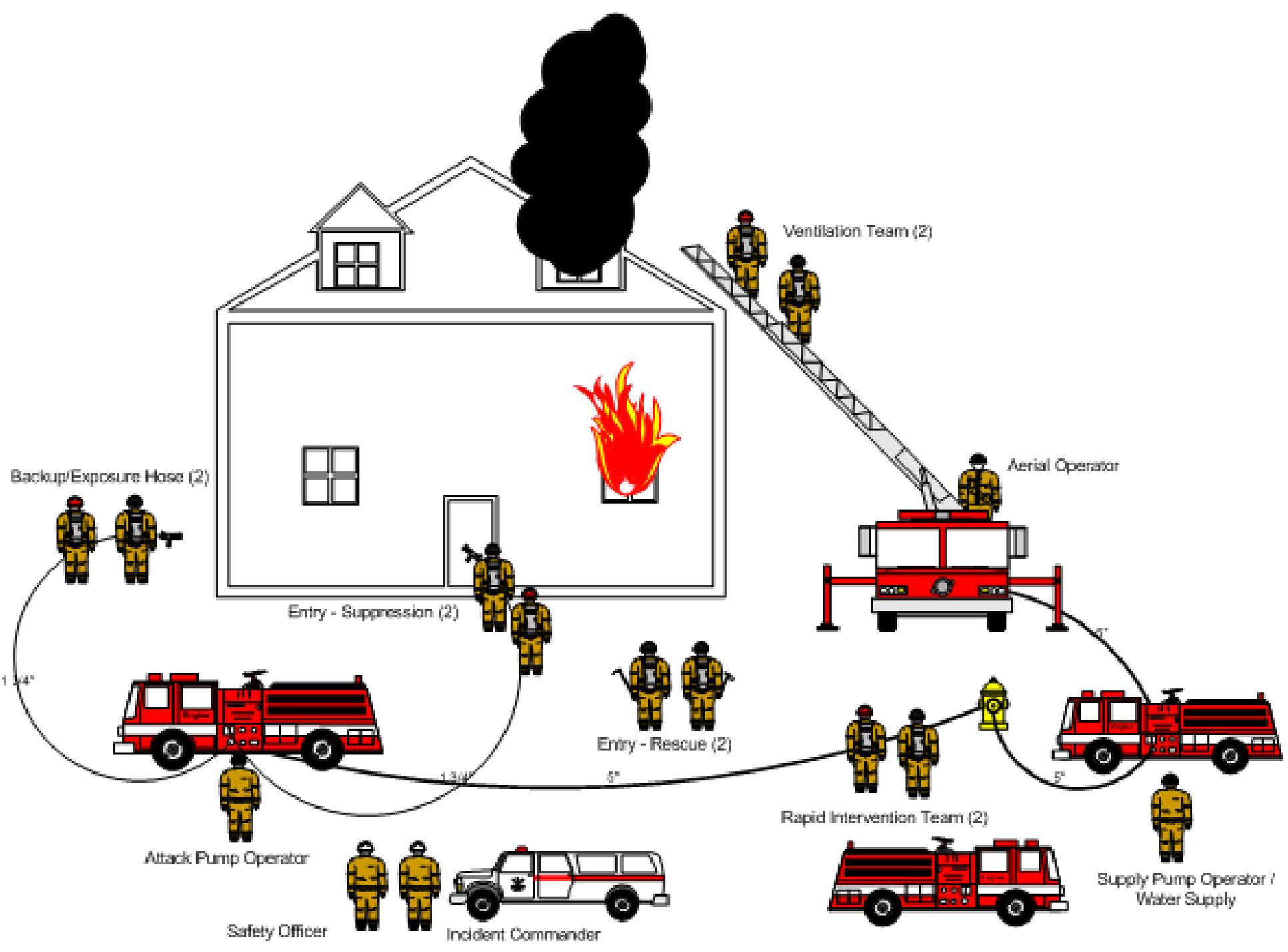
## ACTIONS BEFORE FIRE

- 1) TEST SMOKE ALARMS
- 2) CONDUCT FIRE ESCAPE DRILLS

\*U.S. Experience With Smoke Alarms and Other Fire Alarms, NFPA, September 2005.



NOTE: See NFPA Fire Protection Handbook for time and temperature information.



# Path forward recommendation:

- The Village of Allouez Board of Trustees should approve a basic performance goal for response to EMS and Fire incidents.
- The Board should provide direction to the Fire Chief and Village Administrator regarding desire to actively pursue any or all service delivery alternatives.
- Establish a time frame for making a decision on evaluating options and selecting a specific path to pursue should be established. (anticipated timeframes are estimates only).
  - Phase 1. Investigate identified alternatives and report back on interest level of potential partners including employees and the labor union. (1 month)
  - Phase 2. Identify prime opportunities and develop an implementation plan and general outline of structure, oversight, operating practices, and funding model. (1 -2 months)
  - Phase 3. Conduct necessary financial analyses related to consolidation such as equipment valuation, employee funding liabilities, labor contract, etc. (1-3 months).
  - Phase 4. Begin implementation activities to result in a new organization by 1/1/2012.

# Deliverables/ Performance measures

- EMS: Arrival of ALS unit on scene within 6 minutes (turnout/travel time combined) at 90 percent of calls. Average response time to be 4 minutes. (Modify to reflect current performance as base)
- Fire: Assembly of 15 firefighters on scene within 9 minutes (turnout/travel time combined)
- Fire: 90% of emergency calls where the first staffed fire engine arrives in 5:20 minutes or less (Modify to reflect current performance as base)
- Percentage of fires contained to the room/area of origin in one and two family dwellings where the fire is not out upon arrival. (Set 80% as target)
- Training hours and certification of responders – 100 hours min. addressing requirements of Comm 30. Plus 16 hours officer and D/O specialty. (Certifications for each level w/in 2 years?)
- Complete 100% of required inspections. Track and report violation correction rates.
- Number of participants in education programs:
  - Minimum of one program in two grades of each school annually
  - Develop and deliver a targeted fire/life safety education program quarterly including desired outcomes and objectives. Report to the Board.
  - Deliver tours, etc. as needed/requested.
- Implement a customer point of service survey. Outcome for customer satisfaction to be 90% reporting satisfaction with the service.

# Consolidation Alternatives

- **Administrative Consolidation:** Departments would maintain separate operations but administrative and/or staff functions are combined. Examples of this would be one chief serving both departments and the sharing of clerical functions
- **Functional Consolidation:** The departments remain separate entities but deliver specific functions as though they were a single agency. Examples would be combined prevention or training programs.
- **Operational Consolidation:** Departments remain legally separate but join together operationally to function as one though they were one agency. For example this approach could be used to share staff across communities without regard to who the home employer was.
- **Full consolidation/Merger.** The departments would merge to become a single entity. Often the largest organization becomes the surviving entity but communities could also choose to develop an entirely new “face” to the merged department.

# Assumptions

- Model includes a full time Chief
- No current AFD employee loses their job solely due to consolidation
- Reporting requirements to the board
- Incorporates strong prevention/education emphasis
- Goal is to achieve lower cost for same/better service levels.

# Specific Discussion Points

- Partnership style merger with shared oversight and governance. Potential approach could be:
  - Single Fire Commission with representatives from each community
  - Joint budget and operations oversight committee
  - Final operating budget approvals by each community
- Contract for service
  - Full service
  - Administrative and Operational
    - Full administrative responsibilities including
      - Budget
      - Staff management and training
      - Prevention/Education service
      - Response planning

# Potential Partners

## Contract or Partner with the Village of Bellevue.

- A strong history of automatic aid and interdepartmental cooperation.
- Organizational differences.
  - Allouez has a commitment to full time staff and provision of ambulance service but has seen a decline in the number of active paid on call members.
  - Bellevue organizational culture that incorporates paid on call and part time employees and fewer full time employees for fire response and contracted for ambulance service.
- It is possible that a consolidation of these two communities could leverage the strengths of each to improve services while containing costs.

## **Contract or Partner with the City of De Pere.**

- Strong history of mutual support between these two communities. Of the three neighboring departments De Pere is probably the most similar to Allouez in terms of both organizational structure and services delivered.
- Potential for a joint structure to improve capacity for both communities through reallocation of dollars currently spent on the AFD chief position and reducing overlap in fleet capacity.

## **Contract or Partner with the City of Green Bay.**

- This is probably the easiest approach since the City has already indicated a willingness to provide service and the labor union has already indicated a willingness to move in this direction.
- The City already has an established infrastructure in place for management, training, prevention, maintenance, and response and has the capacity to respond to concurrent service calls

## **Status Quo.**

- The Village is fortunate to have a dedicated group of employees serving in the Fire Department.
- The average tenure of fire chief in the last 15 years is three years. This is unusual and creates an atmosphere where establishing a common vision, commitment, and consistent performance is challenging.
- If the Village wishes to maintain an independent organization it should assess what options there are to fund and support the organization in a way that encourages greater leadership stability and provides the resources necessary to establish and maintain an enhanced level of training.

# Why?

## (What's in it for me?)

- Provide more cost effective service either by reducing cost for the same service level or improving service level without adding significant cost.
- Cost avoidance for future capital expenditures through more efficient use of facilities, fleet, and equipment.
- Drive a strategic planning process that results in a comprehensive emergency service plan and causes all program areas to be examined.
- Standardization of services between communities.
- Standardization of training and programs focused on employee safety.
- Provides more depth for each community.
- Eliminate redundancy of staff positions in administration and duplication of equipment.
- Provides an opportunity to respond to citizen demands for reduced costs for existing services

# Potential Barriers

- Decrease in local autonomy. Communities often maintain a strong sense of identity and pride of ownership with their fire department.
- Concerns among employees about job security.
- Reduced influence over future costs
- Different philosophical approaches to department structure and service priorities.
- Perception of inequitable cost allocation and or resource allocation and ownership.
- Differences in employee standards.
- Politics.
- Agreement on organizational oversight.

# Potential Benefits

- Provide more cost effective service either by reducing cost for the same service level or improving service level without adding significant cost.
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- Standardization of services between communities.
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# Keys to Success

- An open dialogue that recognizes concerns as valid to those that hold them and seek creative means to address the root issue whenever possible.
- Engage the key stakeholders in discussions about options and alternatives including policy makers, administrators, citizens, and employee/labor representatives.