

NOTICE OF VILLAGE BOARD MEETING

DATE: Tuesday, September 10, 2019
TIME: 7:00pm
PLACE: Harrison Municipal Building
W5298 State Road 114
Harrison, WI 54952

NOTICE IS HEREBY GIVEN that a Village Board of Harrison will be held on Tuesday, September 10, 2019 at 7:00pm. The agenda is listed below.

1. Call to Order
2. Pledge of Allegiance
3. Roll Call of Village Board
4. Correspondence or Communications from Board and Staff
5. Public Comments
Please be advised per State Statute section 19.84(2), information will be received from the public; be further advised that there may be limited discussion on the information received; however, no action will be taken under public comments. It is the policy of the Village that there is a three-minute time limit per person. Time extensions may be granted by the President. Please register your name on the sign-in sheet prior to the start of the meeting.
6. Consent Agenda
 - a) Minutes from 08/27/19
7. Items Removed from Consent Agenda (if any)
8. Appointments
 - a) None
9. Unfinished Business from Previous Meetings for Consideration or Action
 - a) None
10. New Business for Discussion, Consideration, or Action
 - a) Shared Fire Services Feasibility Study with Town of Buchanan
 - b) Change Fire Chief position from Part-Time to Full-Time
 - c) Construct Additional Office at Harrison Municipal Building
11. Reports
 - a) None

12. Adjournment

Any person with hearing disabilities or requiring special accommodations to participate in the meeting should contact the Clerk's Office (920-989-1062) at least 24-hours prior to the meeting. This is a public meeting.

Jennifer Weyenberg, Village Clerk-Treasurer

Agenda posted 09/06/19 and posted at www.harrison-wi.org and Municipal Building lobby

**VILLAGE OF HARRISON
BOARD MEETING MINUTES
08/27/19**

A regular meeting of the Village of Harrison Board was called to order at 7:00pm in the Harrison Municipal Building, W5298 State Road 114. After the Pledge of Allegiance was recited, roll call was taken.

Board present: President Kevin Hietpas, Trustees Lou Miller, Buddy Lisowe, Darlene Bartlein, Tyler Moore, Jim Fochs, Gary Nickel
Board excused: None
Staff present: Village Manager Travis Parish, Clerk-Treasurer Jennifer Weyenberg, Planner Mark Mommaerts, Operations Manager Jeff Funk

Correspondence or Communications from Board and Staff

- a) Kimberly Area Soccer Association, Inc. (KASA) \$50,000 donation: The club wishes to donate \$50,000 towards a field sprinkling system. The donation would be \$25,000 following the installation of a well and pumping system and the remainder would be paid at \$5,000 per year over a five-year period.
- b) Request from Town of Buchanan Chair Mark McAndrews to consider an emergency generator for Darboy Sanitary District building: Village Manager Travis Parish encouraged board members to contact Darboy Sanitary District if they wish to give any input.

Public Comments

Wives of Green Bay Fire Fighters asked the board to consider naming a soccer field in memory of Appleton Fire Fighter Mitchell Lundgaard.

Ken Schwalbach on Sugar Maple Way spoke to the board about speeding and safety concerns on Woodland Road.

Tracey Stanelle on Mile Long Drive spoke to the board about drainage issues in her area. This has been a problem for many years.

Ken Phelan on Hearthstone Drive also spoke to the board about drainage issues in his area.

Eric Jones on Landon Drive encouraged the board to deny the claim for Kaukauna Youth Baseball.

Ray Tritt on Holly Street had his pavers at the end of the driveway removed when the road work was being completed in his area. He is asking the board to reimburse him the dollar amount for the asphalt- he will use that towards the cost of putting the pavers back in.

Consent Agenda

Payment of Bills and Claims; Minutes from 06/25/19 and 07/30/19; Discharge of Firearms- Dave Dhein at N8162 Pigeon Rd and Tony Mader at N9093 County N; Application for Operator Licenses for Sharlin Jacobson, Loraine Bailey, Candi Buss; Certified Survey Map for Mader on S. Coop Rd; Certified Survey Map for Hopfensperger on Stommel Rd; Permission to Occupy Drainage Easement Agreement at N9448 Cumberland Dr; Permission to Occupy Drainage Easement Agreement at W5470 Trailwood Ln

Discussion: None

Motion: Trustee Moore with second by Trustee Nickel to approve.

Vote: Motion carried 7-0.

Appointments

None

Unfinished Business from Previous Meetings for Consideration or Action

None

New Business for Consideration or Action

a) Approve or Deny Claim from Jay Bowers (Kaukauna Youth Baseball)

Discussion: Notice was given that KYB will be seeking reimbursement for expenses paid.

Motion: Trustee Nickel with second by Trustee Lisowe to deny the claim.

Vote: Motion carried 7-0.

b) Final Payment for Rustic Ln and Hickory Dr project in the amount of \$15,308.47

Discussion: This would be the final payment on the project. Some residents still have issues with the seeding and landscaping.

Motion: Trustee Nickel with second by Trustee Miller to make the payment.

Vote: Motion carried 6-1 with Trustee Fochs opposed.

c) Final Payment for Lift Station No. 6 in amount of \$27, 241.65 (Harrison Utilities)

Discussion: M & E recommends payment to Dorner- this will come from the Utilities' budget.

Motion: Trustee Moore with second by Trustee Lisowe to approve the payment.

Vote: Motion carried 7-0.

d) Sewer Extension for Chrystella Dr in City of Menasha (Harrison Utilities)

Discussion: M & E recommends approval as the plans conform to Harrison Utilities requirements.

Motion: Trustee Moore with second by Trustee Miller to approve the connection.

Vote: Motion carried 7-0.

e) Health Insurance Opt-Out Policy

Discussion: The intent is to provide an opportunity for employees to receive a monetary benefit for electing to opt out of the village's health insurance plan. Singles would be paid \$1800 and Families \$5040 annually. The board had questions about the actual cost savings to the village and whether the payout amounts were appropriate.

Motion: Trustee Lisowe with second by Trustee Miller to NOT move forward with this policy.

Vote: Motion carried 5-2 with President Hietpas and Trustee Nickel opposed.

f) Permission to Occupy Drainage Easement Agreement- W5419 Mile Long Dr

Discussion: The property owner wants to place a fence within the drainage easement on the property. Staff has concerns as it is a main stormwater runoff path and a fence could obstruct flow. There are no other fences in this area.

Motion: Trustee Miller with second by Trustee Lisowe to deny the request.

Vote: Motion carried 7-0.

g) Plan Commission Membership Policy

Discussion: The current policy was adopted in 2016 when the Village and Town both existed, and a joint commission was formed. Now, there is no Town and the membership policy can be revised.

State Statute allows for a municipality to adopt the composition of a Plan Commission as long as there are at least 3 citizens. Staff recommends that we require 4 citizens to avoid a quorum of village board members.

Motion: None made. The consensus was to go with 4 citizen members. Planner Mark Mommaerts will draft an ordinance and bring it to a future meeting for approval.

Vote: None

h) Darboy Kiwanis Club's Invoice of \$1,000 for Flight Night

Discussion: Village Manager Travis Parish reported that Flight Night was cancelled due to inclement weather but Kiwanis submitted an invoice for payment.

Motion: Trustee Lisowe with second by Trustee Miller to approve the payment.

Vote: Motion carried 5-1 with Trustee Nickel opposed and Trustee Moore abstaining.

i) Schedule first Budget Review meeting

Discussion: The board will meet on Tuesday, September 17th at 6:00pm.

Motion: None

Vote: None

Reports

Monthly reports for the Sheriff's Dept, Zoning, Harrison Fire Rescue and Treasurer are on file.

Closed Session

Motion by Trustee Lisowe with second by Trustee Bartlein to enter closed session.

Roll Call Vote: Miller-aye
Lisowe- aye
Bartlein- aye
Hietpas- aye
Moore- aye
Fochs- aye
Nickel- aye

Pursuant to Wis. Stats. §19.85(1)(c), the Board met in closed session to consider employment, promotion, compensation or performance evaluation data of any public employee over which the governmental body has jurisdiction or exercises responsibility – Operations Manager.

The meeting adjourned in closed session.

Jennifer Weyenberg, Village Clerk-Treasurer
Dated August 27, 2019

Approved by the Village Board on September 10, 2019

VILLAGE BOARD MEETING

VILLAGE OF HARRISON

Date: September 10th, 2019

Title:

Discuss/Approve Shared Fire Services Feasibility Study with the Town of Buchanan.

Issue:

Should the Village of Harrison cost share a fire services feasibility study with the Town of Buchanan?

Background and Additional Information:

I recently contacted the Town of Buchanan to gather information on their Fire Chief position. In the course of my discussion with their Administrator, I found out that they had planned to conduct a fire services feasibility study with the Village of Combined Locks. The objective of the study was to determine if there were opportunities for cost efficiencies, improved effectiveness and other potential benefits. In the end, the Village of Combined Locks decided not to participate in the study.

However, after some conversation, I feel that there could be a benefit to the Village of Harrison to participate with the Town of Buchanan in this type of study, especially with regards to our current Fire Chief position.

The estimated cost of this study is \$50,000.00. This would be split evenly between Buchanan and Harrison.

A copy of the original RFP with Combined Locks is included. Please disregard the Combined Locks language.

Budget/Financial Impact:

This item was not budgeted for in our current budget. The cost would have to come from reserves if the study is to be conducted this year.

Recommended Motion:

Staff recommends authorizing the Village Manager to enter into a cost shared agreement with Buchanan to conduct a Shared Services Feasibility Study.

Attachments:

Copy of similar RFP with Combined Locks.

EMERGENCY SERVICES CONSULTING INTERNATIONAL



**Buchanan Fire & Rescue
Village of Combined Locks Fire Department
Wisconsin**

**Proposal to conduct a
SHARED SERVICES/CONSOLIDATION
FEASIBILITY STUDY**

September 2018



**Emergency Services
Consulting International**

25030 SW Parkway Avenue, Suite 330 • Wilsonville, OR 97070 • 1.800.757.3724

www.esci.us

Contents

- Project Understanding & Methodology 2**
 - Project Understanding 2
 - Methodology 2
- Project Scope of Work 4**
 - Phase I—Project Initiation 4
 - Phase II—Baseline Agency Evaluations 6
 - Phase III—Future Opportunities for Cooperative Efforts 9
 - Phase IV—Development & Delivery of Project Report 12
- Project Timeline & Fee Proposal 13**
 - Project Completion Timelines 13
 - Proposed Project Fee 13
- Project Team Assignments 14**
- Profile of Proposing Firm 15**
 - ESCI Capabilities 15
 - ESCI Experience 16
 - Effective Project Coordination & Management 16
 - ESCI Offices 17
 - ESCI Organizational Chart 17
- Disclosure & Practices 18**
 - Conflict of Interest Statement 18
 - Insurance 18
 - Litigation 18
 - Employment Practices 18
- Appendix A: Project Team Qualifications 19**
- Appendix B: ESCI Experience 26**
- Appendix C: References 27**
- Appendix D: Examples of GIS Maps & Images 28**
- Appendix E: Certificate of Insurance 30**

Project Understanding & Methodology

Project Understanding

Emergency Services Consulting International (ESCI) recognizes that the Town of Buchanan and the Village of Combined Locks desire to have a qualified consulting firm conduct a comprehensive study, and develop an implementation plan, for shared services and/or a potential consolidation of their respective fire departments—Buchanan Fire & Rescue (BFR) and Combined Locks Fire Department (CLFD).

ESCI understands that both communities and fire departments wish to achieve 13 primary objectives in a potential consolidation, that would include (but not necessarily limited to):

- Increased efficiency
- Improved effectiveness
- Streamlining purchasing
- Consolidation/disbursement of supplies
- Improve training opportunities
- Eliminate duplication of services
- Enhance services
- Reduced costs
- Cost avoidance
- Standardization
- Potentially reduce ISO rating
- Improve customer service

Based on ESCI's research and review of the RFP, it is evident that the leadership of both communities wish to improve and enhance the quality and efficiency of fire protection; improve cost-effectiveness by eliminating unnecessary duplication, joint purchasing, and other options; and standardization of emergency operations, policies, and procedures.

It is often assumed that the legal merger of agencies is the only cooperative effort alternative that is available. However, there are many different approaches available to fire departments when considering consolidation of services, not limited to merger. The options fall on a spectrum from a do-nothing approach to various forms of administrative, operational and functional consolidation—none of which mean dissolving any single agency—up to complete unification of the organizations into what is, essentially, a new emergency service provider.

ESCI evaluates each participating agency independently and in detail. Based on those findings an analysis is conducted of the operational, management and financial feasibility of various forms of cooperative service delivery that may be applicable to the client agencies.

Methodology

ESCI's methodology reflects our understanding of your expectations and our experience in working with emergency services organizations in communities of similar size and character throughout North America. Key elements of ESCI's methodology include:

- A clear understanding of the project background, goals and objectives, and the complex issues that must be addressed.
- A comprehensive, well designed, and practical scope of work (SOW) and work plan that provides opportunities for ample stakeholder input.
- The utilization of the latest web-based communications technology, computer modeling, and geographic information systems (GIS).

- The commitment of sufficient professional resources, and an ability to complete the project successfully by meeting or exceeding the outlined scope of work and deliverables within the desired period at a reasonable cost.
- The production of a written report that provides systematic observation, analysis, and recommendations for all components and organizational systems.

ESCI's project methodology is augmented by the utilization of web-based communication technology. We will utilize the Dropbox® application to create a secure online project site that enables the client and project team members to collaborate and communicate throughout nearly every phase of the project.

ESCI can also conduct virtual meetings via web conferencing software. This capability allows the project team to display and review documents, maps, and illustrations in real-time, and provides the client with the opportunity to give immediate feedback to the project team. In addition to creating a more efficient work environment, the client benefits from lower travel costs by eliminating on-site reviews of draft documents.

Standards & Best Practices

Depending upon the nature of the project, ESCI will apply local and regional standards; and relevant standards and criteria from the *National Fire Protection Association (NFPA)*, *Insurance Services Office (ISO)*; *Commission on Fire Accreditation International (CFAI)*; *Commission on Accreditation of Ambulance Services (CAAS)*; *Commission on Accreditation of Medical Transport Systems (CAMTS)*; applicable health and safety requirements; and state and federal regulations relative to the fire service, EMS, and other emergency services.

Project Scope of Work

The following phases and tasks will be completed to produce the final report and recommendations. This methodology has been developed specifically for this project based on our understanding of your expectations. ESCI will utilize approaches, tools, and techniques proven through experience to provide the kind and quality of information needed to make objective, informed decisions.

The proposed methods, procedures, and anticipated deliverable items of this project have been organized into phases. Each project phase is described in detail below and on the following pages.

Phase I—Project Initiation

Task I-A: Project Initiation & Development of Work Plan

ESCI will converse with the management teams of Buchanan, Combined Locks, BFR, and CLFD involved in the study, or their project liaisons, to gain a comprehensive understanding of the communities' backgrounds, goals, and expectations for the project. ESCI's project manager will develop and refine a proposed work plan that will guide the project team. This work plan will be developed identifying:

- Primary tasks to be performed
- Person(s) responsible for each task
- Timetable for each objective to be completed
- Method of evaluating results
- Resources to be utilized
- Possible obstacles or problem areas associated with the accomplishment of each task

This process will also help to establish working relationships, make logistical arrangements, determine an appropriate line of communications, and finalize contractual arrangements.

Task I-B: Acquisition of Data & Information

ESCI will request pertinent information and data from the Town and Village Administrators, as well as from BFR and CLFD. This data will be used extensively in the analysis and development of the final report. The documents and information relevant to this type of project will include, but not be limited to, the following:

- Past or current emergency service studies or research relevant to BFR and CLFD
- Community Comprehensive Plan documents, including current and future land-use information
- Census and demographics data from Buchanan, Combined Locks, and the unincorporated areas served by each fire department (this may also include Wrightstown, Hollandtown, & Harrison)
- Local zoning maps and zoning codes
- Historical budgets (3–5 years), financial data, including debt information, long-range financial plans, and projections from the Town of Buchanan, Village of Combined Locks, and their respective fire departments
- Historical payor mix from EMS billing (3–5 years); list of ambulance transport rates and other fees
- Standard Operating Guidelines (SOG); administrative policies and procedures; and service-delivery practices of BFR and CLFD

- Current service-delivery objectives, performance criteria, and targets for each community, if applicable
- BFR and CLFD facilities and apparatus inventories
- Automatic and mutual aid agreements
- Records management data, including *National Fire Incident Reporting System* (NFIRS) incident data (3–5 years in an Excel® format) from BFR and CLFD
- Computer-Aided Dispatch (CAD) incident records from BFR and CLFD (3–5 years in an Excel® format)
- Local Geographic Information Systems (GIS) data and shapefiles of all areas served by BFR and CLFD
- Other information, documents, and data necessary for the successful completion of this project

Task I-C: Stakeholder Input & Field Work

The ESCI project team will conduct site visits in each community and department for the purpose of conducting interviews with, and gathering information from, key personnel. The project team will interview key stakeholders of any organization associated with this study. At a minimum, members of the project team will interview appropriate community officials, fire department officials, volunteer association leaders, labor organization representatives (if applicable), and any others that the project team deems necessary. As necessary, this may include phone interviews and electronic methods for gathering information.

This will include, but not limited to:

- Administrators of the Town of Buchanan and Village of Combined Locks
- Elected officials from the Town of Buchanan and Village of Combined Locks; as well as any other local elected officials relevant to the study
- BFR and CLFD Fire Chiefs and command staff representatives
- BFR and CLFD personnel responsible for training, commercial inspections, operations, and any other relevant divisions or relevant areas of responsibility
- Individual(s) or agency responsible for BFR ambulance billing and collections
- Finance department representatives; planning department representatives; and human resources representatives from Town of Buchanan and Village of Combined Locks
- BFR EMS Chief and Assistant EMS Chief; CLFD EMS Captain
- Fire department Chiefs and/or representatives from the Village of Wrightstown, Hollandtown Fire Department, Harrison Fire Department, and any other relevant fire departments
- Representative(s) from the Outagamie County Sheriff's Office 911 communications/dispatch center
- Local or regional EMS Medical Director
- Representative(s) from Gold Cross Ambulance
- Assorted firefighters and EMS providers from BFR and CLFD
- Others as they may contribute to this project

From these interviews, ESCI will obtain additional perspective on operational, economic, technical, and policy issues facing the agency. In addition, the project team will learn more about availability of data necessary to meet projected goals.

Phase II—Baseline Agency Evaluations

The initial phases of the study focus on a baseline assessment of the current organizational conditions of each agency and current service performance of the departments and the study area as a whole. ESCI will conduct an organizational review of these departments based on the elements included in the following tasks. The purpose of this evaluation is to assess the agencies' operations in comparison to industry standards and best practices, as well as to create a benchmark against which the options for future service delivery can be measured.

Task II-A: Organization Overview

An overview of each organization and community will be developed discussing:

- Service area population and demographics
- History, formation, and general description of the fire agencies
- Description of the current service delivery infrastructure
- Governance and lines of authority
- Foundational policy documents
- Organizational design
- Operating budget, funding, fees, taxation, and financial resources

Task II-B: Management Components

Each organization's basic management processes will be reviewed, including:

- Mission, vision, strategic planning, goals, and objectives
- Internal assessment of critical issues
- Internal assessment of future challenges
- Internal and external communications processes
- Reporting, recordkeeping, and records management systems
- Computer systems and technology resources

Task II-C: Capital Assets & Capital Improvement Programs

ESCI will review status of current major capital assets (facilities and apparatus) and analyze needs relative to the existing condition of those assets and their viability for continued use in future service delivery, including:

Facilities—Tour and make observations in areas related to station efficiency and functionality. Items to be contained in the report include:

- Design
- Construction
- Safety
- Environmental issues
- Code compliance
- Staff facilities
- Efficiency
- Future viability

Apparatus/Vehicles—Review and make observations regarding inventory of apparatus and equipment. Items to be reviewed include:

- Age, condition, and serviceability
- Distribution and deployment
- Maintenance
- Regulations compliance
- Future needs

Task II-D: Staffing & Personnel Management

ESCI will review each department's staffing levels. Areas to be considered include:

- Review and evaluate administration and support staffing levels
- Review and evaluate operational staffing levels
- Review staff allocation to various functions and divisions
- Review staff-scheduling methodology
- Analyze current standard of coverage and staffing performance for incidents
- Review firefighter/EMS staff distribution
- Review utilization of career (if applicable) and volunteer personnel
- Review responsibilities and activity levels of personnel

Personnel management systems of the departments will also be reviewed, focusing on:

- Human resources policies and handbooks
- Quality and status of job descriptions
- Personnel reports and recordkeeping
- Compensation systems
- Disciplinary processes and counseling services
- Application and recruitment processes
- Testing, measuring, and promotion processes
- Member retention efforts and programs
- Health and wellness programs

Task II-E: Service Delivery & Performance

ESCI will review and make observations in areas specifically involved in, or affecting, service levels and performance of the departments, either individually or when operating in concert with one another in the study area (the collective jurisdiction of all organizations included in the study). Areas to be reviewed shall include, but not necessarily be limited to:

- *Service Demand Analysis*—
 - Analysis of current service demand by incident type, including EMS transport, and temporal variation for each individual organization
 - Analysis and geographic display of current service demand density within the overall study area

- *Resource Distribution Study*—
 - Overview of the current facility and apparatus deployment strategy, analyzed through Geographical Information Systems software, with identification of service gaps and redundancies. This distribution study will be conducted for the study area as a whole, with all existing facilities included in the analysis
- *Resource Concentration Review*—
 - Analysis of geographic display of the response time necessary to achieve full effective response force arrival in the study area using existing distribution of all organizational resources
 - Analysis of company and staff distribution as related to effective response force assembly in the study area
- *Response Reliability Study*—
 - Analysis of current workload, including unit hour utilization of individual companies (to the extent data is complete)
 - Review of actual or estimated failure rates of individual companies (to the extent data is complete)
 - Analysis of call concurrency and impact on effective response force assembly
- *Response Performance Analysis*—
 - Analysis of actual system response time performance, analyzed by individual department (to the extent data is available). Performance analysis will be conducted for Buchanan and Combined Locks individually, and for the study area as a whole.
- Mutual and Automatic Aid Systems

Task II-F: Other System Components

ESCI will review and make overall observations involving support programs within each organization for the critical areas of training, life safety services, and communications. Items to be reviewed include:

- *Emergency Medical Services & Support*
 - Review each department's current EMS deployment model
 - Evaluate each department's EMS support and oversight mechanisms
 - Review of logistical support services
 - Review of current medical control and oversight
 - Review of quality management mechanisms in place
 - Review other areas related to patient transport and EMS delivery
- *Communications*
 - PSAP and dispatch center capabilities and methods
 - Other areas relevant to emergency communications
- *Training*
 - General training competencies and schedules
 - Training administration and recordkeeping
 - Training facilities
 - Training procedures, manuals, and protocols

- **Life-Safety Services (Fire Prevention)**
 - General inspection program and code enforcement activities
 - New construction inspection and involvement
 - Pre-incident planning
 - Fire and life-safety public education programs
 - Fire investigation programs and data collection and analysis

Task II-G: Planning for Fire Protection & Emergency Medical Services

The planning processes within each department shall be reviewed. Key components include:

- Review and evaluate the adequacy of the current planning process
- Review elements of tactical planning within the organization
- Review operational planning within the organization
- Review strategic planning practices
- Review long range or other planning efforts
- Make recommendations relative to future planning process needs

Task II-H: Miscellaneous Components & Issues

During the baseline fire department evaluations, ESCI may identify other system components and issues not listed in the other Tasks, and address those accordingly.

Phase III—Future Opportunities for Cooperative Efforts

ESCI will use the completed baseline assessment BFR and CLFD to identify opportunities and the feasibility for cooperative efforts. The project team will identify areas of duplication that can be reduced through consolidation efforts, as well as potential service improvements that can be accomplished. Experience has shown that this frequently becomes the overriding influence for public fire-service consolidation efforts.

Items in this section of the report include, but are not limited to, the areas listed below. The detailed information provides department heads, policymakers, and elected officials with the information necessary to make important decisions regarding emergency services consolidation.

Task III-A: General Partnering Strategies

The various partnering strategies are described, beginning with a status-quo approach and ending with a complete consolidation of BFR and CLFD into a new emergency service provider. The following alternatives will be evaluated and discussed:

- Expansion of automatic/mutual aid and existing service contracts
- Functional consolidation
- Operational consolidation
- Partial consolidation
- Legal unification or merger
- Independent public-sector corporation
- Other potential options, including status quo

Task III-B: Options for Shared Services

The study takes into account the many shared issues that face each department, and how such matters affect the effort to construct a regional model for efficient service. These issues are identified and analyzed. Within each presented option for shared services, ESCI will evaluate and discuss the following:

- Level of cooperation
- Estimated timeline for completion
- Affected section (i.e., administration, operations, support services)
- Affected stakeholders
- Objective of strategy
- Summary of strategy
- Guidance
- Fiscal considerations
- Social considerations
- Policy actions

Task III-C: Fiscal Analysis

ESCI uses computer-driven model budgets for each department to allow a comparative examination of the actual public costs for each, and as a tool for analyzing the financial effects of any type of consolidation. Budget modeling is also used to measure the effects of the proposed change(s). Funding mechanisms are identified, and financial outcomes provided for each consolidation strategy offered.

- Review and analyze department budgets and revenues
- Evaluate each department's fee structure
- Review separate budgets
- Develop projected consolidated budget extending to a minimum of five years
- Forecast financial assumptions in the areas of property taxes, EMS fees, wages & benefits, and materials and supplies
- Identify financial issues of consolidation
- Identify areas of short and long-term savings and costs in the event of consolidation

Fiscal analysis is an important component of the emergency services evaluation. Long-term survival of an emergency services system requires that the system be adequately funded. ESCI determines the fiscal state of each department and develops recommendations on improving the financial resources available for emergency services. All recommendations are consistent with the municipalities' financial capability to provide adequate, cost-effective services to citizens. In addition, budgeting practices are thoroughly examined, and alternate methodologies may be suggested.

In addition to the fiscal state evaluation of each agency, ESCI will present an evaluation of various funding alternatives to assist the region in the sharing of the cost of providing any consolidated or merged emergency services. Presented alternatives will include, but not necessarily be limited to, the following:

- Funding based on:
 - Redirected funds
 - Charitable foundations
 - Mill levy
- Cost allocation based on:
 - Area
 - Assessed value
 - Deployment
 - Service demand
 - Fixed rate
 - Population
 - Multiple variables

Task III-D: Findings, Recommendations, & Implementation Plan

Any cooperative venture between the two fire departments presents the organizational leaders with a series of challenges. Successful implementation of this proposal will require that significant matters be addressed, regardless of which form of consolidation is chosen. Those issues will be identified here.

- Findings
 - Feasibility of each option will be presented
- Preferred Option
 - The preferred option or options will be presented and discussed at length
- Policy Action
 - Necessary policy action by the elected bodies will be described
- Timelines
 - The recommendations outlined in this section will provide general completion timelines offered to guide the agencies in developing a more detailed listing during the formal planning process
- Process Issues
 - Strategic planning, legal considerations, management and governance, funding, and other issues will be provided in detail

Phase IV—Development & Delivery of Project Report

Task IV-A: Development & Review of Draft Project Report

ESCI will develop and produce an electronic version of the draft written report for review by representatives from the Town of Buchanan, Village of Combined Locks, BFR, CLFD. Client feedback is a critical part of this project and adequate opportunity will be provided for review and discussion of the draft report prior to finalization. The report will include:

- Detailed narrative analysis of each report component structured in easy-to-read sections and accompanied by explanatory support to encourage understanding by both staff and civilian readers
- Clearly designated recommendations highlighted for easy reference and catalogued as necessary in a report appendix
- Supportive charts, graphs, and diagrams, where appropriate
- Supportive maps, utilizing GIS analysis, as necessary

Task IV-B: Delivery and Presentation of Final Project Report

ESCI will complete any necessary revisions of the draft and produce ten (10) each, printed and bound versions of the report for the Town and Village. This will also include an electronic version in a PDF file format.

A formal presentation of the project report will be made by ESCI project team member(s) to a joint meeting of the community leaders and/or organizations included in this study. The presentation will include the following:

- A summary of the nature of the report, the methods of analysis, the primary findings, and critical recommendations
- Supportive audio-visual presentation
- Review and explanation of primary supportive charts, graphs, diagrams, and maps, where appropriate
- Opportunity for questions and answers, as needed
- All presentation materials, files, graphics, and written material will be provided to the client at the conclusion of the presentation(s)

Phase V—Post-Study Work Session

Task V-A: Post-Study Work Session

- Approximately 30 to 45 days following completion of the final presentation of the project report, ESCI will meet with BFR and CLFD to conduct a comprehensive work session regarding the recommendations and conclusions, with the intent of developing an implementation plan.

Project Timeline & Fee Proposal

Project Completion Timelines

ESCI offers the following project timeline, which is subject to change based upon the mutual agreement of the client and ESCI.

Project Phase	Month 1	Month 2	Month 3	Month 4	Month 5
Phase I: Project Initiation					
Phase II: Baseline Agency Evaluations					
Phase III: Future Opportunities for Cooperative Efforts					
Phase IV: Development & Delivery of Project Report					
Phase V: Post-Study Work Session					

Proposed Project Fee

Emergency Services Consulting International is pleased to present the following formal cost proposal for the project outlined in the Work Plan.

The fee ESCI is proposing to perform this study is inclusive of expenses as follows:

Project Phase	Consulting Fees	Expenses	Total
Phase I: Project Initiation	\$8,732	\$3,451	\$12,183
Phase II: Baseline Agency Evaluations	\$18,311	\$0	\$18,311
Phase III: Future Opportunities for Cooperative Efforts	\$11,743	\$0	\$11,743
Phase IV: Development & Delivery of Project Report	\$5,608	\$1,471	\$7,079
Phase V: Post-Study Work Session	\$3,543	\$2,601	\$6,144
Total Cost for Project (not to exceed):			\$55,460

Proposed Payment Schedule

- 10% payment due upon signing of the contract.
- Monthly invoicing thereafter as work progresses.

Information Relative to Cost Quotation

- Bid quotation is valid for 90 days.
- ESCI Federal Employer Identification Number: 23-2826074.
- When requested, and in a timely manner, the client will provide data, information, and materials required for the completion of the objectives outlined in the Scope of Work submitted in this proposal.
- ESCI shall perform any additional work on a time and materials basis as requested in writing by the client at a negotiated hourly rate.

Project Team Assignments

Emergency Services Consulting International has assigned the following associates to the project. All team members will be available for the duration of the project. Along with the project team, ESCI's full-time staff will be available to assist on the project as needed. Detailed information on the background and qualifications of each member of the team will be found in Appendix A.

The selection and experience of the project manager is important to the success of this project. ESCI is offering a project manager who will:

- Assist in the development and coordination of a project work plan.
- Have the ability to work closely with your representatives.
- Facilitate project team meetings to share project findings and ideas.
- Provide direction based on experience in similar situations, and knowledge of organizational staff analyses.

Team Member	Project Assignments
John Stouffer, Project Manager	Overall project management; Tasks I-A, B, & C; Tasks II-A, C, F (EMS); & H; Tasks III-A, B, & D; Tasks IV-A & B; site visit; Task V-A
Bill Boyd	Tasks II-B, D, F (Communications), & G; contributor to all other tasks and recommendations; Task V-A
Stuart McCutcheon	Task II-E and all GIS mapping; contributor to all other tasks and recommendations
Mike Montgomery	Task II-F (Training & Life Safety); contributor to all other tasks and recommendations
Stuart McElhaney	Task III-C; contributor to all other tasks and recommendations

Profile of Proposing Firm

ESCI Capabilities

Emergency Services Consulting International (ESCI) is an international firm providing specialized, high-quality professional fire, police, communications, and emergency medical services (EMS) consulting services to organizations throughout the United States and Canada. ESCI has been meeting the needs of emergency services agencies since 1976, and is considered by many to be the nation's leader in emergency services consulting.

Utilizing both full-time staff and over 50 field consultants nationwide, ESCI provides consulting services to municipalities; fire, ambulance, and hospital districts; non-profit organizations; and the industrial and commercial community.

ESCI is recognized as an expert in the field by the emergency services community. This is confirmed by our ongoing relationship with the *International Association of Fire Chiefs (IAFC)*, the *Western Fire Chiefs Association*, the *National Fallen Firefighters Foundation*, the *National Volunteer Fire Council*, and the hundreds of clients we serve from coast to coast.

Since the beginning, ESCI has operated on the principles of honesty, integrity, and service. ESCI's philosophy is to maintain an active involvement within the emergency service disciplines and related fields—staying ahead of the rapid changes and issues facing our clients.

The mission of ESCI is to *provide expertise and guidance that enhances community safety*. We will accomplish this by providing the highest value of consulting services and educational programs. ESCI utilizes a team of professionals committed to offering highly beneficial programs covering current and anticipated fire, police, communications, emergency management, and EMS issues and needs.

We provide a wide array of services, including organization audits and evaluations; cooperative effort and consolidation; health and safety evaluations; master, strategic, and growth management plans; deployment planning; hazard mitigation planning; executive searches; assessment centers; and customized consulting. ESCI has helped improve emergency services in hundreds of communities throughout the country. Our innovative training programs are improving the way organizations and people work.

ESCI encourages creative solutions to complex system dilemmas. The firm recognizes the cultural, economic, operational, legal, and political realities of the local environment. ESCI avoids pre-conceived biases in order to develop and implement imaginative and long-lasting solutions. In addition, ESCI equips its clients with the background, understanding, and confidence to tackle future problems as they arise.

All of ESCI's field associates have been active practitioners in their respective fields, with many involved in highly visible and responsible national leadership positions in fire/rescue services, EMS, and law enforcement. We understand your issues, challenges, responsibilities, and offer proven methods to improve your effectiveness.

ESCI at a Glance

- Mission: Provide expertise and guidance that enhances community safety
- Established in 1976
- Headquartered in Wilsonville, Oregon; with branch offices in Texas, Idaho, and Virginia
- Extensive fire and EMS consulting throughout the US and Canada
- Twelve full-time employees, with over 50 expert field consultants

ESCI Experience

ESCI's advantage begins with our technical expertise and capability, extends to our experienced and highly qualified staff, and concludes with a product that will enable your organization to meet the challenges of emergency services into the future.

ESCI's team has first-hand experience in the process of analyzing emergency service providers and recommending an array of opportunities that are economically, culturally, and operationally feasible. Each team member is a specialist in fire, rescue, law enforcement, EMS, or related fields. The team will work collaboratively to create the best possible strategies and options for your organization.

The *ESCI Advantage* includes:

- A clear understanding and appreciation of the complexity of the local and regional environment.
- Over 40 years of public safety consulting experience; the successful completion of hundreds of consulting engagements.
- The ability to deliver a high-quality product on time, and with organizational support and endorsement.
- Knowledge of contemporary issues associated with the delivery of emergency services.
- Experience with a variety of jurisdictions including municipalities, counties, and state government.
- A highly skilled and knowledgeable team of professionals with skill-sets necessary to meet your expectations.

Effective Project Coordination & Management

When engaged, all work progress is measured against a work plan, timetable, budget, and deliverables. During the project, team members confer frequently to discuss progress as well as new or unanticipated issues. Our project management methodology ensures that services and activities are efficiently conducted and are focused, coordinated, and logical. All project team members are available for the duration of the project.

ESCI Offices

In order to better serve our clients, ESCI maintains two regional offices. The following is the contact information for each office, along with a complete organization chart.

Corporate Headquarters

Andrea Hobi, General Manager

Mike Roth, Operations Manager

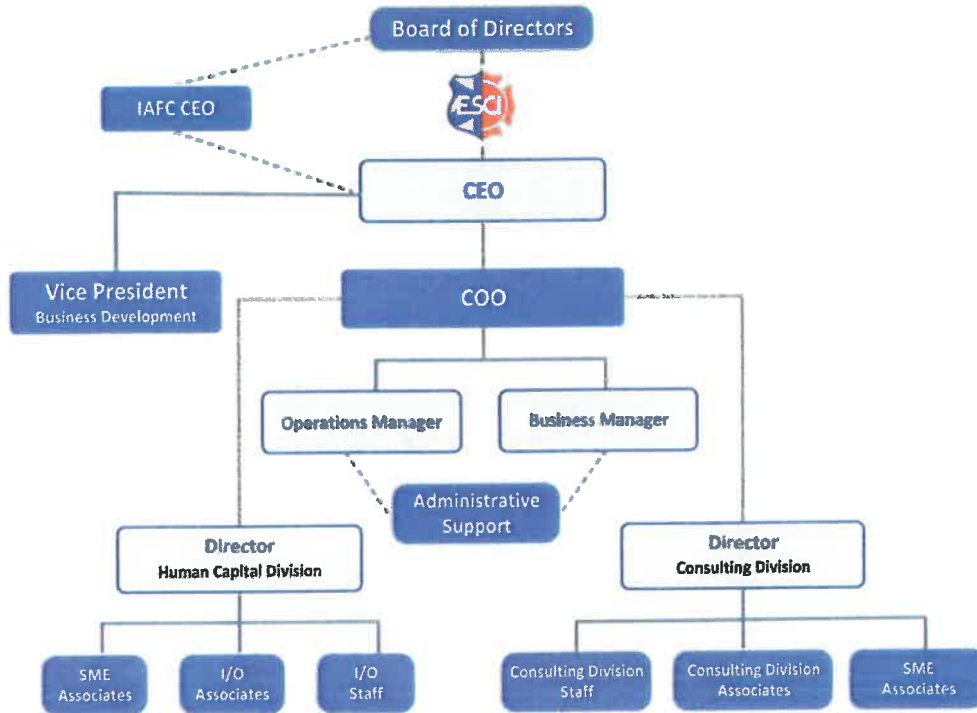
4795 Meadow Wood Lane, Chantilly, VA 22033

Andrea—Phone: 800.757.3724 • Email: info@esci.us

Mike—Phone: 703.506.9400 • Email: mike.roth@esci.us

ESCI Organizational Chart

The following is an organizational chart of Emergency Services Consulting International, which includes descriptions of our various positions and services.



Disclosure & Practices

Conflict of Interest Statement

ESCI has neither directly nor indirectly entered into any agreement, participated in any collusion or collusion activity, or otherwise taken any action which in any way restricts or restrains the competitive nature of this solicitation, including but not limited to the prior discussion of terms, conditions, pricing or other offer parameters required by this solicitation. ESCI is not presently suspended or otherwise prohibited by any government from participation in this solicitation or any other contracting to follow thereafter. Neither ESCI nor anyone associated with ESCI has any potential conflict of interest because of or due to any other clients, contracts, or property interests in this solicitation or the resulting project. In the event that a conflict of interest is identified in the provision of services, ESCI will immediately notify the client in writing.

Insurance

ESCI is insured in excess of \$2,000,000. A copy of the ESCI liability insurance certificate is included in an appendix.

Litigation

ESCI has no past and/or pending litigation or unresolved lawsuits.

Employment Practices

ESCI is an equal opportunity employer. The company is guided by recognized industry standards, policies, and procedures. ESCI offers a wide range of employee benefits and ongoing training opportunities that has enabled ESCI to attract and retain quality consultants who are recognized as experts in emergency service organization, management, and service delivery. ESCI will not refuse to hire, discharge, promote, demote, or otherwise discriminate in matters of compensation against any person otherwise qualified, because of age, race, creed, color, sex, national origin, ancestry, or handicap.

Appendix A: Project Team Qualifications

John A. Stouffer

Project Manager/Associate Consultant



Summary of Qualifications

Mr. Stouffer began his career in public safety in 1976 as a firefighter/EMT with Yakima County (WA) Fire District #10, where he established the first EMS program in the department. In 1980, he attended the Paramedic Program at Central Washington University and obtained a position with Yakima (WA) Medic One becoming a field paramedic and the organization's first Training Officer. In 1988, he was offered the position of the Director of the Yakima County (WA) Department of Emergency Medical Services. After holding that position for nine years, he took a position with Gresham (OR) Fire & Emergency Services as the EMS Coordinator, occasionally serving as the acting Chief of the Training Division, until his retirement in 2009. Since 1992, in addition to his other employment, Mr. Stouffer has been providing a wide variety of public safety consulting services to clients throughout the U.S. and Canada.

Professional Experience

- Project Manager/Associate Consultant, Emergency Services Consulting International
- Technical Advisor/Program Developer, Vision 20/20 & Institution of Fire Engineers
- EMS Research Investigator/Coordinator, Oregon Health & Science University
- EMS Coordinator (Captain), Gresham Fire & Emergency Services
- Senior Consultant, Pacific Northwest Associates, LLC
- Director, Yakima County Department of Emergency Medical Services
- Training Officer/Paramedic, Yakima Medic One
- Firefighter/EMT-Paramedic/Medical Services Officer | Yakima County Fire District #10
- More than 40 years diverse experience in fire and emergency medical services

Educational Background & Certifications

- Central Washington University
- Yakima Valley Community College
- Western Oregon University
- National Fire Academy Incident Command for EMS
- Seattle/King County Resuscitation Academy Fellowship
- Multiple instructor certifications (NFPA I & II, ACLS, PHTLS, WSFST Instructor II, EZ-IO Instructor)
- Numerous advanced-level EMS certifications
- More than 250 hours fire service education, Washington State Fire Service Training

Associated Professional Accomplishments

- Project Manager and consultant on a number of fire and EMS projects around the U.S. and Canada
- Co-authored and published a number of international prehospital studies (available on request)
- Authored two guides on Community Risk Reduction for Vision 20/20 (available on request)
- Project Co-Director, King LT Airway Implementation Project for Multnomah County (OR)
- Author, Phases I & II of the Yakima County EMS Master Plan
- Earned fourteen professional awards during his career (available on request)

Note: This is a brief summary of Mr. Stouffer's CV. A complete version can be made available on request

Bill Boyd

Associate Consultant



Summary of Qualifications

Chief Boyd is a retired Fire Chief from the Bellingham Fire Department. He retired in 2012 after 29 years of progressive service to the citizens of Bellingham and Whatcom County. During his tenure, he served as a firefighter, firefighter paramedic, paramedic supervisor, fire captain/paramedic, assistant fire chief, and fire chief for the last nine years of his career.

During this time, he served as incident commander on several major fires and disasters, including the 1999 Whatcom Creek Explosion. He also led the department through the 2008-2010 "great recession", collaborating with the department bargaining units in making strategic reductions and service delivery changes to meet budget reduction targets without reducing service delivery. He also consulted and lectured for the Department of Homeland Security, and served as a charter member of the DHS Virtual Social Media Working Group, providing guidance and training on integrating social media tools in crisis communications/incident command. After his retirement, Chief Boyd entered the private sector as a regional safety coordinator for a national industrial cleaning company, overseeing and managing safety and compliance programs across four states. He now uses his broad experience in providing business continuity, strategic planning, and management consulting services for private companies and public agencies.

Professional Experience

- 1983-1985—Firefighter, Bellingham Fire Department
- 1985-2002—Washington State Paramedic Certification
- 1985-1990—Firefighter/Paramedic, Bellingham Fire Department/Whatcom Medic One
- 1990-1996—EMS Supervisor, Bellingham Fire Department/Whatcom Medic One
- 1997-1999—Fire Captain/Paramedic/Public Information Officer, Bellingham Fire Department
- 1999-2003—Assistant Fire Chief, Bellingham Fire Department
- 2003-2012—Fire Chief, Bellingham Fire Department

Educational Background & Certifications

- 1982 Bachelor of Arts, Political Science, Western Washington University, Bellingham, Washington
- 2004 Executive Fire Officer Designation, U.S. Fire Administration National Fire Academy

Associated Professional Accomplishments

- Incident Commander, Northwest Incident Management Team (FEMA Type III All Hazards Team)
- Member—Department of Homeland Security Virtual Social Media Working Group (VSMWG)
- Created the City of Bellingham Office of Emergency Management
- Board member, Washington State Critical Incident Stress Management Board
- President—Whatcom County Fire Chiefs Association
- Author and lecturer on social media crisis communication tools and strategies
- Executive Board Member, IAFF Local 106
- Paramedic instructor/lecturer

Note: This is a brief summary of Mr. Boyd's CV. A complete version can be made available on request.

Stuart McCutcheon

Senior Associate



Stuart McCutcheon has 8 years of experience as a fire chief in municipal fire departments in central Florida. His service began at Clermont Fire Department, then Reedy Creek Fire Rescue at Walt Disney World where he served as a Lieutenant. In 2009, he became Fire Chief in the City of Davenport Fire Department, FL from 2009 to 2013, at which time he became Fire Chief in Auburndale, FL. Most recently he served as the Fire Chief and Emergency Manager for the Haines City Fire Department, FL.

Chief McCutcheon brings a combination of education, experience, and technical expertise to ESCI. With experience in both combination and career departments, he possesses a demonstrated record of professionalism and a commitment to excellence. In addition to fire administration and management accomplishments, Chief McCutcheon has substantially contributed to the Institution of Fire Engineers and Florida State Fire College through the development of GIS analytic tools and maps to support the missions of both organizations.

Educational Background

- University of West Florida, Masters of Graphic Information & Science Administration (in progress)
- University of Central Florida, Master of Public Administration, Orlando, FL
- University of Central Florida, Graduate Certificate in Emergency Management and Homeland Security
- Executive Fire Officer Program, Emmitsburg, MD 2013
- University of Central Florida, Bachelor of Science Psychology, Orlando, FL
- Polk Community College, Associate of Arts, Winter Haven, FL
- Polk State College, Associate of Science in Fire Science, Winter Haven, FL
- Commission on Professional Credentialing, Chief Fire Officer and Fire Marshal Designation
- Pro Board Fire Officer IV

Professional Experience

- Consultant, Emergency Services Consulting International
- Fire Chief and Emergency Manager, City of Haines City Fire Department, FL
- Fire Chief, City of Auburndale, FL
- Fire Chief, City of Davenport, FL

Relevant Experience

- Chair, Executive Fire Officers' Section, Florida Fire Chiefs Association
- Membership Committee, Institution of Fire Engineers, USA Branch
- Vice President, Polk County Fire Chiefs' Association
- Chair, Polk County GIS Users' Group
- Designated Emergency Manager in Haines City
- Commission on Professional Credentialing Peer Reviewer

Associated Professional Accomplishments

- Served on the team for several ESCI projects including the Sarasota County, FL master plan.
- Key member of ESCI team in producing ISO benchmark studies.
- Developed material for use in Community Risk Reduction courses for National Fire Academy
- Published author, several articles published in Florida Fire Chiefs Association magazine
- Development of emergency management response plans, full-scale and table-top exercises

Note: This is a brief summary of Mr. McCutcheon's CV. A complete version can be made available on request

Bill Boyd

Associate Consultant



Summary of Qualifications

Chief Boyd is a retired Fire Chief from the Bellingham Fire Department. He retired in 2012 after 29 years of progressive service to the citizens of Bellingham and Whatcom County. During his tenure, he served as a firefighter, firefighter paramedic, paramedic supervisor, fire captain/paramedic, assistant fire chief, and fire chief for the last nine years of his career.

During this time, he served as incident commander on several major fires and disasters, including the 1999 Whatcom Creek Explosion. He also led the department through the 2008-2010 "great recession", collaborating with the department bargaining units in making strategic reductions and service delivery changes to meet budget reduction targets without reducing service delivery. He also consulted and lectured for the Department of Homeland Security, and served as a charter member of the DHS Virtual Social Media Working Group, providing guidance and training on integrating social media tools in crisis communications/incident command. After his retirement, Chief Boyd entered the private sector as a regional safety coordinator for a national industrial cleaning company, overseeing and managing safety and compliance programs across four states. He now uses his broad experience in providing business continuity, strategic planning, and management consulting services for private companies and public agencies.

Professional Experience

- 1983-1985—Firefighter, Bellingham Fire Department
- 1985-2002—Washington State Paramedic Certification
- 1985-1990—Firefighter/Paramedic, Bellingham Fire Department/Whatcom Medic One
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- 1997-1999—Fire Captain/Paramedic/Public Information Officer, Bellingham Fire Department
- 1999-2003—Assistant Fire Chief, Bellingham Fire Department
- 2003-2012—Fire Chief, Bellingham Fire Department

Educational Background & Certifications

- 1982 Bachelor of Arts, Political Science, Western Washington University, Bellingham, Washington
- 2004 Executive Fire Officer Designation, U.S. Fire Administration National Fire Academy

Associated Professional Accomplishments

- Incident Commander, Northwest Incident Management Team (FEMA Type III All Hazards Team)
- Member—Department of Homeland Security Virtual Social Media Working Group (VSMWG)
- Created the City of Bellingham Office of Emergency Management
- Board member, Washington State Critical Incident Stress Management Board
- President—Whatcom County Fire Chiefs Association
- Author and lecturer on social media crisis communication tools and strategies
- Executive Board Member, IAFF Local 106
- Paramedic instructor/lecturer

Note: This is a brief summary of Mr. Boyd's CV. A complete version can be made available on request.

Mike Montgomery

Associate Consultant



Summary of Qualifications

Mr. Montgomery He brings over 35 years of private and public sector experience in many capacities, and has been recognized as a leader in the Texas Fire Service for many years. His formal education includes a Bachelor's degree in Business Administration, an Associate's degree of Applied Arts and Sciences in Fire Science Technology, and multiple fire service certifications at the Master level. He also holds the Chief Fire Officer designation from the Center for Public Safety Excellence. He has extensive experience in fire service administration, strategic planning, and program development.

Educational Background

- Bachelor's Degree in Business Administration
- Associate's Degree in Fire Science Technology, summa cum laude
- Texas SFFMA Fire Chief's Development program graduate
- Texas Master Firefighter, Fire Inspector, and Fire Investigator certifications
- Texas Master Volunteer Firefighter certification

Professional Experience

- Inspector to Chief / Fire Marshal, Harris County TX: 2000–present
- Firefighter to Assistant Chief, Cy-Fair Fire Department: 1987–2012
- Service technician to division manager, private sector: 1976–2000

Relative Experience

- State of Texas Rural Fire Advisory Council, member
- Texas Commission on Fire Protection, ad hoc committee member
- Texas Fire Marshal's Association committee chair, past director
- TEEX Municipal Fire School, guest instructor and branch director
- Harris County Firefighter's Association, member, past director
- Greater Houston Area: UASI Public Safety Initiatives, past co-chair; Emergency Planning Committee
- Greater Houston Partnership, Public Health Service and Trauma Care Task Forces, member
- Lone Star College, Fire Advisory Committee, charter member and past co-chair

Associated Professional Accomplishments

- U.S. President Barack Obama: Lifetime Achievement Award for Volunteerism
- U.S. Representative Ted Poe: Leadership Award; U.S. Coast Guard: Meritorious Team Commendation
- Texas Governor Rick Perry: Recognition for Hurricane Relief Efforts
- Texas Fire Marshal's Association: Award for Achievement of Excellence in Fire Prevention; President's Award; Lifetime Member Achievement Award; Distinguished Service Award; Meritorious Service Award
- Harris County Fire Marshal's Office: Valor Medal; Meritorious Service Medal (2); LODI/LODD Medal; Humanitarian Service Medal (4); Letter of Commendation (2); Meritorious Team Award (9); Hurricane Ike Operations award; Community Service Award (3); Pink Heals Service Award
- Cy-Fair Fire Department, Firefighter of the Year; Lifetime Member, retired
- Instructor, Fire Executive Management Training for Fire Marshals program
- NFPA 472 / 473 / 475/ 1072 Technical Committee, alternate member

Note: This is a brief summary of Mr. Montgomery's CV. A complete version can be made available on request.

Stuart McCutcheon

Senior Associate



Stuart McCutcheon has 8 years of experience as a fire chief in municipal fire departments in central Florida. His service began at Clermont Fire Department, then Reedy Creek Fire Rescue at Walt Disney World where he served as a Lieutenant. In 2009, he became Fire Chief in the City of Davenport Fire Department, FL from 2009 to 2013, at which time he became Fire Chief in Auburndale, FL. Most recently he served as the Fire Chief and Emergency Manager for the Haines City Fire Department, FL.

Chief McCutcheon brings a combination of education, experience, and technical expertise to ESCI. With experience in both combination and career departments, he possesses a demonstrated record of professionalism and a commitment to excellence. In addition to fire administration and management accomplishments, Chief McCutcheon has substantially contributed to the Institution of Fire Engineers and Florida State Fire College through the development of GIS analytic tools and maps to support the missions of both organizations.

Educational Background

- University of West Florida, Masters of Graphic Information & Science Administration (in progress)
- University of Central Florida, Master of Public Administration, Orlando, FL
- University of Central Florida, Graduate Certificate in Emergency Management and Homeland Security
- Executive Fire Officer Program, Emmitsburg, MD 2013
- University of Central Florida, Bachelor of Science Psychology, Orlando, FL
- Polk Community College, Associate of Arts, Winter Haven, FL
- Polk State College, Associate of Science in Fire Science, Winter Haven, FL
- Commission on Professional Credentialing, Chief Fire Officer and Fire Marshal Designation
- Pro Board Fire Officer IV

Professional Experience

- Consultant, Emergency Services Consulting International
- Fire Chief and Emergency Manager, City of Haines City Fire Department, FL
- Fire Chief, City of Auburndale, FL
- Fire Chief, City of Davenport, FL

Relevant Experience

- Chair, Executive Fire Officers' Section, Florida Fire Chiefs Association
- Membership Committee, Institution of Fire Engineers, USA Branch
- Vice President, Polk County Fire Chiefs' Association
- Chair, Polk County GIS Users' Group
- Designated Emergency Manager in Haines City
- Commission on Professional Credentialing Peer Reviewer

Associated Professional Accomplishments

- Served on the team for several ESCI projects including the Sarasota County, FL master plan.
- Key member of ESCI team in producing ISO benchmark studies.
- Developed material for use in Community Risk Reduction courses for National Fire Academy
- Published author, several articles published in Florida Fire Chiefs Association magazine
- Development of emergency management response plans, full-scale and table-top exercises

Note: This is a brief summary of Mr. McCutcheon's CV. A complete version can be made available on request

M. Stuart McElhaney

Chief Operating Officer



Summary of Qualifications

Mr. McElhaney joined Marion County (FL) as Fire Chief in March of 1994, and was appointed Assistant County Administrator for Public Safety in April 2009 serving in a dual capacity.

Mr. McElhaney's post-secondary educational experiences included the U.S. Merchant Marine Academy followed by the College of William and Mary where, in 1979, he received a B.S. in Geology. He attended the University of Tennessee earning an M.S. in Geology in 1981. For the next thirteen years, he worked for Shell Oil Company as an exploration geologist in different regions around the world. While working for Shell in Houston, he volunteered for almost ten years with a large combination fire department where he served as Assistant Chief, earning a B.S. in Fire Administration from the University of Maryland in 1992.

Professional Experience

- Professional Consultant (Individually and with Almont Associates)
- Assistant County Administrator, Marion County, Ocala, Florida
- Fire Chief, Marion County Fire-Rescue Department, Ocala, Florida
- Adjunct Instructor, University of Florida, Gainesville, Florida
- Assistant Fire Chief, Cy-Fair Volunteer Fire Department, Houston, Texas
- Staff Geologist, Pecten International (Shell Oil Company subsidiary)
- Senior Geologist, Shell Oil Company, Houston, Texas

Educational Background

- Bachelor of Science, Fire Service Administration, University of Maryland, 1992
- Master of Science, Geology, University of Tennessee, 1981
- Bachelor of Science, Geology, College of William & Mary, 1979
- Executive Fire Officer Program, U.S. Fire Academy, 1998

Major Accomplishments and Achievements

- Led successful effort to consolidate city, county, and sheriffs dispatch/communications operations
- Consolidated countywide ambulance service under fire-rescue department in order to reduce annual ambulance operating deficit from \$8 million to less than \$2 million, while improving level of service
- Negotiated agreement with Level I trauma center to bring air medical program to Marion County
- Successfully authored and implemented 10-year fire rescue master plan
- Authored and implemented 5-year master plan following ambulance service integration with fire rescue
- Built 11 new fire stations and renovated 5
- Consolidated multiple dependent fire districts and developed countywide fire assessment program
- Implemented a fire service impact fee program
- Published twelve articles for the Florida Fire Service Today
- Multiple successful deployments for hurricane and wildfire response with State of Florida IMT

Note: This is a brief summary of Mr. McElhaney's CV. A complete version can be made available on request.

Appendix B: ESCI Experience

Following are examples of ESCI's experience in providing consulting services to various organizations throughout North America. If requested, ESCI can provide more detailed information on any the projects listed.

Project Category & Title	Organization	Location	Year
EMS Analysis & Ambulance Service			
Emergency Medical Services Study	Catawba County EMS	NC	2018
Emergency Services Operations Analysis	Strathcona County Emergency Services	Canada	2017
EMS Agency & System Analysis	River Falls EMS	WI	2017
Ambulance RFP & Contract	North Hays ESD #1	TX	2016
Emergency Medical Services Master Plan	North Hays ESD #1	TX	2015
EMS Master Plan	Florence County EMS	SC	2013
Cooperative Services & Consolidations			
EMS System Analysis & Ambulance Merger	Summit County EMS	CO	2018
Ambulance Merger with Fire Department	Wasatch County Fire Rescue	UT	2018
Regional Fire Authority Feasibility Study	South Beach Fire & Rescue	WA	2015
Evaluation & Cooperative Efforts Study	Rifle Fire Protection District	CO	2015
Standards of Cover & Combined Master/Strategic Plans			
Strategic Plan & Facility Placement Plan	Western Lane Ambulance District	OR	2016
Standards of Cover/Strategic Plan	Santa Rosa Fire Department	CA	2016
Strategic Plans & Fire/EMS Master Plans			
Customer-Centered Strategic Plan	Snoqualmie Fire Department	WA	2017
Customer-Centered Strategic Plan	Douglas County Fire District #2	OR	2017
Strategic Plan	Western Lane Ambulance District	OR	2016
Agency Evaluations			
Fire Department Evaluation	Skamania County Fire District #4	WA	2015
Fire Department Options Analysis	Hemet Fire Department	CA	2015
Agency Evaluation	Polson Fire District	MT	2014
Station Location Studies			
Fire & Police Stations Location	Sioux Falls Fire & Police	IA	2018
Standards of Cover & Fire Station Analysis	Carrollton Fire Rescue	TX	2018
Station Location Analysis	American Fork Fire Department	UT	2017
Miscellaneous Studies			
Fire Department Staffing Study	Indianola Fire Department	IA	2018
Public Safety Building Funding Feasibility	City of Homer	AK	2015
Staffing & Deployment Analysis	East Pierce Fire & Rescue	WA	2014

Appendix C: References

The following are several examples and references out of the hundreds of projects and studies previously completed by ESCI. If requested, ESCI can provide additional examples and client references.

Summit County Emergency Medical Services (CO)		
Project:	EMS System Analysis & Ambulance Merger	Contact: Jim Keating
Project Manager:	John Stouffer	Title: RWB Fire Chief
Population:	31,000+	Phone: 970-453-2474
Year Completed:	2018	Email: jkeating@rwbfire.org
Project Description: ESCI was retained by Summit County to conduct a complete analysis of the emergency medical services system, with an emphasis on ALS transport services, and the potential merger of the county-owned ambulance service with Summit Fire & EMS. The study concluded with numerous short-term, mid-term, and long-term system improvement goals; along with a new organizational design for fire-based transport at SFE. ESCI negotiated with another agency to provide additional critical out-of-county patient transports.		

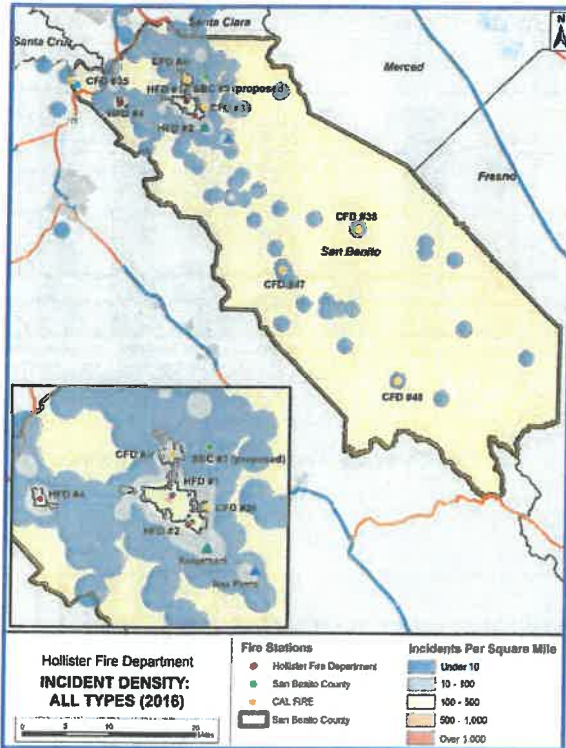
Wasatch County Fire Rescue (UT)		
Project:	Ambulance Merger & Master Plan	Contact: Ernie Giles
Project Manager:	John Stouffer	Title: Fire Chief
Population:	32,000	Phone: 435-940-9636
Year Completed:	2018	Email: chief@wasatchcountyfiredistrict.com
Project Description: ESCI was retained to develop a "master plan" for the fire district, along with merging the current county-owned ambulance service into Wasatch County Fire Rescue. The study included a comprehensive analysis of the fire department, as well as Wasatch County EMS. The financial feasibility of a merger was analyzed. The study concluded with recommendations for numerous improvements in fire protection and EMS, as well as a reorganization of the fire department, and a recommendation to merge the ambulance service.		

Catawba County Emergency Medical Services (NC)		
Project:	EMS Agency Analysis	Contact: Dewey Harris
Project Manager:	John Stouffer	Title: Assistant County Manager
Population:	156,473	Phone: 828-465-8205
Year Completed:	2018	Email: Dharris@catawbacountync.gov
Project Description: This project entailed a comprehensive analysis of a county-owned EMS transport provider. The study concluded with a long list of short-term, mid-term, and long-term system improvement goals. In addition, ESCI recommended and designed a new organizational structure. Other recommendations included the addition of medic units, personnel, and new medic unit deployment methods.		

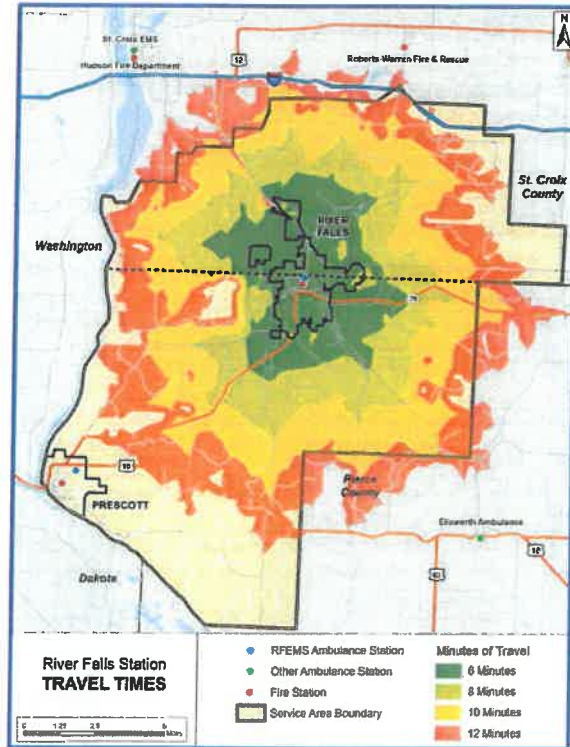
Appendix D: Examples of GIS Maps & Images

The following represents examples of GIS maps and other images created by ESCI for previous projects.

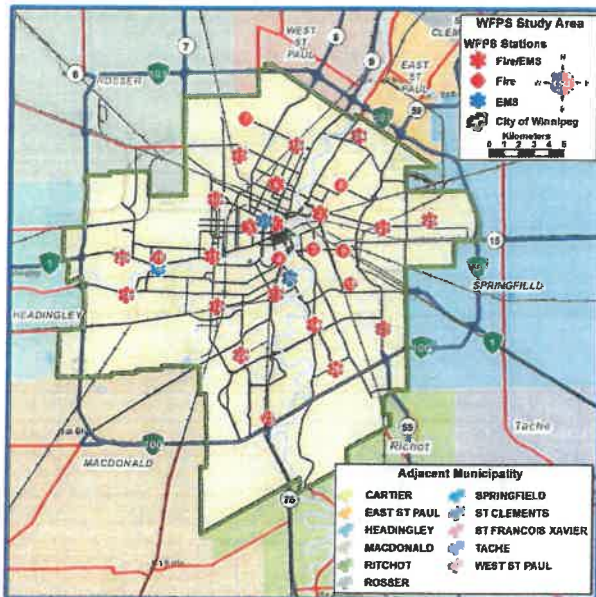
Incident Density Example



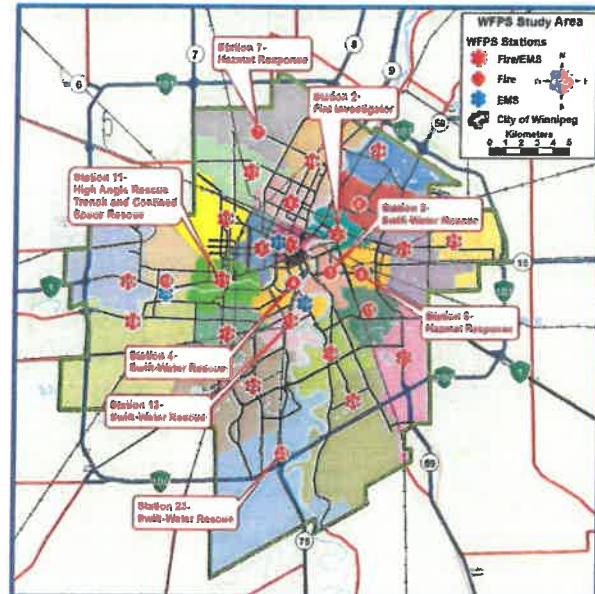
Travel Time Example



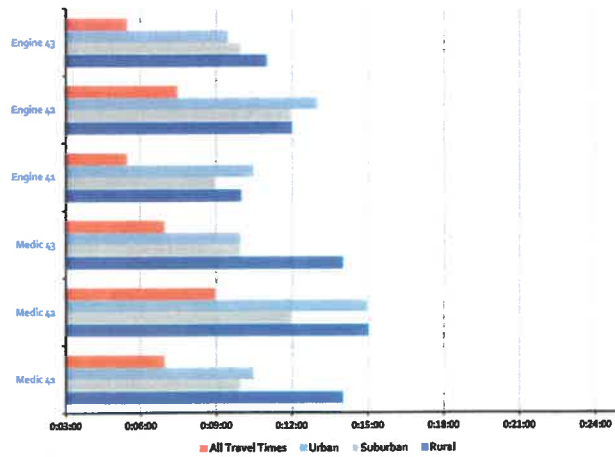
Study Area Example



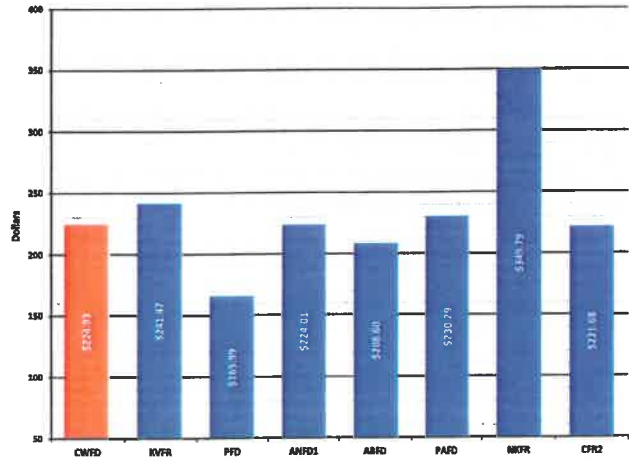
Special Incident Capabilities Example



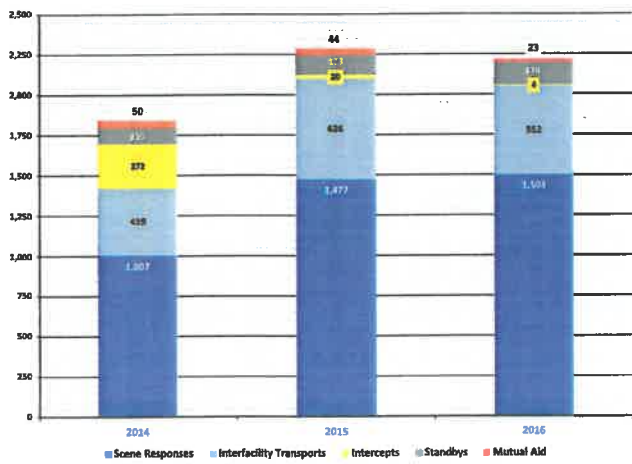
Travel-Time Chart Example



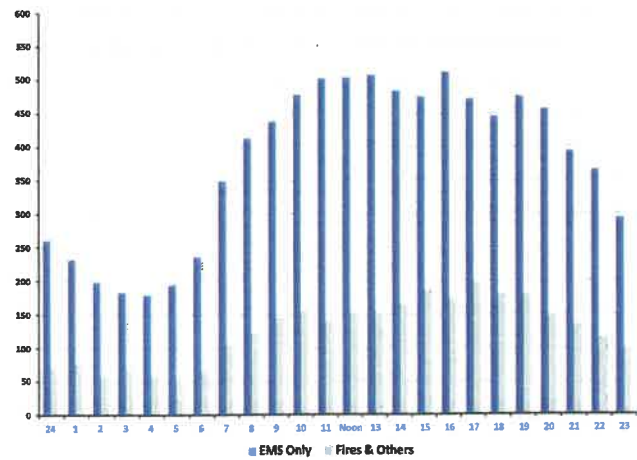
Cost Per-Capita Chart Example



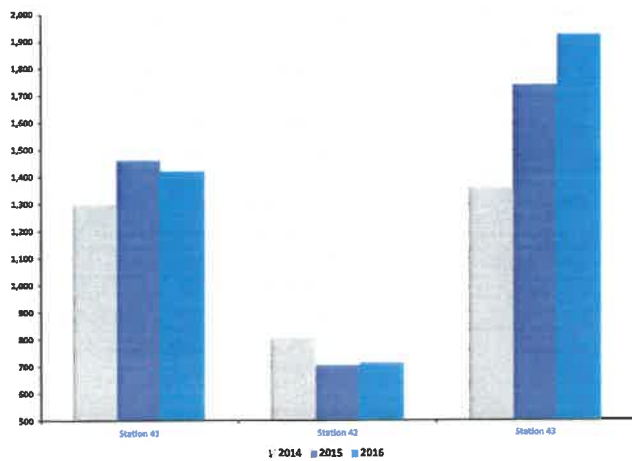
Medic Unit Incident Types Chart Example



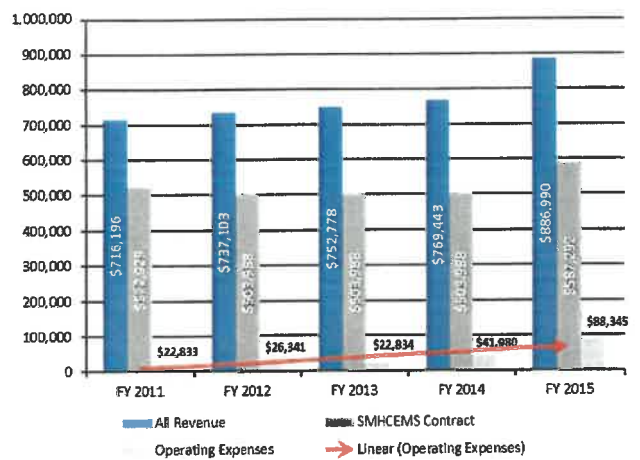
Call Types by Hour-of-Day Example




Service-Demand by Fire Station & Year




Budget Analysis Example



Appendix E: Certificate of Insurance

 CERTIFICATE OF LIABILITY INSURANCE		DATE (MM/DD/YYYY) 12/2/2016														
THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.																
IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).																
PRODUCER Wilson-Heirgood Associates 2930 Chad Drive PO Box 1421 Eugene OR 97440-1421	CONTACT NAME: Christie Montero PHONE (A/C. No. Ext): 541-284-5855 FAX (A/C. No.): 541-342-3786 E-MAIL ADDRESS: cmontero@whainurance.com PRODUCER CUSTOMER ID #: 22934															
INSURED Emergency Services Consulting International 25200 SW Parkway Avenue #3 Wilsonville OR 97070	<table border="1"> <tr> <th>INSURER(S) AFFORDING COVERAGE</th> <th>NAIC #</th> </tr> <tr> <td>INSURER A: Philadelphia Indemnity Ins Co</td> <td></td> </tr> <tr> <td>INSURER B: SAIF Corporation</td> <td>36196</td> </tr> <tr> <td>INSURER C:</td> <td></td> </tr> <tr> <td>INSURER D:</td> <td></td> </tr> <tr> <td>INSURER E:</td> <td></td> </tr> <tr> <td>INSURER F:</td> <td></td> </tr> </table>		INSURER(S) AFFORDING COVERAGE	NAIC #	INSURER A: Philadelphia Indemnity Ins Co		INSURER B: SAIF Corporation	36196	INSURER C:		INSURER D:		INSURER E:		INSURER F:	
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INSURER C:																
INSURER D:																
INSURER E:																
INSURER F:																

COVERAGES		CERTIFICATE NUMBER: 1104766079		REVISION NUMBER:		
THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.						
INSUR LTR	TYPE OF INSURANCE	ADD'L SUBR INSR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	GENERAL LIABILITY <input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO. JECT <input type="checkbox"/> LOC		PHSD1110578	1/1/2016	1/1/2017	EACH OCCURRENCE \$1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$50,000 MED EXP (Any one person) \$5,000 PERSONAL & ADV INJURY \$1,000,000 GENERAL AGGREGATE \$1,000,000 PRODUCTS - COM/POP AGG \$1,000,000 \$
A	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS		PHSD1110578	1/1/2016	1/1/2017	COMBINED SINGLE LIMIT (Ea accident) \$1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$ \$
A	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DEDUCTIBLE <input checked="" type="checkbox"/> RETENTION \$10,000		PHUB527573	1/1/2016	1/1/2017	EACH OCCURRENCE \$2,000,000 AGGREGATE \$2,000,000 \$ \$
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? <input type="checkbox"/> Y/N If yes, describe under DESCRIPTION OF OPERATIONS below	N/A	776036	1/1/2016	1/1/2017	<input checked="" type="checkbox"/> WC STATU- TORY LIMITS <input checked="" type="checkbox"/> OTH- ER E.L. EACH ACCIDENT \$1,000,000 E.L. DISEASE - EA EMPLOYEE \$1,000,000 E.L. DISEASE - POLICY LIMIT \$1,000,000
A	Professional Liability		PHSD1110578	1/1/2016	1/1/2017	Each Claim 2,000,000 Annual Aggregate 2,000,000
DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks Schedule, if more space is required) *Umbrella coverage does not apply to Professional Liability* Fire Protection and Paramedic Services Strategic Plan						

CERTIFICATE HOLDER City of Yucaipa 34272 Yucaipa Boulevard Yucaipa CA 92399	CANCELLATION SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE 
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ACORD 25 (2009/09)

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VILLAGE BOARD MEETING

VILLAGE OF HARRISON

Date: September 10th, 2019

Title:

Discuss/Approve Changing Fire Chief position from Part-Time to Full-Time.

Issue:

Should the Village of Harrison change the Fire Chief position from a Part-Time to a Full-Time position?

Background and Additional Information:

With the recent resignation of the Fire Chief, the Fire Commission Chair has asked the Village Board to consider the possibility of hiring a full-time Fire Chief. As part of this request, the Village Board should re-evaluate the Fire Chief position to determine job responsibilities, staffing levels, and whether there is a need for the Fire Chief position to be full-time.

Staff has done some preliminary research based on comparable surrounding communities:

Village of Kimberly (pop.6,902)	Part-Time Fire Chief
Town of Buchanan (pop. 7,082)	Part-Time Fire Chief
Village of Little Chute (pop. 11,729)	Part-Time Fire Chief
Town of Greenville (pop. 12,147)	Part-Time Fire Chief (FT Dep Chief)
City of Kaukauna (pop. 16,278)	Full-Time Fire Chief

Budget/Financial Impact:

Estimated costs: \$75,000 - \$85,000 + benefits. Costs would need to be budgeted for in 2020.

Recommended Motion:

Staff recommends waiting on a decision until the Village Board determines if they would like to work with Buchanan on a shared service study.

Attachments:

Fire Chief Position Description

**Town of Harrison
Position Description**

**Position Title: Fire Chief
(Part-time salaried)
Reports to: Town Administrator**

Department: Administration

Date: January 11, 2008

Purpose of Position

The Fire Chief shall be responsible for overall supervision, planning, organizing and directing of all fire department and first responder services. This administrative position will be responsible for the recruitment, selection, training and supervision of the volunteer work force. The development and control of an annual budget, establishment of standard operating policies and procedures, equipment maintenance and utilization and enforcement of the codes and ordinances of the municipality and the Wisconsin State Statutes are additional responsibilities.

Essential Duties and Responsibilities

Administer, supervise and manage the Town of Harrison's fire department and first responders.

Supervise all activities of the department including fire inspections, fire prevention, public education, fire suppression and medical services.

Develop and administer rules, regulations and standard operating procedures governing both the emergency and non - emergency operations of the department.

Respond to dispatched fire calls, determine what apparatus and equipment is needed, decide the best methods of controlling and extinguishing fires and direct work of firefighters and first responders.

Establish minimum standards of training and technical competence for all fire department and first responder personnel. Plan, organize, coordinate and attend fire and first responders training programs.

Supervise the investigation of fires and analyze findings to determine causes of fires.

Supervise the fire inspection, public education and prevention program as required by local ordinances and state statutes.

Responsible for producing, distributing and posting all agendas for fire department and first responder meetings as required. Attend and participate in all meetings.

Provide personnel management for the department including the hiring, supervision and dismissal of employees. Maintain employee records, payroll and administration of the Length of Service Awards Program.

Comply with the duties listed in the most current State of Wisconsin Fire Prevention code Comm. 14 and Fire Department Safety and Health code Comm. 30 & 32.

Continuously monitor and evaluate the efficiency and effectiveness of service delivery. Implement improvements as needed.

Develop long range plans for trainings, operations, manpower and equipment requirements for the department. Maintain 5 year CIP for department equipment and capital projects.

Responsible for completing and submitting to appropriate agencies required fire incident and NIFSR reports.

Direct maintenance, repair, improvement and replacement of department equipment and facilities with approval from the Town Board.

Maintain a positive working relationship with local, county and regional emergency service agencies and organizations and the general public.

Participate in applicable local, regional and state conferences and seminars.

Attend and participate in county fire chiefs and inspectors meetings.

Provide review of building and development plans in conjunction with the Building Inspector and Planner.

Attend Town Board meetings as required by Town Administrator.

Responsible for seeking out and completing applicable grant applications.

Assist the Town Administrator and other department heads in meeting the overall mission, goals and objectives of the Town of Harrison.

Any other duties as required.

Knowledge, Skills and Abilities

Comprehensive knowledge of equipment/apparatus used in firefighting/emergency medical services.

Comprehensive knowledge of supervisory techniques, the ability to provide effective leadership and to plan, assign and direct the work of various operating units.

Comprehensive knowledge and experience in developing and administering a budget.

Working knowledge of the National Incident Management System (NIMS), Emergency Operations planning and command standards and all-hazard standards and requirements, with documented progress toward certification.

Ability to operate and maintain modern fire fighting equipment and apparatus.

Ability to exercise sound judgment and discretion in developing, applying and interpreting department rules, policies and procedures.

Ability to communicate clearly and concisely, both orally and in writing.

Ability to operate modern office equipment including computers and related software and equipment.

Minimum Education, Experience and Training

Over five years of fire service experience, including at least 2 years of experience in a supervisory/command position is required. Work history should show a progression of increased responsibility culminating in a role equivalent to a fire officer.

Must hold and maintain a valid Wisconsin Driver license, CDL or the ability to secure one.

High school diploma or equivalent required. Associate degree in Fire Technology/Fire Administration recommended.

Must have or be able to complete in a reasonable time frame the following certifications: Firefighter I and II, Driver Operator, Fire Inspector Technician and 1st Responder

Desired qualifications include: Fire Inspector Certification, EMT, Paramedic, HAZ MAT Response Awareness, Incident Command and Fire Instructor.

Must reside within one mile of the fire service area.

Physical Requirements

Fire Chief will work in normal office setting and under field conditions. The individual in this position is subject to 24 hour emergency call, exposure to extreme weather conditions, individuals with contagious diseases, toxic chemicals and hazardous substances, exposure to dangers of smoke, fire and explosion. Must be able to lift a minimum of 50 pounds and handle strenuous physical activity.

This job description is intended to describe the general content of and requirements for the performance of this position. It is not intended as an exhaustive statement of duties, responsibilities or requirements.

VILLAGE BOARD MEETING

VILLAGE OF HARRISON

Date: September 10th, 2019

Title:

Discuss/Approve Construction of Additional Office.

Issue:

Should the Village of Harrison construct an additional office at the Village Hall?

Background and Additional Information:

The new Public Works Director/Engineer will begin working for the village on Sept. 23th. Currently, all the offices at Village Hall are filled. In order to accommodate the new Public Works Director, the Fire Chief's office will need to be moved temporarily to one of the Fire Stations. Currently, the interim Fire Chief has a full-time job during the day, so the office is empty during the week.

The plan would be to have the Fire Chief move over to one of the fire stations, temporarily, and then construct a new office. The new office would then be used by the Fire Chief or the Building Inspector. Both these positions are currently part-time positions.

I am currently in the process of getting cost estimates for the construction of the additional office.

Budget/Financial Impact:

This item was not budgeted for in our current budget.

Recommended Motion:

Staff recommends authorizing the Village Manager to move the Fire Chief's office to one of the fire stations until the Village Board determines whether or not to build a new office.

Attachments:

None.