VILLAGE OF GERMANTOWN
N112 W17001 MEQUON ROAD
GERMANTOWN, WI 53022

MEETING:	**PUBLIC SAFETY COMMITTEE**
DATE AND TIME:	**MONDAY, OCTOBER 3, 2016** **5:30 p.m.**
LOCATION:	**VILLAGE HALL BOARD ROOM** **N112 W17001 MEQUON ROAD**

I. **CALL TO ORDER:** This meeting has been given public notice in accordance with Wisconsin Statutes, Section 19.83 and 19.84 in such form that will apprise the general public and news media of subject matter that is intended for discussion and action.

II. **ROLL CALL:** Chairperson Hughes, Trustees Baum, Campbell and Myers.

II. **PUBLIC COMMENT:** *Please be advised per State Statute Section 19.84(2), information will be received from the public. It is the policy of this municipality that there be a three-minute time period, per person, with time extensions per the Chief Presiding Officer's discretion; be further advised that there may be limited discussion on the information received. However, NO ACTION will be taken under public comments.*

IV. **APPROVAL OF MINUTES:** September 19, 2016 Regular Meeting

V. **REPORTS:**
- A. Police Department
  - 1. Monthly
- B. Fire Department
  - 1. Monthly
- C. Overtime Reports
  - 1. Police Department
  - 2. Fire Department
- D. Policy Updates
  - 1. Police Department:
    - a. None
  - 2. Fire Department:
    - a. None

VI. **UNFINISHED BUSINESS:** None

VII. **NEW BUSINESS:**
- A. Fill Police Officer Vacancy
- B. Purchase of an Evidence Drying Cabinet
- C. Fire Department Strategic Plan

VIII. **NEXT MEETING:** Set November 2016 Meeting Date and Time

IX. **ADJOURNMENT:**

UPON REASONABLE NOTICE, *efforts will be made to accommodate the needs of disabled individuals through appropriate aids and services. For additional information or to request this service please contact the Village Clerk at (262)250-4740 at least 2 days prior to the meeting.*

NOTICE *is given that a majority of the Village Board may attend this meeting to gather information about an agenda item over which they have decision making responsibility. This may constitute a meeting of the Village Board per State ex rel. Badke v. Greendale Village Board, even though the Village Board will not take formal action at this meeting.*

MEETING MINUTES
PUBLIC SAFETY COMMITTEE MEETING
SEPTEMBER 19, 2016
GERMANTOWN VILLAGE HALL BOARD ROOM

CALL: The meeting was called to order at 5:30 p.m. by Chairman Hughes.

ROLL CALL: Chairman Hughes, Trustees Baum, Campbell and Myers.

Also present were Police Chief Hoell, Fire Chief Weiss, and Deputy Chief Delain.

PUBLIC COMMENT: Trustee Zabel advised he was speaking on behalf of a resident who had expressed a concern with parking on Main Street. The resident indicated that there are seven parking stalls in front of Gehl's that have orange barrels/cones in the parking area, and have been there for the past week with no apparent purpose. Zabel added that the cones do not have the Village insignia on them and it is unknown who placed them there. Hoell stated he would have an officer check into the matter and would advise Zabel of the results.

APPROVAL OF MINUTES: a motion was made by Baum, seconded by Myers, to approve the minutes of the August 1, 2016 Public Safety Committee Meeting. Motion carried unanimously.

POLICE DEPARTMENT MONTHLY REPORT: Hoell reported on the following:

- NAC Night was a success and well attended by about 1000 people
- Speedway was experiencing multiple retail thefts, suspect's picture was posted on Facebook and he was identified and charged
- Former K-9 officer Bosco passed away on August 21st
- August 22nd Robert's Custard held a fundraiser for the Germantown Police Department Honor Guard and raised $3221.00
- Packer cards are available at the police department
- Moving Wall was a successful event and well attended
- There were 2 daytime burglaries on September 7th and a meeting is being held tomorrow night for residents who are being targeted in these burglaries
- Overdoses on heroin/opiates continue to be a problem
- Report of a suspicious vehicle resulted in the arrest of 2 subjects involved in entering vehicles

FIRE DEPARTMENT MONTHLY REPORT: Weiss reported on the following:

- Calls for service have increased, they have responded to 112 more calls than this time last year
- The department has 2598 customer service contacts
- 95 have been trained in CPR
- They responded to 3 calls involving stroke patients, 2 were given TPA within the timeframe for an effective treatment
- There were 2 cardiac arrest incidents
- Moving Wall was an impressive event, the department displayed the US flag between two ladder trucks in honor of the veterans
- They responded to 3 significant fires for the month, 2 involving vehicles and 1 involving a structure

DRAFT

- Baum mentioned a response to a neighbor's residence where it appeared the fire department vehicles responding to the call missed the driveway and had to back up, Weiss stated there was outdated information regarding contact info which has since been updated
- The department's Fire Safety Fair will be held on Saturday, October 1, 2017 from 10:00 a.m. to 3:00 p.m. at Fire Station 2.

OVERTIME REPORTS: Police Department – Hoell advised the department overtime has slowed down now that the staffing vacancies have been filled.

Fire Department – Weiss reported that the department is doing well with their overtime budget and the numbers are lower than the past 2 years. Delain explained overtime earned by the inspection department and said it was approved in their contract and worked into their wages.

POLICY UPDATES: Police Department – none. Fire Department – none.

UNFINISHED BUSINESS: none.

NE BUSINESS: none.

NEXT MEETING: Next meeting date set for Monday, October 3, 2016 at 5:30 p.m. at the Village Hall Boardroom.

ADJOURNMENT: There being no further business, the meeting was adjourned at 5:44 p.m.

Recorded by,

Julie L. Barth
Secretary

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Overtime Report for Police & Fire Departments

2016 Year to date through: 11-Sep-16

	Empl #	Employee Name	2016 Total OT Hours Paid	2016 Total Cost of OT Paid	2016 Total OT Hrs to Comp	2016 Time off Hours	2015 Total OT Hours Paid	2015 Total OT Hrs to Comp	2015 ANNUAL Total of OT hours worked	2015 ANNUAL Total OT to Pay
Police Dept										
	90	Ball, Brian	8.00	473.28	42.75	64.13	24.50	82.50	107.00	1,407.16
	92	Bloch, Ryan	129.00	6,861.51	29.00	43.50	145.25	50.25	195.50	7,501.44
	141	Borden, Ray	70.25	3,837.76	46.25	69.38	68.50	105.00	173.50	3,636.32
	115	Case, Robert	193.50	10,292.27	0.50	0.75	338.50	16.13	354.63	17,481.83
	107	Heaney, Troy	28.00	1,095.36	24.00	36.00	0.00	0.00	0.00	0.00
	153	Jones, Matthew	152.00	5,946.24	25.50	38.25	0.00	0.00	0.00	0.00
	101	Jones, Shawn	72.50	3,856.28	0.00	0.00	311.75	99.75	411.50	16,100.33
	88	Laux, Kevin	58.50	3,111.62	33.25	49.88	92.25	145.13	237.38	4,764.25
	142	Marten, Shawn	164.00	8,723.16	30.50	45.75	87.75	156.38	244.13	4,531.85
	102	Mikulec, Dan	78.00	3,800.16	55.25	82.88	148.50	164.63	313.13	7,023.31
	152	Miller, Timothy	8.50	452.12	0.00	0.00	159.00	42.75	201.75	8,211.56
	86	Moschea, Daniel	4.50	239.36	74.25	111.38	166.00	124.88	290.88	8,573.07
	138	Olson, Toni	139.25	7,607.23	56.50	84.75	116.50	125.25	241.75	6,184.40
	137	Pesch, Justin	172.75	6,757.98	8.50	12.75	0.00	40.88	40.88	0.00
	133	Pierce, Catherin	22.00	860.64	95.25	142.88	0.00	12.75	12.75	0.00
	96	Pierzchalski, David	213.25	11,342.77	27.50	41.25	337.75	165.38	503.13	17,443.10
	98	Rechlicz, Justin	34.00	1,808.46	86.50	129.75	162.75	133.88	296.63	8,405.22
	136	Rollinger, Kevin	472.75	18,493.98	76.00	114.00	13.25	32.63	45.88	503.24
	121	Schubert, Matthew	82.50	4,388.18	0.50	0.75	104.50	40.13	144.63	5,396.90
	89	Schulz, Zachary	26.50	1,036.68	11.50	17.25	0.00	0.00	0.00	0.00
	97	Spreiter, Jared	55.00	2,151.60	18.25	27.38	0.00	0.00	0.00	0.00
	128	Stieve, Jeffrey	85.42	4,543.31	34.50	51.75	83.50	170.63	254.13	4,312.36
	99	von Bereghy, Darren	171.75	8,367.66	23.50	35.25	224.50	106.13	330.63	10,617.73
Total Police				116,047.58					*	132,094.06
Annual Budget				95,000.00						95,000.00
State Aid Reimbursement				5,818.99	09.27.2016					
Hunting/Concealed Carry Permit				0.00	09.27.2016					

Total year end actual = $1: $ 168,155.29

* (difference from report due to personnel changes)

2015 State Aid Reimb $25,091.02

2015 'Hunting/Concealed Carry Permit 0.00

Note: Overtime hours to comp are reflected in regular wages

	Empl #	Employee Name	2016 Total OT Hours Paid	2016 Total Cost of OT Paid	2016 Total OT Hrs to Comp	2016 Time off Hours	2015 Total OT Hours Paid	2015 Total OT Hrs to Comp	2015 ANNUAL Total of OT hours worked	2015 ANNUAL Total OT to Pay
Fire Dept - Full Time										
*	523	Delain, John	226.50	7,379.37	0.00	0.00	473.25	15,418.49	0	0.00
*	563	Rossman, Craig	307.25	10,010.21	41.75	62.63	381	12,412.98	69.5	104.25
*	593	Smith, Steve	96.50	3,143.97	7.50	11.25	99.25	3,233.57	8.75	13.13

		Fire Dept Regular Part-time	Hrs over 60	over 60 @ Reg Rate	Over 80 hrs	True OT cost	Hrs over 60	over 60 @ Reg Rate	Over 80 hrs	True OT Cost
**	625	Goetz, Steve	8.75	154.35	48.75	1,289.93	229	4,039.56	58.08	1,536.70
**	617	Hass, Thomas	71.75	1,265.67	76.75	2,030.82	1122	19,792.08	565.08	14,951.98
**	605	Rodriguez	898.25	15,054.67	637.36	16,023.22	1574	24,633.10	1100.52	25,834.79
**	653	Asmondy	898.75	15,063.05	751.95	18,346.91	1144	17,903.60	788.92	17,999.69
						37,690.88				60,323.16

Effective July 24, 2013 - POC's over 53 hours/week

			Hrs over 53	2016 Cost	2015 Hours	2015 Cost
***	629	McCullough, Jim				
***	639	Rammel, Brian				
***	650	Harris, Tim				
***	653	Asmondy, Robert			14.50	455.45
***	658	Silvis, Pete			8.75	354.53
***	660	Schodron, Kevin				
***	673	Neu, Jeremy				
		total POC overtime	0.00	0.00	23.25	809.98

* Full time, hours are over and above the 20 normal overtime hours reflected in their base wages

** Part time hours worked over and above 60 normal hours in two weeks. Some of which are paid at 1.5 times

True OT Cost thru: 11-Sep-16 82,252.36

Last year's true OT Cost 129,824.98

Budget -- included within general wages

Total Fire Dept - OT wages paid through 12.31.15 129,824.98

Total Fire Dept - OT wages paid through 12.31.14 207,125.76

VII. A.

PUBLIC SAFETY COMMITTEE
GERMANTOWN, WI

MEETING DATE: October 3rd, 2016

AGENDA ITEM: New Business

ITEM TITLE: Replacement of Police Officer

SUBMITTED BY: Chief Peter Hoell PH

SUMMARY EXPLANATION:

PO Dan Moschea has submitted his letter of resignation after 6 years of distinguished service. PO Moschea' s wife has accepted a position in northern Wisconsin which will require them to relocate. His last day of employment will be February 17th, 2017.

Attached you will find a staff study completed by Jackson PD in 2016. You will also find 2012 Law Enforcement Agency comparable charts for Washington, Ozaukee, Milwaukee and Waukesha counties. This document is 3 years old, but still valid. Even though I feel the police department is a very effective police agency, we are by no means staff heavy. Studying comparables, we are generally on the low to medium end. In Wisconsin for 2012, the average officer ratio per 1000 population is 2.21. Our staffing ratio is in the area of 1.6 officers per 1000 population.

2016 Starting pay of an officer is $54,246.40

For 2016 at full patrol officer staffing, there will be: 5 officers assigned to dayshift
6 officers assigned to second shift 6 officers assigned to third shift

In the event the police department would lose a position, highlighted are some of the potential problems/issues we would encounter.

The patrol officer position is thin. Our minimum staffing is such that on dayshift we utilize support services staff to help with patrol as needed. Second and third shifts routinely have time periods where all squads are busy and the other agencies are not available for mutual aid. The second shift Detective routinely goes out on the road to help where needed.

The 3 Detectives are broken down as 2 general investigators and 1 Detective Sergeant. Our annual reports highlight our high activity in this section of the PD and there is no room for cuts to staffing.

The SRO's are largely funded by the school district and any cuts would result in patrol staff now responding to the schools for calls for service.

This leaves the drug officer position. The drug officer is assigned from the patrol unit on a 2-year assignment with the possibility of a I year extension. The maximum assignment therefore would be 3 years. After reviewing our 2015 final December monthly report I think you will find this position to be highly productive. I would also like to note that Germantown continues to experience drug overdose deaths, and a spike in prescription abuse.

The bottom line, a loss of a sworn position will be the loss of 2080 plus hours of police work in a year. As I first stated, this department has been effective and efficient with the staff we have. If our officer to population ratio were higher, a reduction could be more easily absorbed.

Regardless of the decision to replace this position, the police department will strive to maintain "Excellence in Police Service" for the Germantown residents and for those who work and visit.

Attached are the Employee Vacancy Justification worksheet, 2012 Police Agency comparables, and the Organizational chart (Effective July 1st 2015) and job description for Officers.

ATTACHMENT: ORDINANCE___ RESOLUTION_____ OTHER x

RECOMMENDATION:
For the Public Safety Committee to approve filling the Police Officer vacancy.

EMPLOYEE VACANCY JUSTIFICATION WORKSHEET

All positions left vacant by retirement, quitting, or termination need to complete the following worksheet before the vacant position may be advertised or filled. This worksheet shall not pertain to temporary, seasonal, and sworn public safety employees.

Vacancy Justification Worksheet

Position to be filled: **Police Officer**

Department: **Police Department**

Pay: **Annual Starting Pay: $54,246.40**

How long were the previous personnel in position: 6 **Years**

Deferred for a period of time? Yes **X** No:

Why: PO Dan Moschea has submitted his letter of resignation after 6 years of distinguished service. PO Moschea's wife has accepted a position in northern Wisconsin which will require them to relocate. His last day of employment will be February 17th, 2017.

Attached you will find a staff study completed by Jackson PD in 2016. You will also find a 2012 Law Enforcement Agency comparable charts for Washington, Ozaukee, Milwaukee and Waukesha counties. This document is 4 years old, but still valid. Even though I feel the police department is a very effective police agency, we are by no means staff heavy. Studying comparables, we are generally on the low to medium end. In Wisconsin for 2012, the average officer ratio per 1000 population is 2.21. Our staffing ratio is in the area of 1.6 officers per 1000 population.

Transferred or shared with existing staff: Yes **X** No:

Why: **Same as above.**

Consolidated with another position? Yes **X** No:

Why: **No other position to consolidate with.**

Privatized/Contractual?: Yes **X** No:

Why: **Same as above**

** Attach current job description and department organizational chart and Full-time Law Enforcement Chart.

Department Director
Signature/approval

9-19-16
Date

Village Administrator
Signature/Approval

9-20-16
Date

****

*CLASSIFICATION*_____ *FILE NO.*_____

****

DATE: September 19, 2016

DAY OF WEEK: Monday

IN THE MATTER OF: Resignation

TO: Chief Hoell

COPY TO: Lt. Theep

RECEIVED
SEP 20 2016
GERMANTOWN POLICE DEPT.

Chief Hoell,

Per our discussion on Friday, September 16, my wife recently accepted an employment position with Bay Area Hospital, located in Marinette, WI. Due to that position, we have decided to move to the Marinette County area and I will be unable to continue my employment with the Germantown Police Department.

Following my shift on Friday, February 17, 2017, I am officially resigning from my position as a patrol officer with the Germantown Police Department, as well as my current assignment as an investigator with the Washington County Multijurisdictional Drug Enforcement Group. Please accept this "Matter Of" form as my formal notice of resignation.

I thank you and everyone at the Germantown Police Department for the numerous opportunities made available to me, as well as the life-impacting friendships I have made over the near seven years of employment.

If you have any questions or require any additional information, please let me know.

Respectfully submitted,

Daniel S. Moschea #086

*APPROVAL:*_____ *SIGNATURE:* #086

****

GPD-29 06/2003

Chief Peter Hoell

From: Chief Jed Dolnick <chief@jacksonpolice.org>
Sent: Tuesday, July 26, 2016 1:04 PM
To: 'Dean Schmidt'; 'Chief David Groves'; 'Chief Ken Meuler'; Chief Peter Hoell; 'Chief Tom Bishop'; 'Village of Saukville - Jeffrey Goetz'
Subject: RE: Staffing

2016 Law Enforcement Staffing per 1,000 Residents

Saukville	2.4
Slinger	2.1
Kewaskum	1.9
West Bend	1.7
Hartford	1.7
Jackson	1.6
Germantown	1.5

JOB TITLE Officer Assigned to Patrol

ORGANIZATIONAL UNIT Patrol Officer

ORGANIZATIONAL RELATIONSHIP

Reports to Shift Commander

SPECIFIC DUTIES AND RESPONSIBILITIES

An officer assigned as Patrol Member shall have the following duties and responsibilities:

1. Deter or detect unlawful activity by effective patrol of assigned areas, either on foot or in an automobile.

2. Investigate assigned incidents, completing formal police reports to document facts and to provide an official record of the incident.

3. Provide assistance to victims (eg., crime, accident, fire, etc.) to safeguard their health and well-being.

4. Maintain physical fitness to enable self to perform strenuous activity as required.

5. Check the premises of businesses, industries, and/or residences in patrol area for signs of break-in or other irregularities in order to protect persons and property.

6. Respond to citizen requests for information promptly and courteously, maintaining good public relations.

7. Enforce state statutes and village ordinances.

8. Enforce traffic laws and ordinances by stopping/citing violators to ensure compliance with traffic laws and to promote safe driving habits.

9. Promptly answer radio calls from the radio dispatch center and respond as quickly and safely as possible. Such assignments will include but are not limited to the following:

   a. Traffic accident investigation.

   b. Criminal incidents/investigations.

   c. Miscellaneous service calls.

d. Collection and preservation of evidence at any crime or accident scene.

10. utilize non-assigned service time for criminal and traffic preventive patrol.

11. Maintain equipment and uniform in a neat orderly fashion and maintain a groomed appearance in compliance with applicable Standard Operating Procedures.

12. Inspect the assigned police vehicle for required equipment and any unreported damage prior to leaving the police compound.

13. Execute arrest and search warrants, issue warning notices and parking and traffic citations.

14. As required, appear in court to give sworn testimony, knowledge and/or observations.

15. Be alert for conditions affecting the safe and expeditious use of the roadways within the assigned beat. Take remedial measures when these conditions are adverse.

16. Participate in Department-sponsored inservice training in order to maintain and enhance professional skills and knowledge.

17. Prepare criminal complaints, fingerprint cards, reports and photographs in conjunction with arrests.

18. Maintain a working knowledge of all Police Department rules, regulations, Standard Operating Procedures and General Orders.

19. Perform related work as required.

DESIRABLE SKILLS, KNOWLEDGE AND ABILITIES

Must meet all of the requirements established by the Police and Fire Commission.

Basic certification from Wisconsin Training and Standards as "police officer".

Ability to react quickly and effectively to problem situations.

Ability to exhibit initiative, problem solving capacity, effective judgement, and imagination in coping with complex situations.

Ability to demonstrate mature judgement in deciding to make an arrest, give a warning, or use force.

Ability to tolerate stress in a multitude of forms.

Ability to maintain a balanced perspective in the face of constant exposure to the worst side of human nature.

Desire to maintain and improve the welfare of the community through law enforcement and preventing crime.

Ability to establish and maintain good democratic relationships with the public.

Table 1: Full-Time Law Enforcement Employees by County, 2012

Agency	Population	Full-Time Sworn Employees				Full-Time Civilian Employees				Total Full-Time	
	2011	Male	Female	Total	Rate/ 1,000	Male	Female	Total	Rate/ 1,000	Total	Rate/ 1,000
Oconto County											
Gillet PD	1,380	4	0	4	2.9	0	0	0	0.0	4	2.9
Oconto Co SO	28,722	26	0	26	0.9	13	18	31	1.1	57	2.0
Oconto Falls PD	2,876	4	1	5	1.7	4	1	5	1.7	10	3.5
Oconto PD	4,490	8	0	8	1.8	0	1	1	0.2	9	2.0
County Total	**37,468**	**42**	**1**	**43**	**1.1**	**17**	**20**	**37**	**1.0**	**80**	**2.1**
Oneida County											
Minocqua PD	4,361	8	1	9	2.1	0	5	5	1.1	14	3.2
Oneida Co SO	19,520	32	6	38	1.9	16	33	49	2.5	87	4.5
Rhinelander PD	7,756	14	3	17	2.2	0	3	3	0.4	20	2.6
Three Lakes PD	2,120	3	1	4	1.9	0	0	0	0.0	4	1.9
Woodruff PD	2,044	5	0	5	2.4	0	1	1	0.5	6	2.9
County Total	**35,801**	**62**	**11**	**73**	**2.0**	**16**	**42**	**58**	**1.6**	**131**	**3.7**
Outagamie County											
Appleton PD	73,243	95	13	108	1.5	0	25	25	0.3	133	1.8
Fox Valley Metro PD	20,372	27	3	30	1.5	0	4	4	0.2	34	1.7
Freedom Pd	5,877	2	0	2	0.3	0	0	0	0.0	2	0.3
Grand Chute PD	21,048	24	4	28	1.3	0	4	4	0.2	32	1.5
Hortonville PD	2,728	4	1	5	1.8	0	1	1	0.4	6	2.2
Kaukauna PD	15,561	23	1	24	1.5	0	1	1	0.1	25	1.6
Oneida Tribal PD	23,000	17	2	19	0.8	4	5	9	0.4	28	1.2
Outagamie Co SO	45,747	66	5	71	1.6	54	60	114	2.5	185	4.0
Seymour PD	3,472	5	0	5	1.4	0	0	0	0.0	5	1.4
Shiocton PD	927	0	1	1	1.1	0	0	0	0.0	1	1.1
County Total	**211,975**	**263**	**30**	**293**	**1.4**	**58**	**100**	**158**	**0.7**	**451**	**2.1**
Ozaukee County											
Cedarburg PD	11,436	19	0	19	1.7	8	5	13	1.1	32	2.8
Grafton PD	11,481	21	0	21	1.8	0	7	7	0.6	28	2.4
Mequon PD	23,178	31	5	36	1.6	2	6	8	0.3	44	1.9
Ozaukee Co SO	21,411	62	12	74	3.5	10	11	21	1.0	95	4.4
Port Washington PD	11,272	18	1	19	1.7	0	5	5	0.4	24	2.1
Saukville PD	4,459	10	1	11	2.5	0	2	2	0.4	13	2.9
Thiensville PD	3,242	7	0	7	2.2	0	0	0	0.0	7	2.2
County Total	**86,479**	**168**	**19**	**187**	**2.2**	**20**	**36**	**56**	**0.6**	**243**	**2.8**
Pepin County											
Pepin Co SO	4,663	7	0	7	1.5	5	5	10	2.1	17	3.6
Pepin PD	831	1	0	1	1.2	0	0	0	0.0	1	1.2
County Total	**5,494**	**8**	**0**	**8**	**1.5**	**5**	**5**	**10**	**1.8**	**18**	**3.3**

Table 1: Full-Time Law Enforcement Employees by County, 2012

Agency	Population	Full-Time Sworn Employees				Full-Time Civilian Employees				Total Full-Time	
	2011	Male	Female	Total	Rate/ 1,000	Male	Female	Total	Rate/ 1,000	Total	Rate/ 1,000
Walworth County											
Bloomfield PD	6,301	6	1	7	1.1	0	0	0	0.0	7	1.1
Darien Village PD	1,585	3	0	3	1.9	0	1	1	0.6	4	2.5
Delavan PD	8,492	17	1	18	2.1	2	3	5	0.6	23	2.7
Delavan Town PD	5,305	9	2	11	2.1	0	1	1	0.2	12	2.3
East Troy PD	4,297	5	2	7	1.6	0	0	0	0.0	7	1.6
East Troy Town PD	4,036	6	0	6	1.5	6	0	6	1.5	12	3.0
Elkhorn PD	10,118	13	2	15	1.5	0	3	3	0.3	18	1.8
Fontana PD	1,678	6	0	6	3.6	0	1	1	0.6	7	4.2
Geneva Town PD	5,011	6	0	6	1.2	0	1	1	0.2	7	1.4
Genoa City PD	3,052	5	0	5	1.6	1	1	2	0.7	7	2.3
Lake Geneva PD	7,679	19	3	22	2.9	0	8	8	1.0	30	3.9
UW-Whitewater	0	10	3	13	0.0	0	2	2	0.0	15	0.0
Walworth Co SO	28,358	76	5	81	2.9	56	61	117	4.1	198	7.0
Walworth PD	2,826	6	0	6	2.1	0	1	1	0.4	7	2.5
Whitewater PD	14,769	19	5	24	1.6	0	10	10	0.7	34	2.3
Williams Bay PD	2,573	6	1	7	2.7	0	1	1	0.4	8	3.1
County Total	**106,080**	**212**	**25**	**237**	**2.2**	**65**	**94**	**159**	**1.5**	**396**	**3.7**
Washburn County											
Spooner PD	2,681	7	0	7	2.6	0	1	1	0.4	8	3.0
Washburn Co SO	13,231	13	1	14	1.1	7	10	17	1.3	31	2.3
County Total	**15,912**	**20**	**1**	**21**	**1.3**	**7**	**11**	**18**	**1.1**	**39**	**2.5**
Washington County											
Germantown PD	19,823	29	2	31	1.6	2	8	10	0.5	41	2.1
Hartford PD	14,277	24	1	25	1.8	0	4	4	0.3	29	2.0
Jackson PD	6,779	9	2	11	1.6	0	1	1	0.1	12	1.8
Kewaskum PD	4,020	7	0	7	1.7	0	1	1	0.2	8	2.0
Slinger PD	5,088	8	1	9	1.8	0	1	1	0.2	10	2.0
Washington Co SO	51,204	70	2	72	1.4	46	53	99	1.9	171	3.3
West Bend PD	31,195	53	1	54	1.7	2	16	18	0.6	72	2.3
County Total	**132,386**	**200**	**9**	**209**	**1.6**	**50**	**84**	**134**	**1.0**	**343**	**2.6**

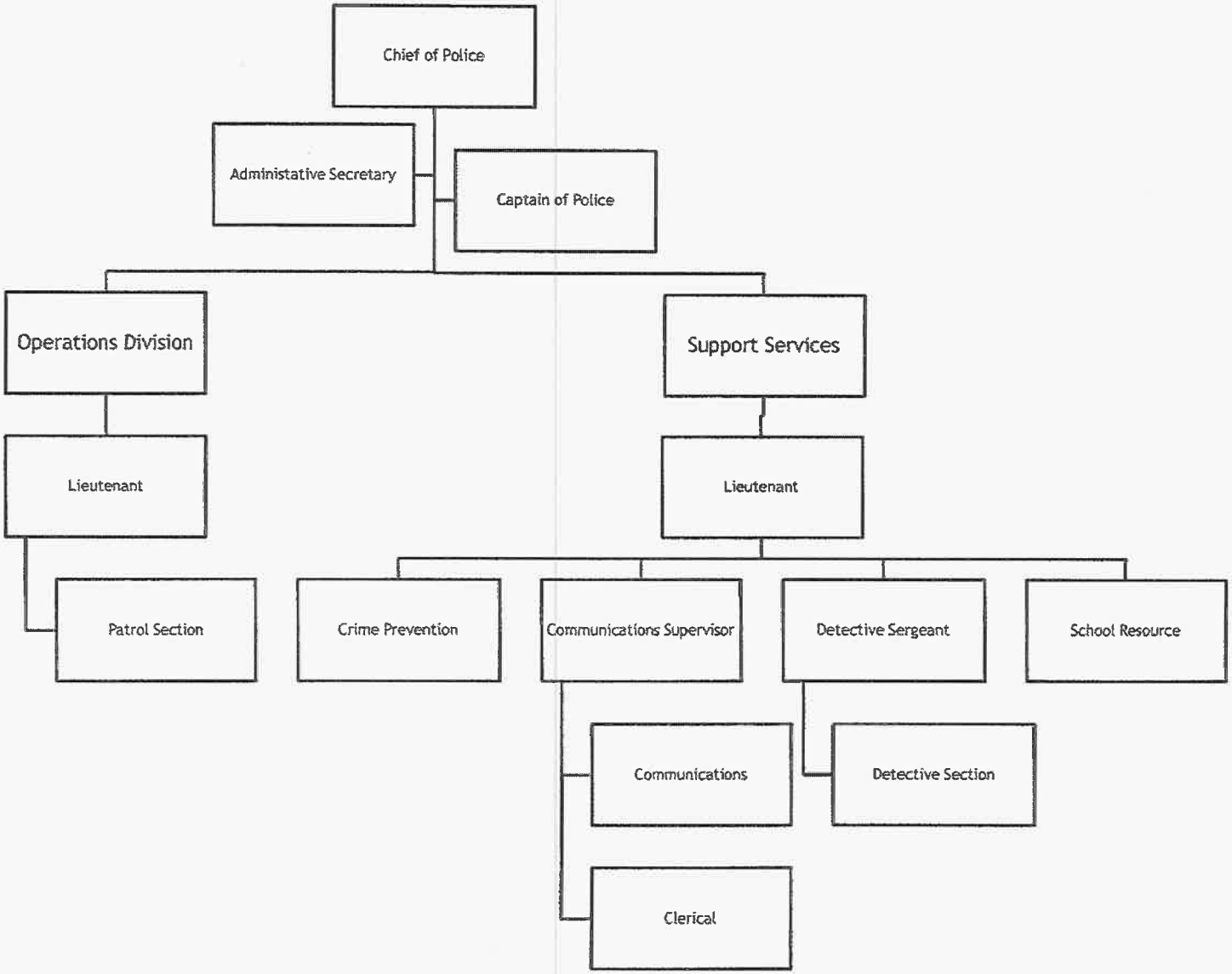
Table 1: Full-Time Law Enforcement Employees by County, 2012

Agency	Population	Full-Time Sworn Employees				Full-Time Civilian Employees				Total Full-Time	
	2011	Male	Female	Total	Rate/ 1,000	Male	Female	Total	Rate/ 1,000	Total	Rate/ 1,000
Waukesha County											
Big Bend PD	1,293	2	1	3	2.3	0	0	0	0.0	3	2.3
Brookfield PD	38,001	56	8	64	1.7	1	16	17	0.4	81	2.1
Brookfield Town PD	6,129	12	0	12	2.0	0	1	1	0.2	13	2.1
Butler PD	1,846	7	0	7	3.8	0	1	1	0.5	8	4.3
Chenequa PD	591	8	0	8	13.5	0	1	1	1.7	9	15.2
Delafield PD	7,100	11	3	14	2.0	0	2	2	0.3	16	2.3
Eagle PD	0	2	1	3	0.0	0	0	0	0.0	3	0.0
Elm Grove PD	5,947	15	2	17	2.9	0	6	6	1.0	23	3.9
Hartland PD	9,136	14	2	16	1.8	0	2	2	0.2	18	2.0
Menomonee Falls PD	35,704	51	7	58	1.6	5	10	15	0.4	73	2.0
Mukwonago PD	7,370	14	0	14	1.9	0	7	7	0.9	21	2.8
Mukwonago Town PD	7,976	6	0	6	0.8	0	0	0	0.0	6	0.8
Muskego PD	24,187	33	5	38	1.6	0	7	7	0.3	45	1.9
New Berlin PD	39,669	61	5	66	1.7	0	11	11	0.3	77	1.9
North Prairie	2,145	0	0	0	0.0	0	0	0	0.0	0	0.0
Oconomowoc PD	15,792	21	1	22	1.4	0	6	6	0.4	28	1.8
Oconomowoc Town PD	8,427	9	1	10	1.2	0	2	2	0.2	12	1.4
Pewaukee PD	8,183	17	1	18	2.2	0	2	2	0.2	20	2.4
Summit PD	4,684	10	0	10	2.1	0	0	0	0.0	10	2.1
Waukesha Co SO	95,784	140	22	162	1.7	97	76	173	1.8	335	3.5
Waukesha PD	70,867	102	14	116	1.6	7	25	32	0.5	148	2.1
County Total	390,831	591	73	664	1.7	110	175	285	0.7	949	2.4
Waupaca County											
Clintonville PD	4,582	11	0	11	2.4	0	4	4	0.9	15	3.3
Manawa PD	1,377	2	1	3	2.2	0	0	0	0.0	3	2.2
Marion PD	1,267	3	0	3	2.4	0	0	0	0.0	3	2.4
New London PD	7,335	16	1	17	2.3	0	2	2	0.3	19	2.6
Waupaca Co SO	33,668	33	4	37	1.1	28	32	60	1.8	97	2.9
Waupaca PD	6,099	11	3	14	2.3	0	1	1	0.2	15	2.5
County Total	54,328	76	9	85	1.6	28	39	67	1.2	152	2.8
Waushara County											
Plainfield Pd	865	2	0	2	2.3	0	0	0	0.0	2	2.3
Waushara Co SO	21,401	22	2	24	1.1	12	16	28	1.3	52	2.4
Wautoma PD	2,221	5	0	5	2.3	0	1	1	0.5	6	2.7
County Total	24,487	29	2	31	1.3	12	17	29	1.2	60	2.5

Table 1: Full-Time Law Enforcement Employees by County, 2012

Agency	Population	Full-Time Sworn Employees				Full-Time Civilian Employees				Total Full-Time	
	2011	Male	Female	Total	Rate/ 1,000	Male	Female	Total	Rate/ 1,000	Total	Rate/ 1,000
Marquette County											
Endeavor PD	470	0	0	0	0.0	0	0	0	0.0	0	0.0
Marquette Co SO	11,172	30	6	36	3.2	0	2	2	0.2	38	3.4
MontelloPD	1,498	2	0	2	1.3	0	1	1	0.7	3	2.0
Oxford PD	608	0	0	0	0.0	0	0	0	0.0	0	0.0
Westfield PD	1,256	3	0	3	2.4	0	0	0	0.0	3	2.4
County Total	15,004	35	6	41	2.7	0	3	3	0.2	44	2.9
Menominee County											
Menominee Co SO	0	7	2	9	0.0	0	8	8	0.0	17	0.0
Menominee Tribal PD	4,348	22	2	24	5.5	10	8	18	4.1	42	9.7
County Total	4,348	29	4	33	7.6	10	16	26	6.0	59	13.6
Milwaukee County											
Bayside PD	4,411	12	2	14	3.2	5	15	20	4.5	34	7.7
Brown Deer PD	12,061	24	7	31	2.6	1	2	3	0.2	34	2.8
Cudahy PD	18,359	30	1	31	1.7	2	9	11	0.6	42	2.3
Fox Point PD	6,734	14	3	17	2.5	0	1	1	0.1	18	2.7
Franklin PD	35,620	48	10	58	1.6	2	14	16	0.4	74	2.1
Glendale PD	12,935	37	5	42	3.2	2	3	5	0.4	47	3.6
Greendale PD	14,117	27	2	29	2.1	2	6	8	0.6	37	2.6
Greenfield PD	36,903	49	5	54	1.5	4	16	20	0.5	74	2.0
Hales Corners PD	7,730	16	0	16	2.1	0	3	3	0.4	19	2.5
Milwaukee Co SO	0	251	71	322	0.0	383	351	734	0.0	1,056	0.0
Milwaukee PD	597,867	1,572	334	1,906	3.2	241	430	671	1.1	2,577	4.3
Oak Creek PD	34,626	49	9	58	1.7	3	17	20	0.6	78	2.3
River Hills PD	1,604	11	1	12	7.5	0	0	0	0.0	12	7.5
Saint Francis PD	9,411	20	1	21	2.2	1	4	5	0.5	26	2.8
Shorewood PD	13,228	21	4	25	1.9	0	5	5	0.4	30	2.3
South Milwaukee PD	21,262	28	4	32	1.5	2	4	6	0.3	38	1.8
UW-Milwaukee	0	34	10	44	0.0	11	0	11	0.0	55	0.0
Wauwatosa PD	46,629	79	10	89	1.9	3	20	23	0.5	112	2.4
West Allis PD	60,714	115	19	134	2.2	7	19	26	0.4	160	2.6
West Milwaukee PD	4,228	16	3	19	4.5	2	3	5	1.2	24	5.7
Whitefish Bay PD	14,182	22	2	24	1.7	0	3	3	0.2	27	1.9
County Total	952,621	2,475	503	2,978	3.1	671	925	1,596	1.7	4,574	4.8
Monroe County											
Cashton PD	1,111	2	0	2	1.8	2	0	2	1.8	4	3.6
Monroe Co SO	24,692	21	2	23	0.9	7	7	14	0.6	37	1.5
Sparta PD	9,602	15	2	17	1.8	0	2	2	0.2	19	2.0
Tomah PD	9,169	17	3	20	2.2	0	2	2	0.2	22	2.4
County Total	44,574	55	7	62	1.4	9	11	20	0.4	82	1.8

Germantown Police Department
Organizational Chart



VII. B.

BUSINESS OF THE PUBLIC SAFETY COMMITTEE
GERMANTOWN, WI

MEETING DATE: October 3rd 2016

AGENDA ITEM: New Business

ITEM TITLE: Purchase of an Evidence Drying Cabinet

SUBMITTED BY: Chief Peter Hoell PH

SUMMARY EXPLANATION:

The Police Department is requesting to purchase a Forensic Evidence Drying Cabinet. We currently use a plastic cabinet without a fan and it does not have the ability to protect personnel from odors and particulates generated with the drying and decay of organic matter. The new cabinet will have these features plus a low airflow alarm.

The cabinet was removed from the 2017 budget request and will be purchased with Asset Forfeiture funds Account number 19-567-530-3100. The cabinet costs $4,299, with shipping of approximately $500. The Police Department is requesting to purchase the cabinet for the amount not to exceed $5000.

ATTACHMENT: ORDINANCE___ RESOLUTION_____ OTHER__X__

RECOMMENDATION:

The Police Department is seeking the Public Safety Committee to send a positive recommendation to the Village Board.

QUOTATION

September 15, 2016
Quote # SAF-002

Air Science™

QTY	DESCRIPTION	UNIT PRICE (USD)

UNIT

SAFEKEEPER™ FORENSIC EVIDENCE DRYING CABINET:

Designed to protect personnel from the odors and particulates generated with the drying and decay of organic matter. No rust POLYPRO single piece construction (no fiberglass liner which can crack and generate microbiological growth), and metal door with tempered glass insert, key locked with tamper proof seals, Low airflow alarm, High velocity (low noise) brushless and sparkless Centrifugal fan, electronic elapse run time counter to track evidence drying time and unit run time, 110-120VAC 60HZ or 230VAC 50HZ, Easy installation with no additional costs. 5 Foot Wide cabinets have two doors. Duplex units have two separate drying compartments.

3 Foot Wide SAFEKEEPER™ -	FDC-006	$ 3,999
3 Foot 3" Wide SAFEKEEPER-	FDC-006XL	$ 4,299
4 Foot Wide SAFEKEEPER™ -	FDC-007	$ 5,910

NOTE: All dimensions can be customized to fit your drying requirements

FILTERS

FILTER SELECTION (all required):

1	Full size HEPA / Activated Carbon multi-layer main filter • HEPA filter removes Airborne Pathogens particles down to 0.3 microns • Carbon filter removes fumes and putrid odors from organics, alcohol, solvents, gasoline, and oil)	INCLUDED
2	FILTRETE and Gauze Pre-filters for gross particulates (0.5 microns)	INCLUDED

NOTE: All filters are simple to remove and do not require tools with our CLEANCHANGE™ filter system. Main filter is located in leak-proof housing that prevents any by-pass leakage.

ALARMS

LIGHT INDICATORS & ALARMS - ALL INCLUDED

1	Green Light – Power ON Unit Normal Operation OK	INCLUDED
1	Red Light - Low Airflow Alarm indicates Filter Blockage in HEPA and or Pre-filters and need to be replaced	INCLUDED

OPTIONAL EQUIPMENT:

1	Water Package (includes spray hose, drain, auto-pump, plumbing)	INCLUDED
3	Easily removable perforated shelving (NO tools required)	INCLUDED
1	Heavy Duty Lockable Wheels	INCLUDED

TERMS

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Looking for the best price for your laboratory equipment? This is the place. We guarantee the best pricing... and it's easy. If you get a lower quote for a similar product with comparable features from any other major competitor, simply email us the details to get that price, plus an additional 10% off! See our Best Price Guarantee terms and conditions for more information.

STANDARD TERMS & CONDITIONS

SHIPPING: F.O.B. Fort Myers, FL. Items are shipped LTL freight and charges are prepaid and added to the invoice. Dock-to-dock only, Lift gate truck and inside delivery extra fees apply.

WARRANTY: Please visit www.airscience.com/warranty for details.

TERMS: Prices do not include taxes, duties or other fees. Offer valid 30 days from issuance. Please visit www.airscience.com/terms-and-conditions for full details. It is the responsibility of the customer to ensure this product complies with all relevant standards and local safety codes.

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VII. C.

Business of the Public Safety Committee

Germantown, WI

Fire Department

Meeting Date: October/2016

Agenda item: New Business

Item Title: Fire Department Strategic Plan

Submitted By: Gary L. Weiss, Fire Chief GLW

Summary Explanation: Every organization needs a road map for the future. This not only sets the course for the organization but is used as a planning tool for funding.

Attached is the first Strategic Plan for the GFD. An email went out to all member asking to participate in an on-line SWOT analysis. Minimal response was received-but the plan was developed.

It includes 11 Goals with 15 associated objectives.

Attachment: **Ordinance**_____ **Resolution**_____ **Other** X___

- Germantown Fire Department Strategic Plan

Requested Action:

For review

Germantown Fire Department Strategic Plan

Germantown Fire Department
N115 W18752 Edison Drive
Germantown, WI 53022

PREFACE

The Germantown Fire Department is charged with providing fire protection and emergency medical service to over 20,000 people living within its service area. The department must not only meet current demands for emergency service, but also must predict, within reasonable certainty, the Village's future needs and develop plans to meet those needs. The planning function is one of the most effective means available to assure the most efficient use of existing resources, as well as providing for future changes.

This document addresses a wide range of critical issues, some of which have been identified in earlier studies of Fire Department activity, although no long-range planning resulted from those efforts. There has not been a serious planning process completed for the Fire Department since its inception. Personnel had been trained to higher levels of Emergency Medical Services and Technical Rescue skills. Contracts for reimbursement of specialized skills and services are in place.

As the Village has grown and changed, so have the requests for emergency services. The Village of Germantown is not an independent island, set apart from the rest of civilization, but rather an active, evolving urban community, surrounded by rapidly growing, and very busy cities. Each of the Village's neighbors has a significant impact on Germantown structure and activities, and each influence the roles the fire department plays in providing protection for residents and visitors. Even more significantly for the fire department, is that the types of services requested have largely fallen outside the scope of "basic" or traditional fire suppression activities. We anticipate that the next five years will be a period of dynamic adaptation and innovation, and have developed this plan accordingly.

Strategic Planning is, by nature, policy-oriented, long-range in time, dynamic, and broad in scope. This Plan evaluates the capabilities of the present emergency service delivery system and identifies resources that will be required over the next five years. The availability of sufficient resources will determine how effectively the department will be able to provide essential emergency services to the citizens of Germantown.

Mission Statement

The Germantown Fire Department preserves property, saves lives, promotes public safety and fosters economic growth through a commitment to prevention, preparedness, response and recovery as an all risk safety response provider.

Motto

Solving Problems 24/7

Vision

The Germantown Fire Department will provide exceptional fire protection and emergency medical services by being data driven, and community focused while always reflecting the people we serve.

Core Values

Service –	Dedication to provide a high level of Customer Service/Support
Professionalism –	Honoring the Fire Service
Integrity –	Being moral and ethical at all times
Respect –	Embracing the worth of the individual
Innovation –	Creating ways to adapt and continually improve our service delivery models
Trust –	Reliance on the integrity, strength and ability of our members

Station 1
W162 N11862 Park Ave.
N115 W18752 Edison Drive
Germantown, WI 53022
(262) 253-7795

Station 2 (Headquarters)
N115 W18752 Edison Drive
Germantown, WI 53022
(262) 502-4701

Survive Alive house
N115 W18700 Edison Drive
Germantown, WI 53022

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EXECUTIVE SUMMARY

A close look at the history of the Germantown Fire Department reveals an organization, which has been able to provide a consistent, high quality service to a community that has undergone dramatic change. Once the small farming community, Germantown has found a new reliance upon residential and commercial occupations, multi-family residential units and retail distributors for its tax base, while keeping the small town feel. And as the needs of the population change, so also must the services of the fire department.

The fire services was organized in 1907, in the wake of the need identified by a group of citizen. The Germantown Fire Company was established. The company provided fire and EMS services to the Village and Town of Germantown until the duties were assumed by the Village of Germantown in 1990

The department remained entirely volunteer until approximately 1990 when, when full-time fire chief and part time firefighters were hired to augment the paid-on-call firefighters during the day. Advancements in pre-hospital medical care prompted department to upgrade from basic EMS service to EMT Advanced Transport services.

In 2001, Germantown opened its new fire station, and the "Survive Alive" house to teach fire safety techniques to local school children. The house has provided a formal instructional setting for over 10,000 students and has been a model for similar houses throughout Wisconsin.

Over the years, efforts by department and union members have provided residents with the services of the Survive Alive program, CPR courses and local wheel-chair ramps. Firefighters have made substantial contributions to the Muscular Dystrophy Association and the Child Abuse Prevention Fund among other groups.

The fire department provides village fire inspections and public education programs throughout the community. Department members conduct numerous fire safety, juvenile and senior safety, and industrial and health programs annually. New

programs are continuously being developed to adapt to the changing needs of the community.

Germantown firefighters protect an area of just over 34.5 square miles, housing 20,000 residents; more than twice the population of 1995. Since the department's expansion that year, the number of alarms received has tripled. Advancement in production materials and transportation has created a variety of changes in the way firefighters respond to these calls for help. Yet, similar to most municipal fire department, overall staffing difficulty in recruit paid-on-call members (similar to that of the entire nation) have been the response to public demands to reduce taxes. In 2016, fifty percent fewer firefighters protected the city than in 1990

The Future

Germantown will continue to develop residential and commercial properties, and it appears likely that the number of senior housing units will continue to increase. Residential units within the city will continue to age, the Village's fire and emergency medical responses will continue to increase. In addition, development in surrounding areas will continue to increase the traffic burden on local thoroughfares, decreasing response capabilities of Fire Department units and increasing the hazards associated with transportation over the next five years.

Requests for emergency service have steadily increased and that trend is projected to continue. The Department will continue to be challenged as we see changes required due to innovative technologies, Federal and State mandates, and changes in our society.

The Germantown Fire Department will continue to protect the lives and property of residents and visitors by utilizing innovative strategies designed to provide cost-effective emergency medical service, fire prevention, fire suppression, and other emergency and administrative services.

The Village should help the fire department continue its mission by providing adequate funding for staffing, training, equipment, and facilities. Proactive management and personnel administration programs must be provided to enhance the fire department's highly skilled work force as it performs vital emergency services in a stressful and hazardous environment.

Types of Service Provided

Firefighting	Fire Prevention	Community Awareness
Emergency Medical Services	Fire inspections Plans review	Fire Safety Fair
Water Rescue	Fire Investigation	Record Keeping
Vehicle extrication	Public Education	
Mass transit Incidents	CPR Training	
Hazardous Material Response	First Aid Classes	
Building Collapse	Senor Fall Prevention	
Data Analysis	Fire Extinguisher Training	

.

MEASUREMENT TOOLS

BENCHMARKS

This plan sets measurable benchmarks that address the community's risk to life safety and to property, and yields early results to help plan for our community's ability to fund the anticipated service changes that may arise. With recent economic impacts at all levels of government, the ability to fund required services remains increasingly challenging.

In most cases, the performance measures used to determine our effectiveness are reported to the Public Safety Committee and Village Board of Trustee's. Each month. Since the Board is responsible for assessing the effectiveness of the fire department, and since Board members help set standards of service delivery for the Village, it seems reasonable that they should judge the department's ability to meet our benchmarks. By evaluating criteria monthly, even subtle deficiencies can be addressed early, perhaps resulting in cost saving or in a service change that could impact the safety of citizens within our community.

PLANNING FOR THE FUTURE

As elements of this plan are reviewed by evaluating performance measures and their impacts upon specific objectives and goals, administrators can use them as progress measures to help assure that budgets, capital improvements plans, equipment procurement plans, facilities management plans and human relations policies are administered effectively. A short-term, one-year budget performance tool is in place that measures a financial snapshot of the department as well. The short-term plan, when used in conjunction with other plans, and within the context of the Master Plan, provides additional guidance.

ASSURING COMPLIANCE AND EFFECTIVENESS

With goals, objectives and performance measures firmly in place, and with a mechanism to evaluate and report on our performance, the final critical component is assuring that all members of the department are aware of our progress, and cognizant of our mission and goals. Training programs for administrators and line personnel must reflect our commitment, and support our effectiveness. Recruitment and retention

programs must support the plan, and Village leaders must also be involved to help insure success in meeting the community's expectations.

Internal reporting of our effectiveness in reaching critical performance measures will be accomplished through training sessions, access to intranet reporting documents and participation in career development projects that help support our progress while preparing members for advancement.

Germantown Firefighter Attack a Garage Fire

GOALS & OBJECTIVES

From the variety of services we provide, and in consideration of the department's mission and responsibilities, seven goals have been selected that will be critically assessed through the evaluation of detailed objectives that are supported by performance measures. The objectives directly reflect critical services we provide and their associated performance measures identify whether we've met the public's expectations of those critical services.

The seven goals (numbers) and fifteen objectives (letters) are listed below:

1. Gain early control of emergency incidents by providing rapid response

   A. Objective 1: Provide timely response to emergency incidents

2. Minimizing the effects of injuries and illness at emergencies

   B. Objective 2: Provide responders who are trained and certified

   C. Objective 3: Maximize resuscitation rates for cardiac arrest victims

3. Continue to Recruit and Retain Paid-on-Call Firefighter

   D. Objective 4: Market the GFD

4. Minimize Property Damage from Fire

   E. Objective 5: Provide Rapid Fire Control that Limits Flame Spread

5. Minimize Direct and Indirect Loss

   F. Objective 6: Limit the Number of Fire occurring in the Village

   G. Objective 7: Limit Fire Related injuries and Fatalities

   H. Objective 8; Assure that Effective and Timely Fire prevention /Inspections are Completed.

   I. Objective 9: Assure that timely and useful fire investigations are completed

6. Provide Cost-Effective Emergency Services

J. Objective 10: Maintain cost effective services relative to city budget, property values & population

7. Provide Fire and Safety Public Education Programs

K. Objective 11: Provide the Survive Alive Safety Program to all public and private school students at least once over the course of completing grades first and fourth

L. Objective 12: Provide general fire safety education programs to all public and private school students at least once every school year.

M. Objective 14: Provide public safety fire programs annually.

8. Assure that the City and employees are protected by providing risk management programs

N. Objective 13: Research fire service accreditation

O. Objective 14: Review and update policies, procedures and guidelines to assure they are up to date and compliant with applicable rules and standards

P. Objective 15: Minimize employee workplace injuries

9. Upgrade the Department EMS to the Paramedic Level

10. Recommend Another Staffing Referendum

11. Continue to Seek Grant funding from Multiple sources

12. Become a Data Driven Service

GOAL 1: GAIN EARLY CONTROL OF EMERGENCY INCIDENTS BY PROVIDING RAPID RESPONSE

As a public safety first-responder, the fire department's primary responsibility is to minimize accidental death and injury due to fires, traumatic accidents, and illnesses. To do this, the department will make every reasonable effort to efficiently provide a rapid response with a well-trained, effectively staffed workforce.

OBJECTIVE ONE:

Provide Timely response to emergency incidents

In order to provide effective emergency scene operations, regardless of the type of emergency, rapid deployment and response are essential. The department must assure that an accurate method of measuring response times is employed and that times are evaluated with respect to established benchmarks.

In consideration of National Fire Protection Association (NFPA) recommendations, the department has established benchmarks for fire and medical emergency response capabilities. These benchmarks are reflected in performance standards 1, 3 and 4, below. The department's medical director, in consideration of national standards for advanced life support capabilities, has determined performance standard 2.

Rapid response relies on a multitude of different indicators. It includes but is not limited to adequate staffing, resources, and response times. The Germantown Fire Department (GFD) has the ability to staff a minimum of 5 fire personnel per day shift, Monday through Friday. The department uses the National Fire Protection Agency (NFPA) as a reference to develop standards that should be followed. The NFPA guidelines are based on scientific research and are followed by many fire departments across the nation to provide benchmarks as well as evaluate the time and personnel necessary to effectively perform tasks. While we do not meet the standards set forth, we continue to look for ways to improve. This include automatic aid programs.

EMS

In 2014, the fire department call to arrival time (percentage) for units responding with a defibrillator (6:00 benchmark) was 83.1% for EMS alarms (90% of all calls

were responded to in 7:00). ALS unit response (10:00 benchmark) was 91.5% of alarms.

NFPA 1710-Standard for Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments provides an outline of how career fire departments should be staffed. It concludes that the benchmark for first arriving fire company must consist of four firefighters and arrive within a timeframe of six minutes and 20 seconds from the time of call to arrival on scene. Other apparatus should arrive on scene with an additional 15-17 firefighters within 10 minutes and 20 seconds from the time of call.

FIRE

In 2014, the fire department call to arrival time for the first arriving fire unit at building fires (6:20 benchmark) was 46.4% (90% of all calls were responded to in 14:00). Full assignment response (19 personnel on scene).

PERFORMANCE MEASURES

- Strive that the first unit on scene with a defibrillator arrives within six-minutes of the initial call, ninety percent of the time for all medical emergencies.
- Strive that an advanced life support unit arrives on scene within nine-minutes of dispatch, ninety percent of the time for all life-threatening medical emergencies.
- Strive that the first arriving fire unit arrives on scene within six-minutes and 20 seconds from the time of the call, ninety percent of the time for all structure fires.
- Strive that the full responding assignment arrives on scene within ten-minutes and 20 seconds from the time of the call, ninety percent of the time, for all structure fires.

The benchmark times above include the time it takes for dispatchers at the Public Safety Answering Point (PSAP) to receive and process a call. That time is referred to as "call processing time" and is addressed by supervisors in our PSAP. Because of the variety of ways that emergencies may be reported, dispatch supervisors are

responsible for reviewing and improving unacceptable call processing times, and for contact with agencies that may transfer emergency calls to the Germantown PSAP.

Germantown fire department benchmarks are based upon factors that fire administrators can influence. Fire department benchmarks consist of the combination of two distinct time intervals. For a critical analysis, the two intervals that combine to define benchmark "response times" are:

Firefighter turnout time: the time from the firefighters' receipt of the call to the start of vehicle response.

Travel time: time from the start of vehicle response to the time a vehicle stops at the scene.

GOAL 2: MINIMIZE THE EFFECTS OD INJURIES AND ILLNESS TO OUR CITIZENS

While the department supports local agencies in injury and illness prevention, our most significant public impact lies in our ability to appropriately treat patients by getting well trained, certified providers to the victim who can begin emergency care without delay.

OBJECTIVE TWO:

Provide responders who are trained, and certified to appropriate levels

Firefighters in the Village of Germantown need to be trained to designated levels. Currently, there are 10 firefighters certified to the Emergency Medical Technician Basic (EMT-B) level, 10 firefighter training to the Advanced Emergency Medical Technician Level and an additional 5 firefighters certified to the Emergency Medical Technician Paramedic (EMT-P) level.

Not only do rapid response times help reduce the risk of further injury to our EMS patients, adequate staffing allows for appropriate resource and task allocation. With that said, the American Heart Association (AHA) has published guidelines that advocate for early defibrillation in cases of sudden cardiac arrests. The AHA states with early CPR and defibrillation, within six to eight minutes, chances of survival

greatly increase. Nationwide, only 6.4% of field-treated cardiac arrest patients survive.

Critical life safety performance based testing is important because it keeps our personnel proficient in their core duties. The critical performance based training skills are determined by the Deputy Chief. These are mandatory skills that if missed due to off time are required to be made up when the employee returns to work. Examples of these skills are: EMT and Paramedic refresher classes, SCBA proficiency drills, anti-harassment training and the SCBA breath down drill amongst others.

PERFORMANCE MEASURES

- Assure that at least seventy percent of all line personnel attend critical, life-safety performance-based training annually (2012 – 83%)
- Provide driver/operator performance-based training annually to all equipment operators and acting equipment operators to assure safe practices (formal program not yet established)

OBJECTIVE THREE:

Maximize resuscitation rates for cardiac arrest

From 2015, the GFD members were able to achieve the return of spontaneous circulation in 33%% of the 12 cardiac arrest patients they treated. Of these 12 patients, 8.2% left the hospital alive. Nationwide, save rates are slightly less than 5%.

PERFORMANCE MEASURES

- Achieve return of spontaneous circulation in cardiac arrest victims (in all rhythms) at least fifty percent of the time

- Achieve save rate (victims leave the hospital alive) for cardiac arrest victims (in all rhythms) at least fifteen percent of the time.
- Provide driver/operator performance-based training annually to all equipment operators and acting equipment operators to assure safe practices

GOAL 3: CONTINURE TO RECRITE AND RETAIN PAID-ON-CCALL FIREIFGHTER/EMT's

As a combination fire department the GFGD will always rely on and need to recruit paid-on-call Firefighter/EMT's.

OBJECTIVE FOUR

Continue to market the department to the public via multiple proven methods. Some example are banners at each fire station, hand out marketing the department of community events. Additionally, we will continue to advertise via social media and community publications.

During the First Safety Fair, and NAC Night provide a Recruitment Table staffed by GFD POC Members promoting the department.

PERFORMANCE MEASURES

- Increase staff by 4 POC members
- Train at least 4 current members to the EMT Basic Level
- Train at Least 4 members to the EMT Advanced Level (if classes are available
- Train at least 3 member as MP

GOAL 4: MINIMIZE PROPERTY DAMAGE FROM FIRE

Many factors influence the fire department's ability to limit property damage from fire. Among these are the extent of fire spread prior to notification, material burning, and building configuration, among others. Once notification is received and fire

units are dispatched and arrive on scene, aggressive fire attack can limit damage. Limiting damage helps keep repair costs down, enables residents to return home sooner and helps businesses resume work faster, getting employees back to their jobs.

OBJECTIVE Five:

Provide rapid fire control that limits flame spread

The department recently began using electronic time stamping that will improve our ability to track the time it takes firefighters to control fires. To do this, however, company officers directly involved in firefighting operations must notify the incident commander when critical tasks are completed. This requires a coordinated effort by individuals working on several tasks simultaneously, and is difficult to accomplish. While this measurement is important to assessing the aggressiveness and skills of our personnel, it may be influenced by their ability to assess the entire operation while engaged in individual tasks. A ten-minute performance measure has been selected as a starting point based upon the science of fire growth and the ability of occupants to escape once they call for help.

The department is beginning to routinely track under control times for building fires.

(Under Control Benchmark - 10 minutes or less, 90% of the time).

The department is beginning to routinely track their performance based on flame spread. (Flame Spread Benchmark - Fires Confined to the Room of Origin: >=70%)

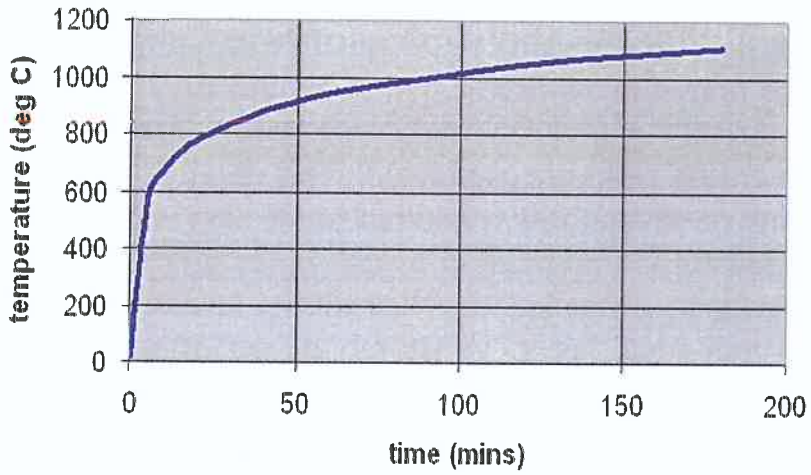
Staffing and deployment of a fire department at a fire scene is crucial in minimizing property damage. Rapid response, correct scene size up, resource allocation, and task analysis will decrease the amount of damage during a fire incident and improve scene safety for all who are involved. Not only should the incident be evaluated to decipher appropriate resources, but also the standard time temperature curve.

PERFORMANCE MEASURES

- Limit average time to control fire to ten minutes from time of arrival of first unit

- Contain fire spread to room of origin seventy percent of the time
- Limit fire losses to less than $20,000 per structure fire (2011 national average).

Time and Temperature Curve



If a fire should develop in the Village of Germantown, the fire department's primary mission is to not only extinguish the fire, but also to arrive at the fire scene in a timely manner, before flashover occurs. Flashover is defined as the period in time when "the development of a contained fire in which all exposed surfaces reach ignition temperatures more or less simultaneously and fire spreads rapidly throughout the space" (Guide on Methods for Evaluating Potential for Room Flashover, 2000). According to data taken from the National Fire Protection Association (NFPA) and the Insurance Services Organization (ISO), a residential structure will reach flashover between the times of five and 30 minute after ignition. In order for a flashover to occur, temperatures must achieve ranges of 900 to 1200 degrees Fahrenheit. The chart above predicts the time frame of each fire stage. It should be noted that flashover is widely dependent on a variety of factors, but will most likely occur after six to eight minutes of growth (Wiley, 1999).

An additional critical factor in providing rapid fire control and limiting flame spread is to provide an adequate number of personnel to the emergency scene. The fire department has standard operating procedures in place that have been tested and

reviewed in the deployment of fire apparatus and personnel required to extinguish a fire. As stated before, GFD tries to follow the multitude of NFPA standards. These include NFPA 1410: *Standard of Training for Initial Emergency Scene Operations* and NFPA 1500: *Standard on Fire Department Health and Safety*. Both NFPA 1410 and 1500 call for a four-person initial response to the scene of a fire. NFPA 1710 and 1720 also establishes the requirement that an initial alarm assignment should provide enough personnel to meet specific tasks that are normally required to complete fire ground operations in a safe and effective manner. By utilizing the NFPA standards and coupling them with response standards, research has determined that "more than a billion in fire losses annually could have been prevented if departments were able to meet the six minute response standard" (Fire Chief, 2006).

GOAL 5: MINIMIZE DIRECT AND INDIRECT LOSSES FROM FIRES

Many factors contribute to fire loss, injuries and fatalities. While the department may not be able to control some factors, a careful evaluation of the department's ability to establish rapid control, provide an aggressive inspection program, and secure accurate investigation data, will help assure best practices. The number of fires may be reduced by fire safety and public education programs but in all reality the numbers of fires are out of the control of the fire department. This performance measure is really a tracking device to watch for any upward trends in the number of building fires and address issues if they do increase substantially.

OBJECTIVE SIX:

Limit the number of fires occurring in the community

The rate of fire incidents can be used as an indicator of successful programs at times. Also, the rate could be related to socioeconomic factors of the community, code enforcement efforts, building construction, etc. The aggressive application of coordinated tactics can help keep fire losses down under some circumstances.

Since both performance measures are useful in future planning, their contributions to this plan are essential. In 2014, the Village experienced 1.42 structure fires per

1,000 population (overall national average 4.6), while the national average* for similar-size cities was 3.40 and for all Midwestern cities 2.40.

For over 25 years, the Germantown Fire Department has taken the lead role in providing fire safety community education (Survive Alive House) to first and fourth grade children from the school district.

In 14 the fire department received a grant for 100 smoke detectors for homes identified as needing a smoke detector. The personnel on the fire department have been working to install the smoke detectors in these homes over the last several year.

GFD takes the approach of providing the community with fire education in order to prevent fires from starting.

PERFORMANCE MEASURE

- Limit the number of fire incidents to less than 5.00 per 1,000 populations

OBJECTIVE SEVEN:

Limit fire-related injuries and fatalities

Over the five-year period from 2010 through 2015, the Village experienced 3 fire fatalities (.6 fatalities per year) civilian fire-related injuries we not properly tracked in the old fire reporting platform.. This performance measure is not a true measure of performance due to lack of control over the outcomes. This item was added to the Plan and Performance Snapshot in order to track trends, not measure performance.

PERFORMANCE MEASURES

- Limit community fire deaths to one per year on a five-year average
- Limit rate of civilian injuries from fire to four per year on a five-year average

OBJECTIVE EIGHT:

Assure that effective and timely fire prevention inspections are performed

Timely and thorough inspections, when combined with effective enforcement programs, can reduce the incidence of accidental fire. The State of Wisconsin requires that agencies receiving funds from the fire insurance dues program perform mandatory inspections. The State's Department of Commerce requires a self-audit, and performs on-site audits to assure compliance.

In 2015 100% of all commercial buildings and multi-family residences were inspected at least once in each 6-month cycle (Benchmark = 100%)

In 2015 100% of written violations were complied with within 3-months of providing the occupant with written notice (Benchmark = 85%)

Both of these performance measures are accomplished by the assignment of 2 firefighter/fire inspector personnel and the on-duty crew to assist.

PERFORMANCE MEASURES

- Assure that all commercial buildings and multi-family residences are inspected at least once in every 6-month cycle
- Assure compliance of written violations within 3-months of providing the occupant with written notice 85% of the time.

OBJECTIVE NINE:

Assure that timely and useful fire investigations are completed

Timely and detailed investigations can help identify the causes and help fire educators prepare programs that could impact public behavior toward fire prevention. In addition, investigators can determine fire behavior characteristics and evaluate the effects of firefighting practices to help the department be more effective.

2015 – 2 certified fire investigators were assigned to the fire investigation team

2015 - Certified personnel and police arson investigators investigate fires of suspicious origin – 100%

2015 – Fire cause determination made – 73%

2015 - Investigate all reported fires with damages exceeding $500 within the city limits – 100%

PERFORMANCE MEASURES

- Assure that at least two sworn personnel are certified as fire investigators
- Assure that certified personnel and police arson investigators investigate fires of suspicious origin
- Determine a fire cause in 85% of the fires investigated
- Investigate all reported fires with damages exceeding $500 within the city limits

GOAL 6: PROVIDE COST EFFECTIVE EMERGENCY SERVICES

The fire department is a tax-funded public safety provider. The Common Council with respect to the Village's financial position determines the department's annual budget and in consideration of all services the Village intends to provide. The department has several opportunities to secure revenue and impact the Village's general fund. While revenue is seldom returned directly to the fire department budget, but rather added to the general fund, it is important to keep this revenue in mind when considering the cost to provide service.

OBJECTIVE NINE:

Maintain cost-effective services relative to city budget, property values and population

In 2015 the annual net cost per capita was $97.27.

PERFORMANCE MEASURES

- Limit annual expenses to budgeted value

GOAL 7: POVIDE FIRE AND SAFETY PUBLIC EDUCATION PRGORAMS

The fire department is in a position to provide fire safety education to numerous groups comprised of a variety of ages. It is the responsibility of fire educators to maximize the number of programs and attendees at programs. By providing consistent, meaningful fire and safety information, the department can use its significant influence and capitalize on a high degree of public trust to make the community safer.

OBJECTIVE TEN:

Provide the Survive Alive Fire Safety Program to all public and private school students at least once over the course of completing grades one and four

The goal of the Survive Alive program is to have all 1st and 4th grade students attend the program. In 2015 there were 400 students that participated in the program which is approximately 95% of all students in the 1st and 4th grades.

All elementary schools in the Germantown School District, both private and public participated in the Survive Alive Program.

PERFORMANCE MEASURES

- Administer classes for all public and private school students in first and fourth grades

OBJECTIVE ELEVEN:

Provide general fire safety education programs to all public and private grade-school students at least once every school year

The Germantown School District has 4 elementary schools and all 2 schools participated in the 2014 Fire Prevention week program. There are 2 private elementary schools in the Village of Germantown and all participated in the 2014 fire prevention week program. A total of 1,100 students observed/participated in the event.

PERFORMANCE MEASURES

- Provide fire prevention week hands-on educational programs for all public and private school students in first through sixth grade annually.

OBJECTIVE TWELVE:

Provide public fire safety programs annually

In 2014 the fire department provided the following public education programs to citizens and guests of the community: Public fire safety programs will be a joint responsibility between the Fire Prevention Bureau and the Safety and Training Bureau. Fire Prevention week programs will be administered by the Fire Prevention Bureau and all other programs will be administered and scheduled through the Safety and Training Lieutenant. The performance measures will be based off of existing programs and will average 300 people a month and statistics must be reported on the performance snapshot monthly.

Public Relations Events (Station Tours, Halloween in the Park, NAC Night, Senior Fire Safety , Fire safety Fair etc.)- Adults - 800 Children = 1,000

Public Education Events (Health & Safety Fairs, Safe Place for Newborns etc...) – 776 Adults & 680 Children = 1,456

Fire Prevention Week Programs = 1,300

Survive Alive Program = 500

Total = <9,000

PERFORMANCE MEASURES

- Provide public fire safety programs for at least 4,000 people annually

GOAL 8: Assure that the employees are protected by providing risk management programs

Risk management is an important aspect in the fire service and sets the framework for determining a fire department's ability to function as a cohesive unit used to mitigate emergencies safely and effectively. By conducting risk assessments through the analysis of the department's resources, improvements can continue to be made to ultimately provide the community with a better service.

OBJECTIVE THIRTEEN:

Review the advantages of fire department accreditation

The Commission on Fire Accreditation International (CFAI) advocates conducting a hazard risk assessment and continually reviewing additional incidents that occur in the field that can help aid in improving resource deployment and determining staffing levels.

PERFORMANCE MEASURES

- Determine if an Accreditation Model is beneficial to the Village.

OBJECTIVE FOURTEEN:

Review and update policies, procedures and guidelines to assure that they are up to date and compliant with applicable rules and standards

The Village and the department have established polices and guidelines, and have trained employees in their use and applications. Use of this documentation assures that employees know the department's expectations of them and that the city and department treat employees fairly and creates a safe and efficient work environment. Proper attention to policies and guidelines is essential to city and employee risk management.

PERFORMANCE MEASURES

- Review one-fifth of all department policies annually
- Review one-half of all operational guidelines annually

OBJECTIVE FIFITEEN:

Minimize employee workplace injuries

Employee injuries reduce the effectiveness of our workers and, under certain circumstances, directly affect the ability of co-workers to perform their essential functions at emergency scenes. Reduced effectiveness could mean that rescue or firefighting operations are delayed or halted to care for an injured firefighter. In addition, injuries impact the department's budget when workers require time off, and the department backfills to continue adequate staffing levels. In order to keep the injury rate low the department's safety committee will meet semi-annually to review all injuries and when appropriate implement preventive measures to reduce potential future injuries.

2014 – Fire Ground Injuries = .14 per 100 fires

2014 – EMS Related Injuries = 0 per EMS alarms

2014 – Overall Workplace Injuries = 6

PERFORMANCE MEASURES

It is essential that effective methods to measure injuries to help develop strategies to reduce their occurrence.

- Limit fire ground injury rate to 1.5 per 100 fires
- Limit EMS related injuries to 1 per 1000 EMS alarms
- Limit overall workplace injuries to .5 per 20 employees
- Conduct Departmental Safety Committee Meetings bi-annually

GOAL 9: UPGRADE THE DEPARTMENT EMS TO THE PARAMEDIC LEVEL

Currently the GFD provided EMT Advanced level of care, basically the level of care include IV access, limited medications and EKG transmission to the Emergency Department. As compared to the paramedic level of care where EKG are interpreted, additional advanced cardiac life support ACLS) mediation can be administered and external pacemaker can be utilized.

OBJECTIVE

- Explore the cost effectiveness of providing paramedic level transport
  - Cost v Benefit
  - Patient outcomes
- Explore the additional revenuses of providing paramedic level care.

GOAL 10: RECOMMEND ANOTHER STAFFING REFERENDUM

In late 2014 the Village of Germantown held a staffing referendum to increase the Village Tax Levy to allow the hiring of 12 firefighters. (4 firefighters per shift). The referendum failed by 211 votes (54% opposed, 46% in for). The fire department will explore holding another referendum in April of 2017 for staffing.

OBJECTIVE

The fire department has felt a dramatic increase in responses due to the development in the Village. Unfortunately the fire department staffing has not been maintained with the growth.

32% increase I population since 1990
211% in call load
0% increase in career staffing
-5% decrease in POC staffing (a Wisconsin and Nations problem).

Goal 11: Continue to Seek Out Grant Funding from Multiple Sources

The fire department will continue to see out additional finding from multiple grant funding.

OBJECTIVE: Explore multiple Grant Opportunities, to include, but not limited to:

- Assistance to Firefighters Act
- SAFER ACT
- Fire Prevention Funding
- Firehouse Subs

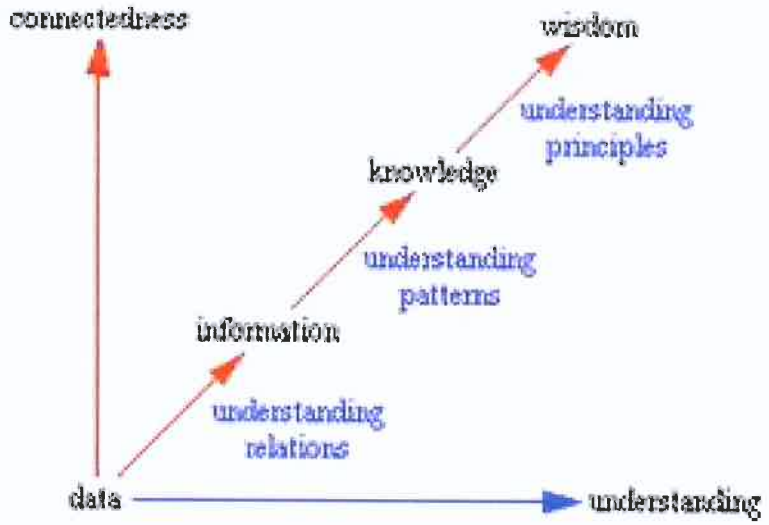
GOAL 12: Become a Data Driven Service

Looking closely at the data generated by the fire department can help in three specific areas:

- To gain insights in the fire and EMS problems
- To improve resource allocation
- To identify training needs and outcomes

OBJECTIVE

Evaluating the data generated by the fire department is key to a modern fire department. Using the Standard DIKW Pyramid or the Information Hierarchy will assist the GFD is breaking the data down to a usable metric.



By breaking down the data to usable sub-groups the GFD will be able to analyze trends and develop programs to adjust these trends if negative or capitalize on the positive trends. Some Examples are:

- Dispatch call handline times, are they within the NPFA Standards
- Response Times
- Time at ER
- Control of fires
- % EMS Saves
- Etc.

CONCLUSION

Our department will not successfully meet the expectations of the community by simply responding to calls for help and hoping that we've addressed all of the legal, ethical and technical aspects of emergency response. This plan insures that a systematic and comprehensive review of actual data and service delivery is in place that reveals shortcomings early, and provides relevant information to help address required modifications. We believe this plan will help us provide an aggressive, proactive support program for meeting the demands of our dynamic community, and we look forward to achieving

worthwhile, positive results.