



**VILLAGE OF PEWAUKEE  
FIRE AND EMS COST ANALYSIS STUDY**

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**CHAPTER 1 – INTRODUCTION**

***Project Overview***

RW Management Group, Inc. was retained by the Village to conduct a Fire and EMS Cost Analysis Study.

The Study provides recommendations and options for the Village to use now and in the future, when assessing Fire-EMS service needs in the Village. Based upon the proposal submitted by RW Management Group, Inc. (RW) in March, 2014, the scope of the project was to conduct a Fire/EMS assessment, assess the current ability and effectiveness of the current fire department and identify and make recommendations regarding the provision of Fire/EMS services for the Village. This study was designed to have an independent third party review current Village Fire-EMS service needs, and provide alternative options and recommendations on fulfilling those needs. The Village also asked for a review of similar communities, to assess their costs associated with the provision of fire and EMS services.

The findings and recommendations are related to the Fire-EMS service needs of the Village, which include an evaluation of the Pewaukee Fire Department (PFD) who currently are contracted with to provide these services. This evaluation includes review of operations, administration, response times for services rendered, equipment, program review, incident analysis, staffing levels and future anticipated service needs.

***Project Work Tasks***

To complete the objectives set forth by the Village, RW evaluated the operations and administration of the Fire Department, reviewed the contract and related ordinances and reviewed similar communities. RW met with and gathered information from Fire Department personnel, Village and City administration and project team members. RW also met with Village administration to further understand the growth potential of the Village and the relationship between the projected growth of the Village and needs of the Department.

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

1. The Village developed a project team of appropriate users and stakeholders to oversee and participate in the project. The project team assisted with the coordinating project schedules, evaluating findings and recommendations, and review of the final documents.
2. Prepared for and conducted a Project Planning Meeting with the RW Project Manager, the Project Team and key project personnel. The purpose of this meeting was to define scope and mission, discuss the work plans, establish liaison responsibilities, coordinate project schedules and confirm other general arrangements.



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3. Obtained and reviewed documentation provided by the project team and the Fire Department pertaining to this project, such as existing Fire/EMS documentation, Department policy and procedure manuals, detailed call volume statistics, service contracts, surveys, risk assessments and previous studies.
4. Assessed the current Fire/EMS operations and services, and began to develop future needs by performing interviews and on-site observations with members of the Village and the Fire Department. The interviews and observations were held in individual settings. The interviews and observations were conducted with personnel from the following areas:
  - Fire Department
    - Administration
    - Officers
  - Village and City Administration
  - Village Board Members
  - Neighboring Departments and Associated Agencies

Interviews and observations primarily focused on the following issues:

- Current Fire/EMS operations, staffing and levels of service
  - Administrative organizational structure
  - Department policies and procedures
  - Analysis of standard operating guidelines, regulations and rules of the Department
  - Major equipment analysis
  - Facilities
  - Contract costs and related issues
5. Evaluated the service level needs of the Village of Pewaukee taking into consideration the demographics, size and property types of the community using criteria that included:
    - a. Incident response times,
    - b. Incident analysis
    - c. Future anticipated service needs
    - d. Staffing levels
    - e. Major equipment needs
  6. Prepared for and facilitated a project status meeting to discuss the results of the interviews and on-site observations with the Project Team and to review the next steps of the project.
  7. Reviewed present Fire/EMS rules, regulations, by-laws, operating procedures, and processes to analyze Department best practices for a modern professional fire department.



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8. Evaluated the per capita cost of fire and EMS services paid by other like sized communities with an emphasis on proximity to the Village and in the State.
9. Prepared options and recommendations for cost effective Fire/EMS service which included, but was not limited to, offering recommendations for possible modifications of the current Fire/EMS agreement regarding payments for services received, as well as, other options for services that would be more cost effective.
10. Determined any changes, or future trends, for public safety industry standards related to Fire/EMS operational requirements. During the development of all recommendations, RW considered many factors and standards as a basis for recommendations, including:
  - National Highway Safety Traffic Administration (NHSTA)
  - Center for Public Safety Excellence (CPSE)
  - 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
  - State of Wisconsin Statutes and Administrative Code
11. Prepared for and facilitated a Recommendations Meeting to present preliminary recommendations and obtain feedback from the Project Team. Discussed the option to renew contract negotiations rather than continue project report.
12. Met individually with two project team members to prepare interim report to the Village Board.
13. Met with the project team to prepare Board presentation on status of analysis and request for direction.
14. Prepared for and facilitated Village Board presentation on the recommendations and direction of the analysis.
15. Listed and described the findings and recommendations on the Fire/EMS assessment, incident, equipment and cost analysis and alternative options for the Village.
16. Prepared implementation plans for options, along with budget estimates.
17. 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 RW's standards.
18. Prepared, produced and delivered the draft **Analysis** to the Project Team for review.



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19. Facilitated an **Analysis** Review Meeting with the Project Team approximately one (1) week after initial delivery to answer questions regarding the content of the Plan. Made any changes to the Plan based on the discussions at the **Analysis** Review Meeting. Produced and delivered the final document and bound copies to the Village.
20. Facilitated a formal presentation with the Village Board of the completed **Analysis**.

### ***Overview of the Current Demographics and Environment***

The Village of Pewaukee has a population of approximately 8,154 based on the 2014 census estimate and encompasses approximately 4.53 square miles, 4.13 land area and .4 water area. The Village of Pewaukee is located in Waukesha County. The City of Pewaukee surrounds the Village. The Village for the most part is built out and is home for most of the retail stores and schools for the Pewaukee area. The Village currently contracts for Fire-EMS services from the City. The Pewaukee Fire Department was a joint City-Village department in 1995. In 2004 the Department became a City Department and the Village began contracting with the City for Fire-EMS coverage. At the present time, the City Fire Department has 25 career members and 24 paid-on-premise members. The Department operates out of two fire stations. The current ISO rating is 3.

### ***Fire and EMS Cost Analysis Study***

To present the findings and recommendations that resulted from the engagement, RW has prepared this document; commonly referred to as the **Fire and EMS Cost Analysis Study (Study)**.

The remainder of this report is structured as follows:

- Chapter 2 – Findings, Incident Analysis and Recommendations: This section lists the findings relating to the current Fire-EMS service contract, the analysis of Fire-EMS incidents and presents alternative options and recommendations on Fire-EMS service for the Village. This chapter is organized in the following sections:
  - Current Fire-EMS Services
  - Fire-EMS Incident Analysis
  - Alternative Options for Fire-EMS Services
  - Fire-EMS Service Recommendations



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- Chapter 3 – Cost-Budget Analysis: This chapter contains an analysis of current Fire-EMS costs for the Village, provides comparable community data and provides budget estimates for recommendations.
- Chapter 4 – Management Summary: A summarized version of the **Study** is presented, highlighting the alternative options and recommendations.
- Chapter 5 – Glossary of Terms: A glossary of terms is presented for reference.