

Village of Mukwonago
Notice of Meeting and Agenda

JOINT VILLAGE & TOWN BOARD MEETING MEETING
Monday, June 13, 2022

Time: **6:30 pm**

Place: **Mukwonago Village Board Room, 440 River Crest Ct., Mukwonago, WI 53149**

1. Roll Call

2. New Business

2.1 Mueller Communications presentation on their process and associated costs.
[Mukwonago Referendum Education Plan_Mueller_June 2022.pdf](#)

2.2 Paying the costs of the consultant

2.3 Presentation of the Final Standards of Cover Document.
[Mukwonago Fire Department Standards of Cover Final.pdf](#)

2.4 Discussion and possible action on a resolution authorizing a Referendum for the Town and Village to allow the Town and Village to exceed the state imposed levy limit for hiring additional Full Time Firefighters within the Mukwonago Fire Department beginning with the 2022 Levy (collected in 2023) and on an ongoing basis. (Village Action Only)
[Cover letter from atty. regarding Resolution for Levy Limit \(002\).pdf](#)
[Levy Limit Checklist 5.9.22 \(002\).pdf](#)
[Referendum Exceed Levy Limit Resolution \(Village\) 5.9.22 \(002\).pdf](#)

3. Adjourn

Immediately Following the Joint Village/Town Board meeting the Town Board of Supervisors will hold a Special Town Board Meeting.

It is possible that a quorum of, members of other governmental bodies of the municipality may be in attendance at the above stated meeting to gather information. No action will be taken by any governmental body at the above stated meeting other than the governmental body specifically referred to above in this notice. Please note, upon reasonable notice, efforts will be made to accommodate the needs of individuals with disabilities through appropriate aids and services. For additional information or to request this service, contact the Municipal Clerk's Office, (262) 363-6420.



MUKWONAGO JOINT FIRE DEPARTMENT

Public Education Campaign Proposal
Public Safety Staffing Referendum

Updated: June 2, 2022

MUELLER COMMUNICATIONS

WHO WE ARE

At Mueller, we take a
360° APPROACH
to communications.

Mueller Communications is a full-service communications and marketing firm based in Milwaukee. Our services range from earned and sponsored media, relationship building and local lobbying, to public affairs and design and video services. But at our core, we're problem solvers.

We leverage strong relationships, deep communications and public affairs experience, and unmatched problem-solving abilities to help clients achieve their goals. We work tirelessly to make things happen for our clients: from generating brand awareness to developing buildings, from putting people to work to facilitating world-class experiences, from connecting people and organizations to expertly navigating digital communications – we do what it takes to meet the needs of our clients.

At Mueller, our goal is not to be the largest agency, but rather a firm that is known locally, regionally and nationally by its reputation for driving exceptional results for our clients, providing unique solutions to challenging problems and conducting ourselves with integrity. Clients choose our firm because we provide high-touch client service and a deep understanding of the issues they face and opportunities they should pursue.

To top it off, our culture dictates that we have some fun in the process. With more than three decades of experience, ***we're the Wisconsin-based PR firm that you've been looking for.***

OUR STAFF

We hire the people
that fit our culture of
**hard work,
innovative strategy
& upstanding
character.**

At Mueller, ***we pride ourselves on our culture and being an employer of choice.***

Among our senior team, we enjoy an average tenure of 11 years at Mueller.

This experienced team works without silos at Mueller: each individual is ***experienced in the wide range of communication services we provide.*** Our teams are ***custom-built to serve each client,*** ensuring the right mix of skills, personalities and background knowledge to get the job done.

What makes us unique is our deep bench strength. While you will have a core team dedicated to supporting Fort Atkinson, you also have access, when needed to the entire team of ***26 full-time staff members with a diverse range of experience:*** we have former print and broadcast journalists, local and state legislative staffers and individuals who learned their craft working in corporate environments.

Our bench strength means that ***someone will always be available to you to answer a question or respond to a request, 24/7, 365 days a year.*** By including team members with different levels of experience, we always aim to have the most-qualified, least-costly staff member execute each task needed for a successful campaign.

OUR TEAM

We develop a custom team for each client. This approach enables us to provide you with maximum value and to ensure that - because of our **deep bench strength** - a member of your team will always be available to you.



LORI RICHARDS
CHIEF EXECUTIVE OFFICER



JAMES MADLOM
CHIEF EXECUTIVE OFFICER



CARL MUELLER
FOUNDER



ELIZABETH HUMMITZSCH
VICE PRESIDENT



ANDY LEDUC
VICE PRESIDENT
DIGITAL STRATEGY &
OPERATIONS



MARY JESSEN
CLIENT DIRECTOR



CASS BERGEMANN
CLIENT DIRECTOR



PHILL TREWYN
CLIENT DIRECTOR



CHRISTIE WOLFE
CONTENT DIRECTOR



KRISTA RUEHMER
SENIOR MANAGER



JENNIFER MORTON
SENIOR MANAGER



MIA TRIPI
SENIOR MANAGER



LAURA KELLER
SR. CREATIVE MANAGER



SARAH WAKEMAN
SR. DESIGN ASSOCIATE



ANGELA OHLINGER
DIGITAL MARKETING
STRATEGIST



ERIN NACHTIGALL
DIGITAL CAMPAIGN
ANALYST



KEVIN KOCCHI
DIGITAL CAMPAIGN
ANALYST



AKASH PUNNOOSE
DIGITAL CAMPAIGN
ANALYST



ANNA STORY
ASSOCIATE



LAUREN GOETZ
ASSOCIATE



ANNA WILLKOMM
ASSOCIATE



TÉA TETTING
ASSOCIATE



JENNY GROSS
ASSOCIATE



LEKSI CRAIG
DESIGN ASSOCIATE



MARK CURRAN
ASSOCIATE



SOPHIE MURRAY
ASSOCIATE



ERIKA QUINONEZ
ASSOCIATE



AMELIA VENEGAS
OFFICE
ADMINISTRATOR



GINNY CZARNECKI
EXECUTIVE ASSISTANT



KIRSTEN MUELLER
ADMINISTRATIVE
SERVICES ASSISTANT



OUR

RECOMMENDED APPROACH

APPROACH



Mueller will create and execute a public information and education campaign that clearly articulates for voters the need for additional resources and the impact to the if the referendum passes or if it fails.

Outreach Plan & Strategy: At the outset of our work together, we will conduct an initial audit to understand the research that has been completed to-date regarding public safety needs. We will also conduct interviews with key staff to understand the unique needs of the Mukwonago Joint Fire Department, the communications approaches that work best with residents and to identify the most likely questions or concerns from residents. Based on that information, as well as the research completed by the police and fire departments, we will develop and refine a communications strategy that may include the following key elements.



Communications Materials: We will work with you to develop clear and concise materials that will effectively communicate the key information about the referendum:

- Key messages for use in ensuring consistent communication across all outreach methods;
- A fact sheet / infographic that explains the situation and the necessity for the referendum; and
- FAQs to help disseminate facts and dispel any misconceptions about the need for the referendum, what the funding would be used for, and the process taken thus far.

APPROACH



Outreach Approaches: We will take the key information in the communications materials and leverage them to develop and distribute information proactively to the community.

- **Direct Mail:** We recommend developing and distributing three direct mail pieces to all residences in the service area. Each mailer would provide key information about the referendum, as well as links for more information.
- **Posters / Displays:** We will develop informational graphics, posters, and / or cover photos that can be printed and displayed in municipal buildings and shared across the Department's and other relevant social media channels.
- **Presentation Deck:** We will develop a presentation that can be used by Department leaders and relevant elected officials to explain the referendum at community meetings (in person or online).
- **Information Sessions:** We would work with the Department to develop a series of information sessions to provide an opportunity for the Department to share the need for the referendum and residents to ask questions. The sessions would be promoted in advance and recorded to be made available for later viewing.
- **Community Presentations:** We would work with the Department to identify opportunities to speak to local community organizations about the referendum.

APPROACH



Online Presence: Online communications is a critically important tool to communicate with the electorate, especially given the challenges of COVID-19. We would work with the Department to explore the following online education components:

- **Website:** We would develop content for a landing page on the Department, Village and Town's websites that would serve as the hub for information on the public safety referendum, including the survey results, mailers, an online FAQ and an opportunity for residents to submit questions and have the answers posted each week.
- **Social Media - Organic:** We will work with the Department to develop content that it can post regularly on its social media channels to inform the electorate about the need for the referendum. We will also provide a response guide that identifies likely questions and suggested answers that staff can use in responding to online engagement.
- **Social Media - Paid:** We will develop engaging video content to leverage as display advertising on Facebook. We recommend a series of explainer videos from the Police and Fire Chief explaining the need for additional resources.



Earned Media: We will work with Department staff to develop and distribute news releases and media pitches designed to secure coverage in the local media about the referendum.



*We will work closely with you to understand the needs of your community and develop a detailed timeline to meet your needs. **A sample timeline to support a November referendum is below:***

- **June 2022:**
 - Mueller Communications meets with Department to begin developing the outreach plan and approach
 - Mueller works with City to refine outreach plan
 - Department shares previous studies, presentations, other materials
 - Mueller requests any additional information, data as necessary
 - Mueller begins work on initial messages:
 - Key messages
 - FAQs
 - Charts and graphs to illustrate need
 - Mueller and Department meet to workshop messaging
 - Department approves initial messaging drafts
 - Mueller uses approved messages to draft and design additional outreach tools:
 - Website content
 - Fact sheet
 - Presentation deck
 - Video ad script
 - Mueller conducts outreach to vendors, including videographer and printer



- **July 2022:**

- Department identifies relevant community groups to engage for presentations, dates for information sessions
- Department approves outreach materials
- Mueller develops media outreach materials:
 - Media list
 - News release announcing question
- Mueller drafts social media posts, designs graphics for social media
- Department and Village and Town share access, as relevant, to social media channels
- Department creates email address to capture referendum-related questions, sets up forwarding for Mueller team
- Video shoot conducted and video ad in development

- **August 2022:**

- Website content uploaded to site(s)
- Mueller distributes news release indicating dates for upcoming public information sessions and providing overview information about the referendum itself
- Department approves, begins posting social media content
- Mueller drafts and designs first mailer

- **September 2022:**

- Mailer 1 sent to all households served by the Department
- Department begins outreach to community groups to schedule meetings, begins facilitating presentations
- Mueller drafts and designs second mailer



TIMELINE

- **October 2022:**
 - Social media ad launches for 5-week campaign
 - Mailer 2 sent to all households served by the Department
 - Social media posts continue to be published
 - Mueller conducts outreach to media about upcoming info sessions
 - Information sessions held in each community
 - Department continues to present to relevant community groups
 - FYI: Mail-in ballots begin to arrive
 - Mueller drafts and designs third mailer
 - Mailer 3 sent to all households served by the Department
- **November 2022:**
 - Social media ad continues to run
 - Social media posts continue to be published
 - Mueller conducts outreach to media about election on November 8
 - FYI: Election day November 8

OUR BUDGET ESTIMATE

We will **work with you to refine our scope of work and budget** to best meet the needs of the Mukwonago community.

**Note: This budget estimate is preliminary as of April 13, 2022 and may be updated based on information we receive from the Department.*

Our recommended budget is as follows:

Professional Fees, Mueller Communications: (Will be based on actual fees, not to exceed this amount based on current understanding of the scope of work; includes basic video production)	\$38,500
Administrative and Technical Fee:	\$ 2,888
Media Spend, Social Advertisements:	\$ 2,000
Printing / Mailing Costs Estimate* (Mailers): Estimate to print and mail three separate, 4-color direct mailers to be sent to all households (approx. 6,000)	\$8,682
Total Project Budget:	\$52,070

A faint, stylized illustration of a cat's face and paw is visible in the background. The cat's face is on the right, looking towards the left, with its paw raised towards its mouth. The illustration is in a light gray color, matching the background.

THANK YOU

Please feel free to contact us with any questions.



CASE STUDIES

PAST PROJECTS

Fond du Lac



**CITY OF FOND DU LAC
2021 PUBLIC SAFETY
REFERENDUM**

VOTE TUESDAY, APRIL 6, 2021
The City of Fond du Lac has identified a need to add additional public safety personnel to the Police Department and Fire/Rescue.

WHY DO WE NEED A REFERENDUM NOW?



Current public safety funding is insufficient to meet the growing service demands and needs of the community. Fond du Lac must act now if it is to maintain its first-class fire, paramedic and police services.



The challenge is that while the need and program costs continue to rise, current funding sources are stagnant or decreasing.



Because of state-imposed levy limits, Fond du Lac must ask approval from taxpayers through a referendum to increase the tax levy to fund these services.

IF A MAJORITY VOTE "YES"
If the referendum is approved by a majority of voters, the City of Fond du Lac will be able to add critically necessary additional staff:



+6 FIREFIGHTER/PARAMEDICS



+6 POLICE OFFICERS



AND THE EQUIPMENT NEEDS FOR EACH

PROPERTY TAX IMPACT
\$1,303,287 TOTAL INCREASE SPREAD OVER 100 DOLLARS

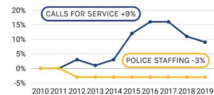
ASSESSED PROPERTY VALUE	PER YEAR	PER WEEK
\$100,000	\$43.00	\$0.83
\$125,000	\$53.75	\$1.03

CRITICAL NEED FOR PUBLIC SAFETY RESOURCES

The City of Fond du Lac has identified a need to add additional public safety personnel to the Police Department and Fire/Rescue.

CURRENT PUBLIC SAFETY FUNDING IS INSUFFICIENT TO MEET THE GROWING SERVICE DEMANDS AND NEEDS OF THE COMMUNITY, and Fond du Lac must act now if it is to maintain its first-class fire, paramedic and police services.

The challenge is that while the **NEED CONTINUES TO RISE**, current funding and staffing levels are stagnant or decreasing.



CASE STUDY

Stagnant funding and increasing demand for public safety services **threatened the City of Fond du Lac's ability to provide local fire and paramedic services and to adequately staff its police department** to meet all responsive and preventative responsibilities.

Fond du Lac worked with Mueller Communications between December 2020 and April 2021 to **educate the community on the need for a public safety referendum** on April 6, 2021.

Mueller created and executed a campaign that included the development of educational materials, including key messages, fact sheets and infographics, and informational posters, and updates to the City of Fond du Lac website that clearly conveyed the situation. With materials developed, the team prepared three direct mail pieces, drafted posts to share across Fond du Lac social media channels, and created informational presentations for the City Administrator, Police Chief and Fire Chief to share with community groups and city council members.

Electors in the City of Fond du Lac ultimately voted two-to-one to approve the increase in the property tax levy, allowing Fond du Lac to add six new police officers, six new firefighters/paramedics and the equipment needs for each new staff member.

CASE STUDY

SOUTH MILWAUKEE 2017 Public Safety Referendum



WHAT IS ON THE BALLOT TUESDAY, NOVEMBER 7, 2017

The South Milwaukee Common Council has unanimously approved an operating funds referendum question asking taxpayers to increase the tax levy by \$0.06,641 to maintain current paramedic services and hire two additional police officers. The special election will be held on Tuesday, November 7. If approved by voters, homeowners would pay an additional \$52 per year for every \$100,000 of their home's value starting in 2018 and beyond.

The formal resolution requesting permission to exceed the state revenue limit will appear as follows on the November 7 ballot:

Under state law, the increase in the levy of the City of South Milwaukee for the tax to be imposed for the next fiscal year, 2018, is limited to .09%, which results in a levy of \$10,754,942. Shall the City of South Milwaukee be allowed to exceed this limit and increase the levy for the next fiscal year, 2018, by a total of \$2.2%, which results in a levy of \$11,381,095?



For additional background information, including the community survey results, visit the city website: www.smmi.org



WHY ARE WE PROPOSING THIS REFERENDUM NOW?

As South Milwaukee seeks to maintain its strong public safety services it faces a growing budget gap—as the demand for these services continues to rise, funding from current sources is either stagnant or decreasing.

The City must take action if it is to preserve locally provided paramedic services into the future. The City has also identified a need for additional police officers to deliver on the department's mission and address growing public safety needs.

We are responding directly to community input. The City of South Milwaukee evaluated several funding options to maintain the first-class fire and police services residents have come to expect. As part of the decision-making process, the City solicited feedback via a community-wide survey. More than 1,550 residents responded, with the majority supporting an operational referendum.

VOTE NOVEMBER 7

A continuing decline in outside funding for paramedic services created a **significant, growing gap in the City of South Milwaukee's municipal budget that threatened its ability to provide local paramedic services and to adequately staff its police department** to meet all responsive and preventative responsibilities.

South Milwaukee worked with Mueller Communications to develop an Options Assessment to identify the potential solutions to the public safety funding challenges. Based on the findings of that assessment, Mueller worked with Community Perceptions to conduct a community survey to gather input on the community's preferred options. The Common Council voted to place a public safety referendum question on the Fall 2017 ballot and engaged engaged Mueller Communications to assist with a **public information campaign in advance of a referendum vote**.

Between July and November, Mueller created and executed a campaign that included the development of educational materials, including key messages, fact sheets and infographics, and informational posters, and a website landing page that clearly conveyed the situation. With materials developed, the team prepared two direct mail pieces, drafted posts to share across South Milwaukee social media channels, and created presentations for the Mayor and City Administrator to share with community groups.

Nicolet Union School District



**NICOLET
HIGH SCHOOL**

*Accelerating Achievement
Every Student, Every Classroom, Every Day*

CASE STUDY

In April of 2016, **voters in the Nicolet Union School District were asked to approve an operational referendum** to fund an additional \$3.15 million for each of the next six school years to maintain and support instructional programs, services, and class sizes at Nicolet High School.

To prepare for the eventual district-wide vote, the District and community supporters hired Mueller Communications in 2014 to **develop and execute a public education plan** that would highlight the achievements of students, teachers and alumni, and demonstrate the value in providing additional funding for Nicolet High School and the district.

Mueller's efforts to generate awareness included media outreach, external community publications, internal communications to students, families, and teachers, as well as a proactive government affairs strategy to strengthen relationships with local elected officials.

Six months prior to the referendum vote, Mueller Communications created a communications plan and strategy that built on the previous awareness campaign to **explain the operational referendum, while at the same time appealing to the community's shared commitment** to supporting quality education.

CONTINUED >>

Nicolet Union School District

CASE STUDY

NICOLET HIGH SCHOOL DISTRICT

ACCELERATING ACHIEVEMENT – EVERY STUDENT, EVERY CLASSROOM, EVERY DAY

REFERENDUM 2016 FACT SHEET

WHAT IS ON THE BALLOT TUESDAY APRIL 5, 2016

The Nicolet High School District's School Board has unanimously approved an operating funds referendum question asking taxpayers to fund an additional \$3.15 million for each of the next six school years (2016-2017 through 2021-2022) to maintain and support instructional programs, services, and class sizes. If approved by voters on April 5, 2016, homeowners would pay an additional \$7 per year for every \$100,000 of their home's value for six years.

The formal resolution requesting permission to exceed the state revenue limit will appear as follows on the April 5, 2016 ballot:

Shall the Nicolet Unified High School District, Milwaukee and Ozaukee Counties, Wisconsin be authorized to exceed the revenue limit specified in Section 121.31, Wisconsin Statutes, by \$3.15 million per year for non-recurring purposes for the 2016-2017 school year through the 2021-2022 school year, in order to maintain and support instructional programs, services, and class sizes?

WHY ARE WE PROPOSING THIS REFERENDUM NOW?

Our current operational referendum is expiring. In 2011, residents of the Nicolet High School District passed a \$2.15 million operational referendum per year for the last five years to maintain programs and services. The referendum will expire at the end of the current school year (2015-2016) and without a replacement referendum, the District is facing a budget shortfall averaging \$3.15 million per year (or approximately 15% of the annual budget) over each of the next six years.

We must continue to maintain and protect instructional programs, services, and class sizes to support student achievement for every student, in every classroom, every day. Renewing the operational referendum funds will help preserve Nicolet's high quality programming, retain critical teaching staff, and maintain small class sizes. We are committed to sustaining our community's high expectations for educational opportunities and student achievement.

We are responding directly to community input. The School Board evaluated several financial scenarios for the 2016-2017 school year and beyond. As part of the decision-making process, the School Board solicited feedback via a town hall meeting with more than 210 residents requested, with the majority supporting an operational referendum for \$3.15 million per year. Complete community survey results are available on the district website: www.nicolet.us.

NICOLET HIGH SCHOOL DISTRICT REFERENDUM 2016 | WWW.NICOLET.US | VOTE APRIL 5



WHAT WILL THE REFERENDUM COST?

If the referendum is approved on April 5 by the majority of district voters, the annual Nicolet High School property tax would increase by approximately \$7 per year for every \$100,000 of property value for six years. For example, the impact to a property valued at \$250,000 would be \$17.50 more per year (\$1.46 per month); a property valued at \$500,000 would note an increase of \$35.00 each year (\$2.91 per month).

ESTIMATED TAX INCREASE PER YEAR FOR 6 YEARS (OPERATIONAL REFUND OF \$2.15 MILLION)	OPERATIONAL REFERENDUM \$3.15 Million Per Year (OPERATIONAL REFUND OF \$3.15 MILLION PER YEAR)	
Property Value	Per Year	Per Month
\$100,000	\$7.00	\$0.58
\$250,000	\$17.50	\$1.46
\$500,000	\$35.00	\$2.91

WHAT IF THE REFERENDUM FAILS?

If the referendum is not approved, the community would note a property tax decrease of approximately 15% in 2016-2017. However, this would require the district to make approximately \$2.1 million in immediate budget cuts and use an estimated \$800,000 of the district's fund balance (operating reserves) for the 2016-2017 school year. We estimate an ADDITIONAL \$800,000 in budget cuts would also be required for the 2017-2018 school year, before leveling off to approximately \$175,000 to \$275,000 of reductions per year thereafter.

IF IT FAILS...

The District would need to close the budget gap(s) by making potential reductions such as:

- Increased class sizes due to the reduction of teaching staff
- Reductions in course offerings and co-curricular programs
- Reductions in instructional support services such as guidance and classroom aides
- Reductions in instructional technology
- Reductions in facility maintenance projects



MAKE AN INFORMED DECISION & LEARN MORE

- VISIT www.nicolet.us/districtreferendum.htm
- EMAIL us at Nicolet.Referendum@nicolet.us
- SCHEDULE an informational presentation for neighbors or community groups at 414-351-7520
- ATTEND a Referendum Information Open House
 - Wednesday, March 16, 5:30 - 8:00 PM, Nicolet High School Library
 - Saturday, March 19, 9:00 - 10:30 AM, Nicolet High School Library
- WATCH your mail for more information in the Nicolet Knight Newsletter coming in March

NICOLET HIGH SCHOOL DISTRICT REFERENDUM 2016 | WWW.NICOLET.US | VOTE APRIL 5



That strategy included a series of direct mail pieces - including fact sheets like the ones you see here - social media posts, and community information sessions to educate voters about the need for the referendum. Mueller also leveraged an engagement plan to reach targeted audiences through direct mail, paid advertising, stories secured in traditional media outlets and letters to the editor.

The **referendum passed with 67 percent of the vote** during a year that saw one of the state's highest turnout for a spring election.

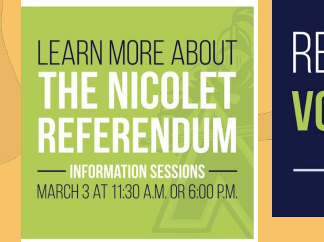
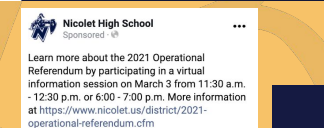
Since then, the District engaged Mueller Communications to be their ongoing communications partner, overseeing strategy and support for a variety of communication needs, including: messaging and branding, thought leadership, proactive and reactive media, fundraising, social media, facilities planning, newsletters and more.

As Nicolet's ongoing communication partner, Mueller **once again supported Nicolet's April 2021 operational referendum efforts** and continues to strategize for a potential facility referendum in the near future.

CONTINUED >>

Nicolet Union School District

CASE STUDY



HOW WILL THE REFERENDUM IMPACT TAXPAYERS?

If the referendum is approved, property taxpayers would pay an additional \$1.7 for every \$100,000 of their property value for the next six years. This impact is demonstrated in the chart to the right. Based on current assumptions for debt service, enrollment, and increased revenues, the District projects that the mill rate will decline in future years as shown in the graph below.

WHAT HAPPENS IF THE REFERENDUM FAILS?

Without a referendum, Nicolet is facing an average budget shortfall of approximately \$1.5 million per year for 23 general operations (budget) over the next six years. To achieve a balanced budget in 2021-22, Nicolet would need to implement an immediate reduction of \$2.4 million in expenses. Future years would require additional budget modifications.

The District would also close the budget gap by making certain cuts such as:

- Elimination of some co-curricular and extracurricular programming for students
- Reducing the number of teachers and support staff, resulting in increased class sizes
- Reducing the variety and frequency of courses taught at Nicolet
- Reduced funding for instructional technology



Passing a referendum, especially during a global pandemic, is no easy task. Fortunately, Mueller Communications has built a deep understanding of the Nicolet community through the last five years of partnership, enabling us to prepare and execute a communication plan that was seamlessly integrated into Nicolet's comprehensive communication strategy.

In addition to many of the tactics pursued in 2016, Mueller Communications helped prepare an online, interactive Frequently Asked Questions page and submission form in which members of the community received responses to their questions quickly, efficiently, and safely thanks to the virtual format.

To engage the community in a safe way during the pandemic, Mueller also helped plan virtual referendum information sessions to encourage community members to connect directly with Superintendent Dr. Kabara to ask questions.

Mueller also managed a highly successful digital display and social media ad campaign that utilized geotargeting and site retargeting to share information about the referendum and remind community members to vote.

The **referendum once again passed with 67 percent of the vote.** Mueller Communications continues to be Nicolet's trusted communications partner and looks forward to working with them for years to come.

Fox Point - Bayside School District



CASE STUDY

In 2015, residents of the **Fox Point-Bayside School District** approved a **\$950,000 operational referendum** allowing the District to maintain instructional programs, class sizes and effective operations that the community has come to expect.

In advance of the referendum expiration at the end of the 2018-2019 school year, the School Board and District Administration desired to reassess the needs of the district and pursue a replacement referendum to continue to supplement the district budget for the years ahead.

The Fox Point-Bayside School District engaged Mueller Communications in May 2018 to assist in the preparations and, ultimately, the pursuit of the recurring operational referendum. Mueller's work centered around three objectives:

- Promote awareness of the Fox Point-Bayside School District's achievements and the important role that quality schools play in creating strong families, strong communities and strong property values;
- Develop and strengthen relationships with local elected officials and community leaders; and
- Educate voters about the need and purpose for the referendum.

Fox Point - Bayside School District

COASE STUDY

FOX POINT-BAYSIDE SCHOOL DISTRICT ELEVATING EVERYONE TO EXCELLENCE Replacement Referendum 2018 Fact Sheet



VOTE ON TUESDAY
NOVEMBER 6, 2018

Voters in the Fox Point-Bayside School District will be asked to approve an operating funds referendum to raise one-half cent of sales tax on property values in the district. The referendum would fund an additional \$3.1 million for each of the next four years (2019-2020 through 2022-2023) to maintain instructional programs, class size and effective operations.

If approved by voters on November 6, the referendum would raise an additional \$74 per year on average for every \$100,000 of full-time home's value.

The formal resolution passed unanimously by the Fox Point-Bayside School Board requires voters to extend the state-approved referendum. The referendum will appear on a ballot on the November 6, 2018 ballot.

After the year school district Number 2, Village of Fox Point-Bayside, Missouri and Council Counties, Wisconsin are authorized to receive \$3.1 million in additional funding for the 2018-2019 school year. The referendum will appear on a ballot on the November 6, 2018 ballot.



WHY DO WE NEED A REPLACEMENT REFERENDUM? OUR CURRENT OPERATIONAL REFERENDUM IS EXPIRING.

- In 2015, residents of the Fox Point-Bayside School District passed a \$100,000 operational referendum. The District had used those funds along with fund reserves to maintain instructional programs, class size and effective operations.
- The referendum is set to expire at the end of the 2018-2019 school year, and without a replacement referendum, the District will lose a \$100,000 per year (2.1% of the annual budget) over each of the next four years.

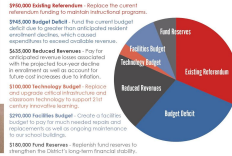


WHY DOES THE DISTRICT NEED \$3.1 MILLION?

The Missouri Department of Public Instruction has recognized the Fox Point-Bayside School District with a rating of "High Quality Schools" for the 2017-2018 school year.

The \$3.1 million replacement referendum will ensure the continued academic excellence the community has come to expect. Over the last three years, the District has used the 2015 referendum to fund the operating budget. During that same time, state-determined revenue has decreased as a result of declining enrollment. Losing the District to use reserve funds to support preferred class sizes.

In the years ahead, \$3.1 million will allow the District to meet the following needs:



WHAT STEPS HAS THE DISTRICT TAKEN TO CONTROL SPENDING?

- When facing budget reductions, the District has made difficult decisions to reduce operating expenses, personnel and cost saving measures include:
- Contracting with Haver High School, Chandler Middle School and Bayside Middle School for shared services.
- Reducing staff size through attrition rather than layoffs.
- Requesting increased employee premiums and cost for health insurance.
- Referring to increased private community donations to fund projects.



WHAT DOES IT MEAN IF A MAJORITY VOTE "YES"?

If the referendum is approved, the District will be able to maintain instructional programs, class size and effective operations. The annual property tax would increase on average by \$74 per year for every \$100,000 of property value, starting with the 2018-2019 school year.

REPLACEMENT REFERENDUM \$3.1 MILLION PER YEAR
Increase of approximately \$74 per \$100,000 of property value

PROPERTY VALUE	PER YEAR	PER MONTH
\$100,000 of property value	\$74.00	\$6.16
\$200,000 of property value	\$147.00	\$12.46
\$400,000 of property value	\$294.00	\$24.93

WHAT DOES IT MEAN IF A MAJORITY VOTE "NO"?

- If the referendum fails, the District would need to close the budget gap(s) by making 2.1% across-the-board reductions in personnel and operational expenses. The potential impact of these cuts could include:
- Reduction of staff positions - administrators, teachers and support staff which could include 12 full-time classroom teachers (one per grade).
- Increased class size due to teaching staff reductions - from approximately 25 students per class to 27 students.
- Reductions in "specialty" courses - fine arts, world languages, physical education, performing arts and creative writing, as well as the number of athletic and co-curricular programs offered.
- Reductions in instructional support services and enrichment opportunities for students.
- Inability to continue advancements in instructional technology and facility maintenance.



MAKE AN INFORMED DECISION & LEARN MORE

Visit <http://www.bayside2.org> or email us at referendum@bayside.org
SCHEDULE an informational presentation for neighborhood or community groups at 6:45 a.m. or 7:45 a.m.
WATCH your mail for more information from the District
ATTEND a Referendum Information Open House
Saturday, September 15
9:00 - 10:00 a.m.
Donors: Elementary in the School Gym
Monday, October 1
8:30 - 9:00 a.m.
Bayside Middle School in the School Gym
Wednesday, October 17
8:30 - 9:00 a.m.
Donors: Elementary in the School Gym
Saturday, October 27
9:00 - 10:00 a.m.
Bayside Middle School in the School Gym

Mueller also developed a website landing page, hosted and promoted community information sessions, organized presentations to key community groups, coordinated media relations efforts and used small engagement focus groups to gauge how effective the communications had been thus far.

The referendum passed with 63 percent of the vote.

Additionally, Mueller Communications continues to be Fox Point-Bayside's trusted partner for communications needs outside of referenda, assisting with communications, newsletters, media relations, events, crisis situations and more as needed.

Mueller Communications has begun working with Fox Point-Bayside in anticipation of a facilities referendum in the spring of 2022.

Town of Yorkville

CASE STUDY

With economic development projects changing the landscape in Racine County, the Town of Yorkville recognized its unique position and opportunity to attract additional development.



In anticipation of this possibility, **the Town sought to protect resident interests by incorporating and updating the Town's comprehensive plan. This measure required a referendum.**

To educate the community about these processes and the benefits Yorkville may see if they proceed, the Town hired Mueller Communications to **provide communications counsel and produce informational materials.** These efforts included drafting and designing materials, including a fact sheet outlining the incorporation process, the referendum, and its impact on municipal governance, creating a presentation and facilitating a public information meeting, and coordinating media interviews regarding the incorporation process.

Voters in Yorkville favored incorporating the Town by a wide margin, with 1,060 voting "yes" and only 54 voting "no."

2022

Standards of Cover



Mukwonago Fire Department

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Executive Summary

The Town and Village of Mukwonago area has transformed from a farming community to an upscale commercial and residential hub of Waukesha County over the last 20 years. As the Mukwonago community continues to change, the Mukwonago Fire Department strives to provide a high-quality service. The self-assessment process provided a method to systematically evaluate our performance and services levels on a continual basis. This document contains the Standards of Response Coverage portion of that self-assessment. The Standard of Response document takes an in-depth look at the risks present in the Town and Villages of Mukwonago, it establishes response goals based on the risks, and an evaluation of past performance and a statement of future relating to meeting the response goals.

Component A - Description of the Community Served

Community Profile

The area was originally a Native American village and the tribal seat of the Bear Clan of the Potawatomi Indians. The name "Mukwonago" derived from "mequanego" which translates to bear's den. The spelling "Mukwonago" was adopted in 1844 because of the similarity to nearby Mequon. Many of the streets and roads named after the city's founders, such as Ira Blood, Major Jessie Meacham, Sewall Andrews, and Thomas Sugden

Village of Mukwonago is located at 42°51'52"N 88°19'50"W (42.864557, -88.330619).

According to the United States Census Bureau, the village has a total area of 8.11 square miles (21.00 km²), of which, 7.90 square miles (20.46 km²) of it is land and 0.21 square miles (0.54 km²) is water.

The Town of Mukwonago has a total area of 32.0 square miles (82.8 km²), of which, 30.9 square miles (80.1 km²) of it is land and 1.0 square miles (2.7 km²) of it (3.29%) is water.

Demographics

Mukwonago /mʌ'kwɒnəɡoo/ is a village in the U.S. state of Wisconsin. The population was 8,190 at the January 1, 2021, estimate. Due to COVID delays, the U.S. Census Bureau did not release municipal Census 2020 data until August 12, 2021. For this reason, the DOA's 2021

population estimates were based on Census 2010 data. The village is located mostly within the Town of Mukwonago in Waukesha County, with a small portion extending into the Town of East Troy in Walworth County. Of its population, 7,978 were in Waukesha County, and 212 were in Walworth County.

At the 2010 census there were 7,355 people, 2,923 households, and 2,003 families living in the Village of Mukwonago. The population density was 931.0 inhabitants per square mile (359.5/km²). There were 3,104 housing units at an average density of 392.9 per square mile (151.7/km²). The racial makeup of the village was 97.4% White, 0.2% African American, 0.2% Native American, 0.9% Asian, 0.1% Pacific Islander, 0.3% from other races, and 0.9% from two or more races. Hispanic or Latino of any race were 3.2%. Of the 2,923 households 35.6% had children under the age of 18 living with them, 54.9% were married couples living together, 8.6% had a female householder with no husband present, 5.1% had a male householder with no wife present, and 31.5% were non-families. 26.6% of households were one person and 10.7% were one person aged 65 or older. The average household size was 2.50 and the average family size was 3.05. The median age in the village was 37.9 years. 26.2% of residents were under the age of 18; 7.2% were between the ages of 18 and 24; 28.1% were from 25 to 44; 26.2% were from 45 to 64; and 12.4% were 65 or older. The gender makeup of the village was 48.9% male and 51.1% female. It is situated at the southwestern flank of the sprawling Vernon Marsh and encircles Upper and Lower Phantom Lake(s). The lakes lie midway along the Mukwonago River from its source springs to its meeting with the Fox River, which travels further southeast through Big Bend and beyond.

As of the 2000 census, there were 6,868 people, 2,184 households, and 1,965 families residing in the Town of Mukwonago. The population density was 222.2 people per square mile (85.8/km²). There were 2,241 housing units at an average density of 72.5 per square mile (28.0/km²). The racial makeup of the town was 97.90% White, 0.10% African American, 0.16% Native American, 0.32% Asian, 0.17% from other races, and 1.34% from two or more races. Hispanic or Latino of any race were 1.50% of the population. There were 2,184 households, out of which 48.9% had children under the age of 18 living with them, 83.7% were married couples living together, 3.7% had a female householder with no husband present, and 10.0% were non-families. 7.8% of all households made up of individuals, and 1.8% had someone living alone who was 65 years of age or older. The average household size was 3.14 and the average family size was 3.33.

In the Town of Mukwonago, the population is, with 31.4% under the age of 18, 6.5% from 18 to 24, 31.0% from 25 to 44, 26.8% from 45 to 64, and 4.4% who were 65 years of age or older. The median age was 37 years. For every one hundred females, there were 103.7 males. For every 100 females age 18 and over, there were 103.0 males. The median income for a household in the town was \$75,067, and the median income for a family was \$75,944. Males had a median income of \$50,610 versus \$30,895 for females. The per capita income for the town was \$26,071. About 1.3% of families and 1.4% of the population were below the poverty line, including 1.6% of those under age 18 and none of those age 65 or over.

Education

The public schools serving Mukwonago are Mukwonago High School, Park View Middle School, Rolling Hills Elementary, Section Elementary, Big Bend Elementary, Eagleville Elementary, Prairie View Elementary, Clarendon Avenue Elementary, and Norris Academy. Private schools include Mukwonago Baptist Academy, St. John's Lutheran School, St. Joes Big Bend, and Christ Lutheran Big Bend.

Department History

In 1913 a group of men that lived in Mukwonago created the Mukwonago Volunteer Fire Department. Through the years, The Mukwonago Fire Department (MFD) and its members have taken pride in providing dedicated service to the community, always looking to be the first department in the area to provide a new state-of-the-art service and equipment. Unfortunately, there is little knowledge of what the department had done prior to 1968. Information provided in this message collected through conversation with living past and present members of MFD.

In 1968 and earlier, MFD would respond to calls for help for people ill and hurt. Doc Brown was instrumental in making sure EMS started in Mukwonago and Waukesha County. In 1970 MFD purchased a 2-year-old Cadillac Hearse style Ambulance from Baraboo FD. This was the first ambulance that MFD responded with. MFD was one of the first ambulance services in the area including the surrounding communities. MFD often would go to other communities to transport people to the hospital. There were 2 other means to get to the hospital in this timeframe, take your car or call the sheriff and they came with a Suburban and drove as fast as possible to get you to the hospital, usually over 100 MPH.

1972 was the first year that an EMT class was provided in Waukesha County. Approximately twenty people trained at one time. MFD had four people in this class. Dave Peterson, Dan Dewey, Orlin Eilerson, and Don Fitzgerald. Don's EMT number was 847.

In the early 1970s, MFD purchased a top-mounted pumper from Pierce Manufacturing in Appleton WI. This happened to be the first-ever top-mounted pumper Pierce manufactured. Word has it that Chief Henry Buchholtz kept the truck in his garage for the first year and did not allow the FD to use the truck. Unknown why the truck unused for the first year. MFD had a good relationship with Pierce Manufacturing through the year purchasing at least four new engines and 1 used aerial and 1 used engine over the years.

Extrication was always something the fire service would struggle with to help people when involved in car accidents. For years MFD had to rely on hand tools to extricate people out of vehicles. In 1976 MFD became the second department in the state to own Hurst Jaws of life tools. The only department ahead of MFD was the Arlington FD.

Over the years there were ways to make sure people knew when there was a call for MFD to respond to. For years there was a fire siren at the station. In the days, the station siren was used, there was a bank of ten phones that were in the homes of the fire chiefs, fire station, police department, and a couple of other members had phones. In the absence of the chiefs, the wives of the chiefs could answer the phone also. The phone would ring as a constant ring until someone answered. Information was gathered, a button on the side of the phone was pushed that allowed the fire siren to be set off. If the call were in the village, the siren would go off three times, and if in the town the siren would go off four times. In the 1970s the Plectron Box was brought into the department. This would be the first pager. The Plectron was the size of an AM/FM radio that you find in a home of that time. It had a battery source to make it mobile. When the Plectron would alarm, it was a deafening sound to be sure to wake up everyone in your home. Years later, the Motorola invented the Minitor 1 pager. Motorola Minitor 3 was a pager that could record a message of where the call was located and what the call was. Portable radios were not used until the 1980s. Today 2021, we have cellphones that map our way to the call, pagers with the ability to receive on multiple frequencies, trunked radios that have better interoperability measures, computers in trucks with Computer Aided Dispatch information with directions to the call, and GPS units.

The Fire station for Mukwonago was always in the village since 1913. The village is where the highest concentration of members lived. There were members that lived in the township also. Town members would go directly to the scene, while the members in the village would go to the station to get the trucks on the road. At one time the Fire station was on Grand Ave, housing the fire department, Village Hall, Village Court, and DPW.

In 1981 There were enough MFD members that resided in the Town of Mukwonago that they opened a 1-bay station at the Townhall located at Hwy EE and Beulah Rd. Engine 227 was the first fire truck at station 2. By the early 1990's Station 2, had one engine, 1 ambulance, 1 grass

truck, and the tanker truck running out of a 1 ½ bay station. The department was growing in membership and the town population was growing also. The Town of Mukwonago constructed a new municipal building in 1999 which expanded the fire station and the police department's space.

In 2002 a new Station 1 constructed at 1111 Fox St. This station had 5-drive-through bays, with administration offices, a large conference room, and living quarters. This station would be an improvement that would allow MFD to have overnight staff and eventually hire the first Firefighter Paramedics to provide 24/7 coverage for the community.

EMS has always been the main service that MFD has offered. From having the first ambulance in the 1970s to the present, the members of MFD have always strived to have innovative equipment and skills.

For years, the ambulance service supplied Basic Life Support (BLS) care. In the 1980s the first defibrillator purchased to have on the ambulance. Soon thereafter there was a portable defibrillator that EMTs would take home and respond directly in their cars to the scene with a call sign "Portable Defib." This would get a first responder on the scene timelier since members still had to respond to the station to get the ambulance on the road. On September 20, 1993, MFD successfully revived the first patient using a defibrillator. EMT's on this call were Lt. Darrell Dent, Lt. Bob Stobber, Howard Legan, and Andy Wegner.

In 1996, MFD would increase the capabilities in EMS by becoming an IV tech ambulance service. This would allow EMTs the ability to start IVs in the field and administer medications that BLS EMTs could not administer.

During the transition from BLS to IV tech, MFD collaborated with a new Medical Director. Dr. Mark Schultz is a pioneer in fire-based EMS. Dr. Schultz grew up in a family of firefighters and EMTs. As he put himself through medical school, he never left his roots and was a paramedic that transitioned to an Emergency Physician. Mukwonago was lucky to be one of Dr. Schultz's first departments that he directed in EMS. With Dr. Schultz's leadership and the ambition of the MFD EMS members, Mukwonago would become one of the highest trained services in Wisconsin. Today Dr. Schultz is the medical director for departments in 3 counties, continues to provide Fire and EMS services to his hometown in Merton WI, and works as an Emergency Physician for Medical Associates.

August 15, 2004, would be marked as the day when EMS changed forever in Mukwonago. On this date, MFD transitioned to a one paramedic response service. Paramedics were key in saving Hundreds of lives that would not have been save able with the BLS ambulance. The first paramedics for the Mukwonago FD were Capt. Kevin Slotty, Lt. Beth Brester, Matt Sura, Mike Wos, John Rolfe, and Eric Lang. Today MFD has over 15 paramedics. MFD supplies paramedic

services for the town and village of Mukwonago, intercepts to multiple surrounding communities.

July 6, 2015, a new Emergency Room opened in Mukwonago at the D.N. Greenwald Center. This is an extension of Waukesha Memorial Hospital. MFD sent Paramedics to further schooling to be able to transport patients with Critical Care Skills. In the first year, MFD transported over eight hundred patients to Waukesha Memorial from the Mukwonago ER. Every year since the ER opened MFD has continued to transport a high volume of patients to Waukesha Memorial and other local hospitals from the Mukwonago ER. In 2022, The D. N. Greenwald Center plans to be a hospital with overnight patient care beds and multiple specialties. This may affect the number of patients that MFD must transport to other hospitals.

2020 was a trying year for Emergency Services. This was the year that COVID-19 affected the entire world. MFD was not immune to this virus. During the virus, MFD had staff that became sick and at the same time, MFD transported people with COVID to hospitals. Everyone had to wear masks for over a year. Eventually, in 2021 a vaccine became available and slowly things went back to a new normal.

Over the years the MFD has gone from a volunteer department to a paid-on-call department to a combination department. A combination department is made up of full-time staff as well as Paid-on-Premise and Paid-on-Call staff.

As EMS is such a huge part of what MFD does, MFD has always been an aggressive firefighting department. MFD has responded to many diverse types of calls over the years. One of the largest calls MFD responded to would be the fire at the Rainbow Springs Hotel on April 16, 2002. The fire was undetermined in the origin of the fire. Mutual aid responded from Waukesha, Walworth, Jefferson, Racine, and Milwaukee counties.

MFD collaborated with special team responses over the years. MFD has had a Dive team since 1980. Also, for a 10-year period around 2000, the department was part of the Southern Waukesha RIT Team.

In 2013, MFD celebrated 100 years of service. Honorary members, active membership, and the public came together to celebrate this momentous event. That year MFD also purchased the first brand new aerial platform for the department.

For 2021, MFD responded to 1327 EMS calls, 768 inter-facility transports and 282 Fire calls. Also, this year the department put into service a brand-new pumper/tender (3461) manufactured by Rosenbauer. This truck has 2500 gallons of water, 1500 GPM pump, pump, and roll, the first truck to have onboard foam, light tower, deck gun, extrication, and much more equipment.

Looking to the future, MFD hopes to be able to increase the staffing to more full-time personnel. April 4, 2020, RW Management supplied a study of the operations of MFD. In the report, there were recommendations made to improve the department from the status and operations. One of the recommendations that RW Management has brought forward is to increase the level of full-time staffing. The hope is that both communities governing boards will support a referendum that the community will vote to accept the increases. The communities have a professional department that operates as a full-time department, however, lacks having the full-time staffing to support the level of service the communities deserve. The increases would also help the department in providing adequate staffing when we have multiple calls of service at any given time. With the addition of more full-time staffing, the department will still need to rely on the part-time staff to help balance the workload.

MFD is where it is today, because of the members that came before us. The past continues to pave the way to the future. Thank you to all who have severed with MFD.

Major Milestones of the agency with Respect to Service Delivery in the Last Twenty Years

1972- First Emergency Medical Technicians (EMT)

1993- First save with Automatic External Defibrillator (AED)

1996- First Full-time career Chief hired, and department management reorganized.

04-16-2002- Rainbow Springs multi-alarm structure fire

2003- Construction of Station #1, first station to have overnight sleeping quarters- Headquarters.

2003- First fulltime Firefighter/ Paramedic hired- 40hrs weekdays

08-15-2004- Paramedic service established

2005- Second fulltime Firefighter/ Paramedic hired- 40hrs weekdays- MABAS Agreement signed and established as part of Division 106

2006- Third fulltime Firefighter/ Paramedic hired- fulltime staff transitioned to 24 hours on- 48 hours off

2007- Union 4585 charter established

2008- First Union Contract

02-27-2012- 1st MABAS Box Alarm requested for 435 Lake Street multiple structure fires

08-01-2013- Two Paid on-Premise staffing established

10-13-2013- 100 Year Anniversary- Ladder 3471 new in service

02-21-2014- 15 vehicle MVC on HWY 83 east of I43. MABAS 34-13 Box alarm

01-01-2015- Added additional Paid on-Premise Position

07-01-2015- Started Inter-facility transfers with ProHealth Care DNG Center

04-17, 19, 21-2016- Hired three additional fulltime staff

05-04-2017- 12-unit apartment fire 1241 Premier Woods-suspicious, no injuries total loss

07-03-2019- Floor collapse new construction 715 Main Street 6 injured and transported, used
Box 34-13

07-13-2020- Presentation of MFD Study to Joint Fire Board by RW Management

01-01-2021- Mukwonago FD now dispatched by Waukesha County Communications

Funding Sources

Funding for the department is acquired through ambulance fee revenue and municipal taxation. The department's funding is controlled through an annual budget that follows the Joint Fire Agreement between the Village and Town of Mukwonago. Through the annual budget, expenditures over \$5,000 identify as capital purchases while anything below are operational. The agency is organized and managed off a fiscal operating budget that begins January 1st and ends December 31st. The budget process begins during the June of the previous year and permits the leadership adequate time to request items for the agency. These items include monies needed for training, equipment, projects, and programs. All salaries and benefits are determined and set by the Joint Town and Village Boards.

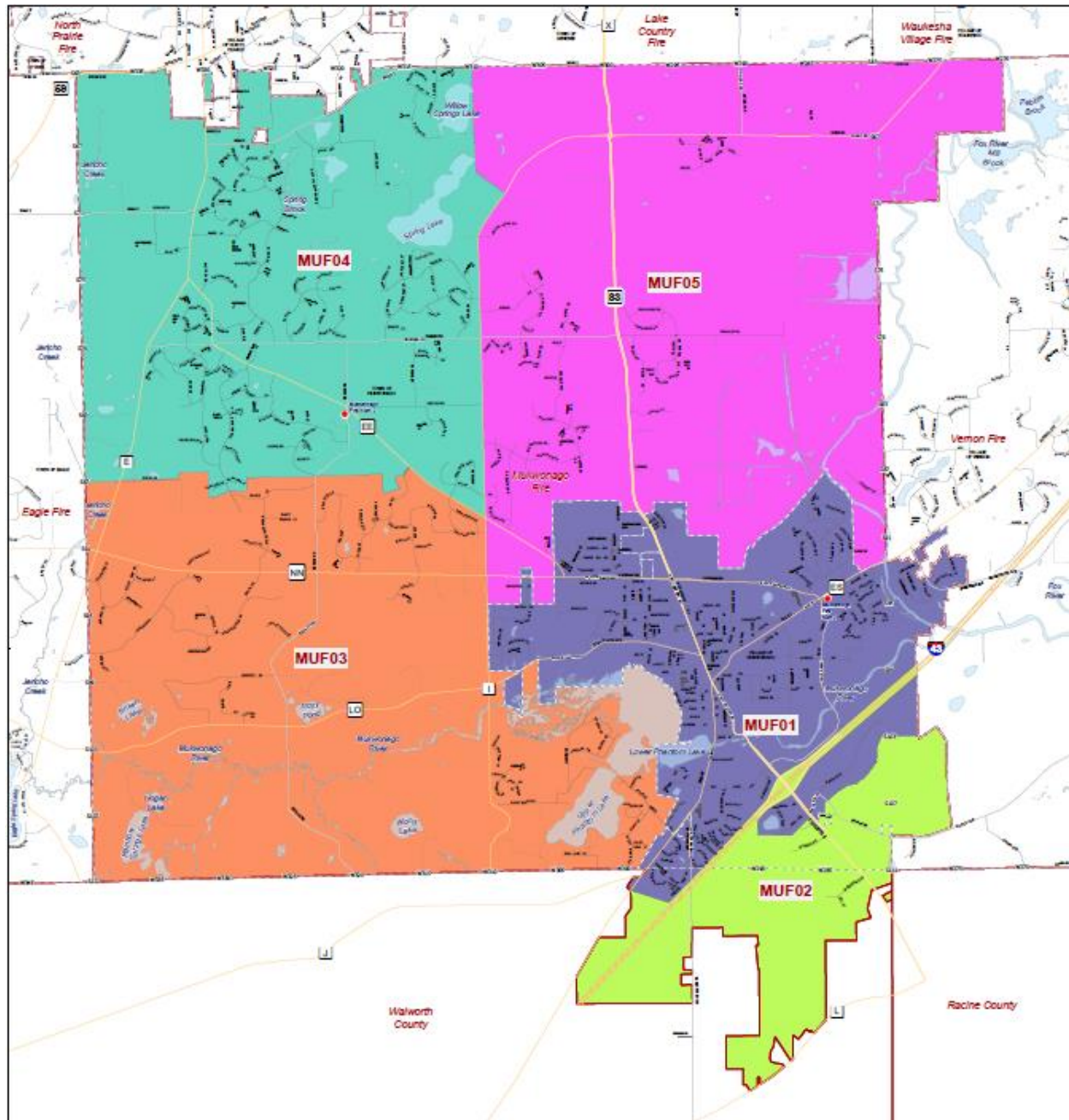
	2020	2019	2018	2017	2016	2015	2014	2013	2012	2011	2010	2009
Fire Ambulance (Final Budgets)	1,774,759	1,433,064	1,442,694	1,506,618	1,480,107	1,085,650	1,238,384	1,205,249	1,204,708	1,435,874	1,405,908	1,118,439
Total Other Finance Uses	230,036	32,546	89,790	50,346	99,385	5,900	153,102	151,302	198,628	477,735	524,422	301,100
Operating Budget	1,544,723	1,400,518	1,352,904	1,456,272	1,380,722	1,079,750	1,085,282	1,053,947	1,006,080	958,139	881,486	817,339
Taxes (Town & Village Contribution)	445,708	436,968	428,400	420,000	420,000	420,000	432,000	445,800	387,970	114,474	113,860	113,860
Total Other Financing Sources	-	-	-	-	16,824	84,238	143,976	136,208	5,697	137,501	110,500	23,470
Total	445,708	436,968	428,400	420,000	436,824	504,238	575,976	582,008	393,667	251,975	224,360	137,330
Taxes %	28.9%	31.2%	31.7%	28.8%	30.4%	38.9%	39.8%	42.3%	38.6%	11.9%	12.9%	13.9%

Climate

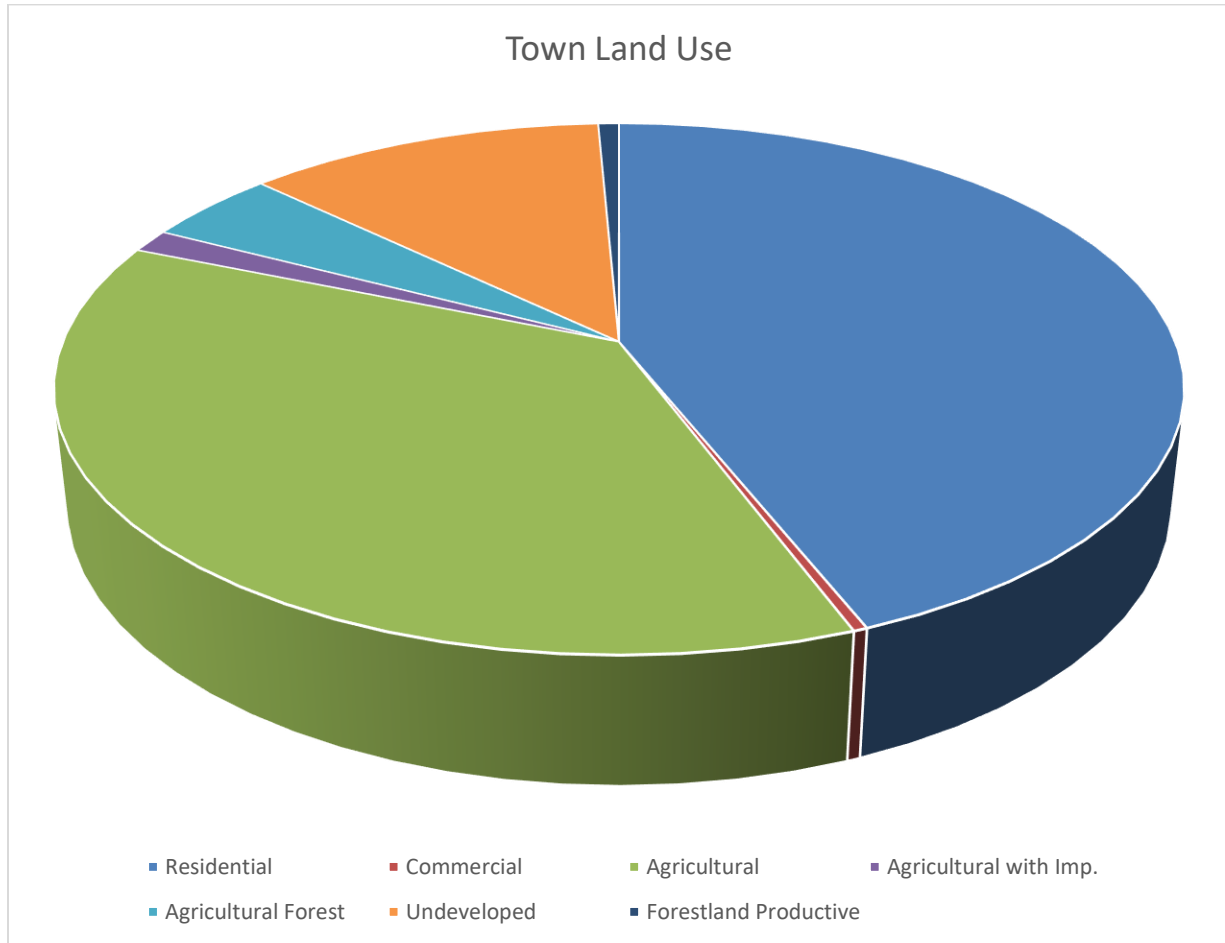
Village and Town of Mukwonago experience weather extremes of all four seasons. Warm and humid summer months give way to extreme frigid winter weather. The average hot temperature in July is 85-degree Fahrenheit while the average low in January is approximately 10 degrees Fahrenheit. The response area seated just outside those burdened by Lake Affect weather caused by Lake Michigan. Based on statistics in Milwaukee, there is an approximate average of 46.9 inches of snowfall and 34.8 inches of rain annually.

- The Village and Town of Mukwonago communities have experienced natural disasters over their history. Fox River flood & flash flood
 - Flash floods in the village occurred 07-02-2000, 09-25-2005 and 08-19-2007 resulting in property damage of \$0, \$50,000, and \$100,000, respectively. The crop damage was \$0, \$0, and \$200,000, respectively.
 - Flooding in the town occurred at the Country Bliss Subdivision 06-06-2008 to 06-08-2008 which flooded the homes and roads of the subdivision. Pumping of the flooded roads in the subdivision done on Memory Lane and South Oak Tree Drive. Damage to homes and roads estimated to be \$2,617,125.00.
 - Flooding in the town occurred at the Country Bliss Subdivision 07-07-2017 to 08-04-2017 which flooded the homes and roads of the subdivision. The flooding did slowly fill ditches starting in May 2017 but exceeded with a heavy rainfall around July 7, 2017. The Board approved pumping at the 7/19/17 board meeting and the installation process started 2 days later. Pumps were turned on at 4:15 pm on 8/4/17 and pumped until 8/22/17. Pumping of the flooded roads in the subdivision done on Memory Lane and South Oak Tree Drive. Damage to homes and roads estimated to be \$136,652.50 for pumping and \$42,000.00 for the pump purchase.

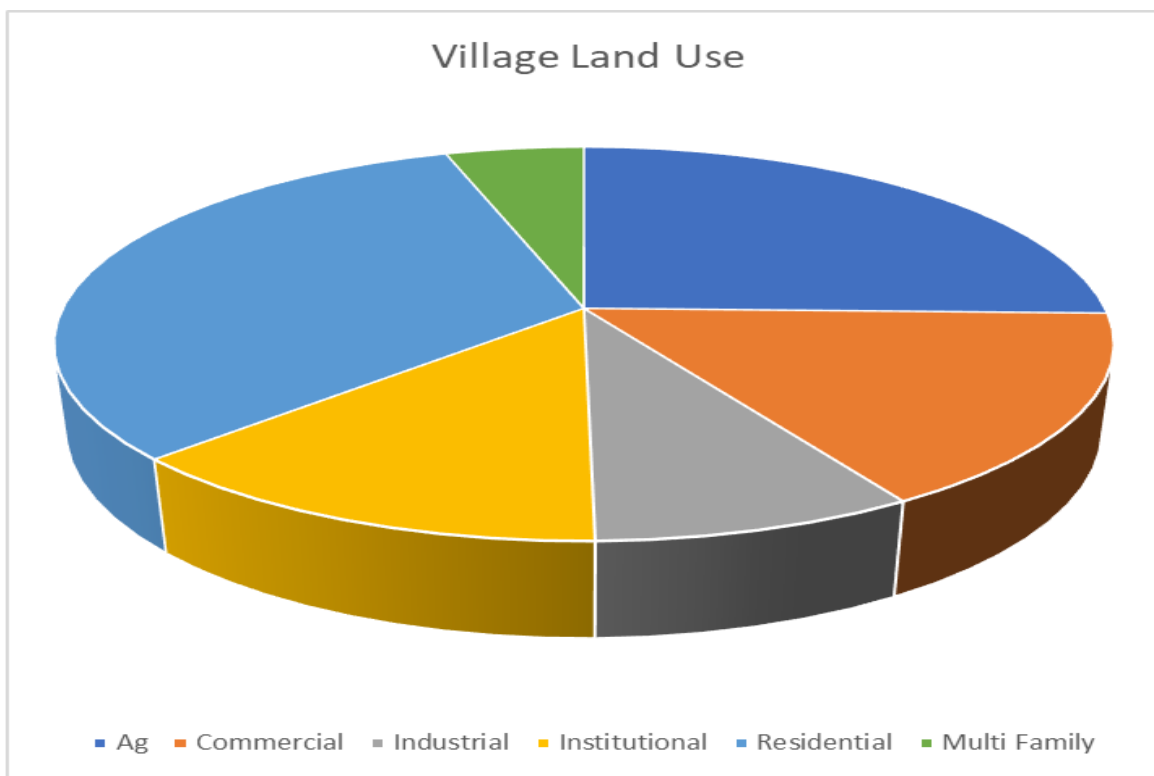
Layout of the area in which Services are provided



Zones MUF01 and 02 indicate the Village of Mukwonago and Zones MUF03, 04 and 05 indicate the Town of Mukwonago. Interstate I43 runs thru the village and is a combination of residential, commercial, manufacturing, and industrial. The Town is rural and residential.



Town	Percent	Acres
Residential		6109
Commercial		48
Agricultural		5136
Agricultural with Imp.		197
Agricultural Forest		626
Undeveloped		1691
Forestland Productive		98
Total		13905



Village		
	Acres	Percent
Ag	1277.82	25.40%
Commercial	801.97	15.94%
Industrial	421.13	8.37%
Institutional	657.91	13.08%
Residential	1619.12	32.19%
Multi Family	252.31	5.02%
Total	5030.26	100.00%

Component B – Review of Services Provided

The agency currently has seven full-time personnel, including the Fire Chief. Fulltime staff operate with two staff on 24 hours on and 48 hours off. There are approximately 38 Paid on Premise (POP) and Paid on Call staff (POC). There are two POP positions Monday thru Friday 0600-1800hrs. There are three POP positions on Saturday and Sunday. POC staff cover seven days a week 1800-0600hrs.

Duty Officer Role

The role of the Duty Officer is to a strategic one for all incidents and department business. The Duty Officer will obtain additional resources, manage the scene, and ensure adequate response coverage if needed. The Duty Officer will be the point of contact for all department business and all department related questions. The Duty Officer will respond to all critical EMS calls for the primary ambulance/ backup or Duty Crew calls/ mutual aid requests/ MABAS requests if available to assist. The Duty Officer will have communications via radio, pager, or phone, 24-hour communications with dispatch, all Mukwonago Units, and stations, and shall respond to all incidents as needed. Shall always remain within a reasonable distance of response area during their tour of duty to ensure an immediate response. The Duty Officer will have the Command vehicle.

The Fire Chief averages a 106hrs/week between office and on call hours. The Fire Chief covers as the Duty Officer 0600-0600hrs daily 24hrs a day Monday through Wednesday, and additional 24hrs depending on shift coverage Thursday through Sunday. The Paid-on Call Assistant and Deputy Chiefs cover their shift coverage Thursday through Friday.

General Information

Stations-2, Personnel -40

Fire Chief (Fulltime)-1, Assistant Chief (POC)-1, Deputy Chief (POC)-1

Lieutenants-3 (Fulltime) and 1 (POP)

Dispatch Impact on Deployment

The agency's deployment practice is to cover stations with mutual aid companies as deemed necessary by the Duty Officer while existing resources are committed to an incident or otherwise unavailable. This is based off the incident type and available resources in the district. The move up procedure applies to fires, medical emergencies and multiple incidents (stacking) where the demand on existing resources reaches a minimum threshold. The Waukesha County Communications Center is located in the City of Waukesha. The backup dispatch center is the City of Milwaukee.

Hazardous Materials Resources

The hazardous material response for the agency is at the awareness level and utilizes the City of Waukesha Fire Department for large level B response and the City of Milwaukee Fire Department for Technician level response to a level A incident.

Emergency Medical Services

The agency is a Basic Life Support (BLS) and Critical Care Advanced Life Support (CC-ALS) transport provider. FT staff certified as Critical Care- Paramedic level. All POP and POC staff crossed training in Fire and EMS unless otherwise approved. Each of the agency's two Stations have the capability of providing Advanced Life Support services by utilizing a paramedic on the ambulance; however, a minimum deployment of one ALS ambulances established.

Minimum deployment consists of an ALS ambulance response from Station 1 with a Paramedic Intercept. An ALS equipped ambulance is located at Station 2 staffed with one ALS personnel on their Company night every third night. A third ambulance is available if staffing permits.

Technical Rescue

The agency receives technical rescue services via contract from the neighboring City of Waukesha Fire Department. Services include trench rescue, high and low-angle rope rescue operations, operational structural collapse, confined space rescue. Cold-water and Dive rescue operations provided by Mukwonago Fire and assisted with county agencies thru the Mutual Aid Box Alarm System (MABAS). Personnel train to meet the requirements of National Fire Protection Association (NFPA) 1670 and 1006 standards.



Station Locations and Apparatus Assignments



Station 1- 1111 Fox Street	Built -2003 and addition 2018
Area Covered-Town and Village of Mukwonago	Estimated Residential Population-17,000
Apparatus	Assigned Personnel
Engine 3461	Fire Chief
Ladder 3471	2 FT FF/Critical Care Paramedics
Ambulance 3451, 3453	2 POP FF/EMT-Basic and Paramedic- day
Paramedic Intercept 3488	3-4 POC FF/EMT Basic Paramedic- night
Brush 3482	
Duty Officer 3410	
Utility 3488 and UTV 3484	



Station 2 – W320S8315 Beulah Road	Built -1983
Area Covered-Town and Village of Mukwonago	Estimated Residential Population-17,000
Apparatus	Assigned Personnel
Engine 3463	3-4 POC FF/EMT Basic Paramedic-
Ambulance 3452	Staffed every third night not staffed other two
Rescue boat 3496	

Mutual Aid Response

The Mukwonago Fire Department uses Automatic Mutual Aid for Still and Working Still responses from three of the surrounding municipalities. The East Troy FD to the south, the Vernon FD to the north and the Kettle Moraine FD to the west. The Mukwonago Fire Department is an active participant in the Wisconsin Mutual Aid Box Alarm System (MABAS)- Waukesha County Division 106. This allows other departments to assist on initial response into the response area and in return aid into those departments' areas. The system also allows for the response of any additionally needed equipment as requested.

Component C –Community Expectations and Performance Goals

The mission of the agency is to exceed our community’s expectations by providing the highest level of prevention, preparedness, and intervention to all hazards. This made possible with highly trained fire and emergency services personnel with sufficient apparatus and equipment. These components brought together allowing the agency the opportunity to mitigate and diffuse and emergency safely and in a timely manner to have the best chance for a positive outcome.

We fully realize that the customers have the highest regard for what the agency offers and expect the “best of the best” when the need for services. To accomplish this, we rely on historical data and focus the criterion to the agency’s response time, which includes:

- 911 Call to fire dept. dispatch (Call Processing)
- Dispatch to Enroute (Turnout Time)
- Turn out to arrival (Travel Time)

The time benchmark outlined in this report is a performance percentile of 90%. The Mukwonago Fire Department switched to Waukesha County Communications Center (WCCC) dispatching January 2021 just for this purpose. WCCC provides pre-alerting that initiates the dispatching of emergency calls to get staff enroute and then providing additional information while responding. 92% of all emergency calls are called in via cell phone which are automatically routed to WCCC. This eliminates transferring of calls from PSAP to PSAP as before reducing the time the PSAP receives the call to dispatch up to two minutes. Also, a dedicated fire dispatcher assigned. We will continually monitor and analyze the data to concentrate on whatever improvements to serve the customers.

Community Goals

Fire Suppression:

The goal for the agency is to arrive on scene with qualified fire personnel and other resources deemed necessary to reduce the advancement of the fire. A prompt response time will allow a better opportunity to rescue any “at-risk” victims, containment of the fire and the ability to perform the proper salvage operations to secure the property.

Emergency Medical Services (EMS):

The same qualified fire personnel administer EMS services with the overall goal being to arrive in a timely fashion, assess the scene, and evaluate the incident as to what is needed, provide immediate, appropriate medical treatment, and transport the patient to the corresponding medical facility.

Technical Rescue:

Technical rescue incidents require the same response as any other emergency run. The first unit to arrive assumes the responsibility and will determine if the incident is beyond the scope of the first responder's level of expertise. If the incident is beyond the scope of department personnel, a request for mutual aid requested from the City of Waukesha Fire Department. Members of the agency provide any support services needed during this specialized level of rescue.

Hazardous Materials (Haz Mat):

The agency's immediate goal is to assess and identify the situation, stabilize, and secure the area and have an action plan to bring the incident under control and return the area to a safe level. Upon arrival, if the incident poses a threat that is beyond the operations level of training of agency personnel, a request will made for assistance in the form of mutual aid from the City of Waukesha Department and the Milwaukee Fire Department for mitigation. The agency will provide whatever assistance needed that fall within the training level to help ensure the safety and protection of fire personnel, customers (citizens), and the environment.

Component D – Community Risk Assessment and Risk Levels and Risk Assessment Methodology

The risk assessment section of this document looks at the risks involved in both the Village and Town of Mukwonago. The associated risks the department viewed covered commercial sites in the Village. The department also viewed associated risks for each residential and residential subdivisions within both communities. The risk assessment involved site visits to each commercial structure along with site visits to each residential subdivision.

Incident Data

The Mukwonago Fire Department responds primarily to EMS related incidents. Chart 1 depicts the percentage of EMS versus fire incidents that the department responded to for the years of 2000 – 2021.

Year	Total	Total % Change	EMS	EMS % Change	Transfers	Transfer % Change	Fire	Fire % Change
2000	1277	0.0			0			
2001	1312	2.7			0	0.0		
2002	1239	-5.6			0	0.0		
2003	1241	0.2			0	0.0		
2004	1342	8.1			0	0.0		
2005	1615	20.3			0	0.0		
2006	1646	1.9	1361		0	0.0	285	
2007	1730	5.1	1426	4.8	0	0.0	304	6.7
2008	1845	6.6	1537	7.8	0	0.0	308	1.3
2009	1883	2.1	1625	5.7	0	0.0	258	-16.2
2010	2015	7.0	1694	4.2	0	0.0	321	24.4
2011	1791	-11.1	1563	-7.7	0	0.0	228	-29.0
2012	1756	-2.0	1508	-3.5	0	0.0	248	8.8
2013	1745	-0.6	1497	-0.7	0	0.0	248	0.0
2014	1784	2.2	1531	2.3	0	0.0	253	2.0
2015	1998	12.0	1357	-11.4	362	0.0	279	10.3
2016	2298	15.0	1206	-11.1	814	124.9	278	-0.4
2017	2399	4.4	1246	3.3	871	7.0	282	1.4
2018	2241	-6.6	1218	-2.2	776	-10.9	247	-12.4
2019	2234	-0.3	1241	1.9	729	-6.1	264	6.9
2020	2302	3.0	1282	3.3	781	7.1	239	-9.5
2021	2377	3.3	1327	3.5	768	-1.7	282	18.0
% Inc.	86.14							

Inter-Facilities 07-06-15

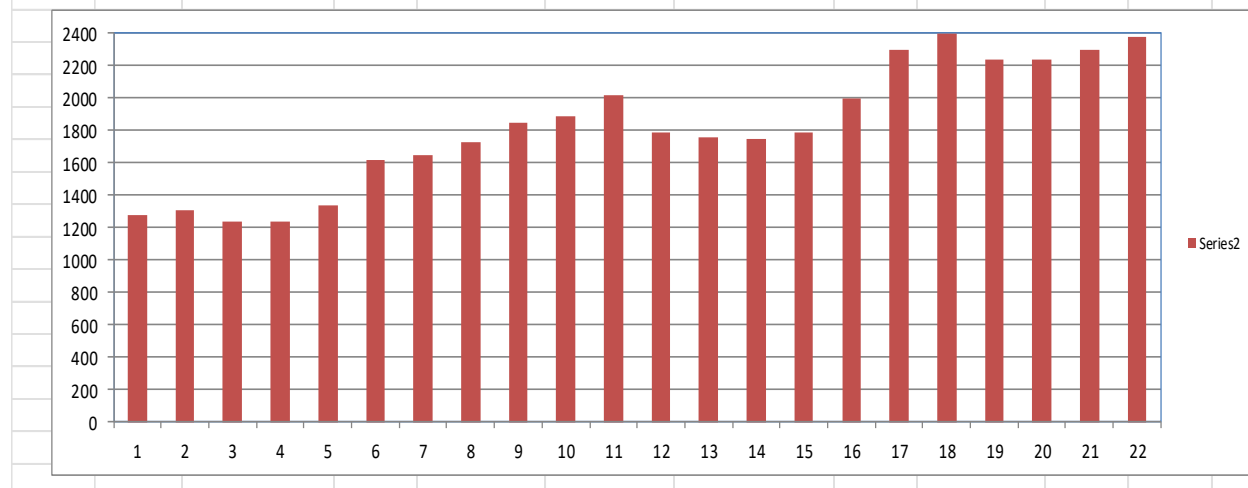


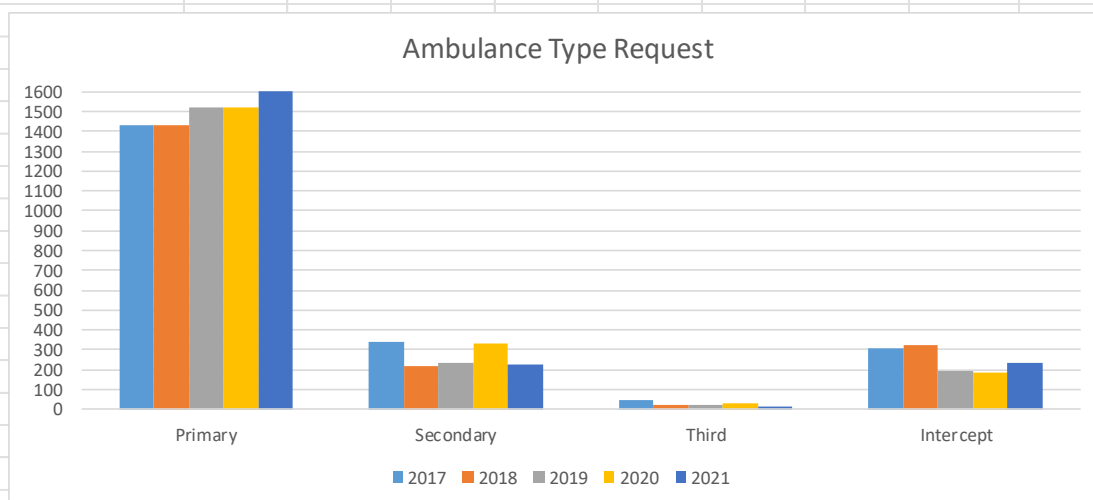
Chart 1 – EMS versus Fire Responses by Year

The department operates out of two fire stations, one in the Town (POC) and one in the village (FT/POP/POC). One Staff Chief oversees both stations. The department staffs one ambulance

with a minimum of one paramedic plus and an Emergency Medical Technician- Basic. Staffing assignments are based on type of call and certifications of staff on duty. Secondary and tertiary EMS calls are assigned by available staffing. See chart for Ambulance Type Requests.

Ambulance Type Request										
	Number	%	Number	%	Number	%	Number	%	Number	%
	2017		2018		2019		2020		2021	
Primary	1434	67.71	1432	71.82	1526	77.46	1519	73.63	1629	77.76
Secondary	336	15.86	219	10.98	234	11.88	331	16.04	222	10.59
Third	42	1.98	18	0.90	20	1.02	29	1.41	11	0.53
Intercept	306	14.45	325	16.30	190	9.64	184	8.92	233	11.12
Total	2118	100.00	1994	100.00	1970	100.00	2063	100.00	2095	100

Ambulance Type Request						
	Number	Number	Number	Number	Number	
	2017	2018	2019	2020	2021	
Primary	1434	1432	1526	1519	1629	
Secondary	336	219	234	331	222	
Third	42	18	20	29	11	
Intercept	306	325	190	184	233	
Total	2118	1994	1970	2063	2095	



Structure fire calls require both stations to respond and a second call for service would require a mutual aid response from the closest EMS agency which may not be a paramedic service.

The department staffs fourteen paramedics out of forty members with six members being full time and the rest paid on POC/POP. Of the POP/POC staff 60% live out of the area providing no additional assistance for coverage. Mukwonago FD has three ALS ambulances, and each ambulance is equipped with required paramedic supplies as required by the department medical director Dr. Mark Schultz from Waukesha Memorial Hospital (WMH). Dr. Schultz provides all medical direction and provide ALS training for department paramedics including approval of all standing protocols. Medical direction is available 24/7/365 through WMH.

Non- Fire Risk Assessment

The department services two nursing homes and three assisted living facilities between both communities. The risk the department faces is the elderly populations are growing and will continue to place a heavier burden of needed support to those citizens requesting EMS services. The department protects Mukwonago Area School District Schools (MASD). MASD consists of over 5,000 students, with 1,600 students and over four hundred staff at Mukwonago HS. The risk of an active shooter or other violent event which may produce multiple casualties is training department personnel in Rescue Task Force (RTF) standards with our local law enforcement. The RTF concept will place Mukwonago Fire Department members with members of law enforcement team into a hot zone that may not be 100% cleared by the PD to start rendering aid to victims of the incident.

Water Rescue

Mukwonago Fire Department covers Phantom Lake, Mukwonago River, and the Fox River. The department responded to two water and ice related rescues for 2020 and one in 2021. The lake is an elevated risk but low frequency hazard that the department has conducted training for in the event of an incident on the lake.

The department owns a rescue boat and ice rescue equipment. The department provides and trains for, surface and dive rescue for ice and cold-water related incidents. The department has trained its members to the ice rescue specialist level and conducts training annually.

Hazardous Materials

The Mukwonago Fire Department operates at the Hazardous Materials Awareness Level. The department contracts Level B response from City of Waukesha FD. The Milwaukee Fire Department operates a Level A team that responds to hazardous materials incidents for the Southeastern area of Wisconsin including Waukesha County.

The department responded to thirty-six hazardous materials incidents in 2021. Incidents considered hazardous materials included gasoline or flammable liquids spills, natural or propane gas leaks, oil or combustible liquids leaks, power lines, arcing and carbon monoxide incidents. All incidents managed by the department with no request to the Level B or Level A teams.

Technical Rescue

The Mukwonago Fire Department operates as a Technical Rescue Awareness Level. Rope Rescue, Confined Space Rescue, Trench Rescue, and Structural Collapse Rescue contracted with City of Waukesha Fire Department.

The department responded to seventy-seven technical rescue incidents from 2021. Technical rescue incidents included motor vehicle accidents with or without extrication, searches for victims in water, elevator rescue, and trench/below grades rescue. The department did request the Trench Rescue team from City of Waukesha FD for a floor collapse at a construction site but no entrapment.

Special Hazards

Interstate 43 runs east and west along the east side of the village of Mukwonago 4 miles. The department responds to incidents along the 4-mile roadway. The department also protects a major state highway that runs north and south through the community. State Highway 83 is a major thoroughfare off the Interstate system that also runs to the west out of the community. The department protects an equal amount of railway line in Village of Mukwonago north and south to west for miles. The Canadian Pacific and Canadian Northern railroad companies operate each line consistently.

The department has had history of derailments in 2002 along with motor vehicle accident versus trains in 2001, 2008 and 2009. The department did not have any train incidents during the creation period of this risk assessment.

Canadian National Railroad goes thru the center of the Village. In 2020 there were 75,677 carloads that passed thru the village with a wide variety of chemicals and goods transported via rail.

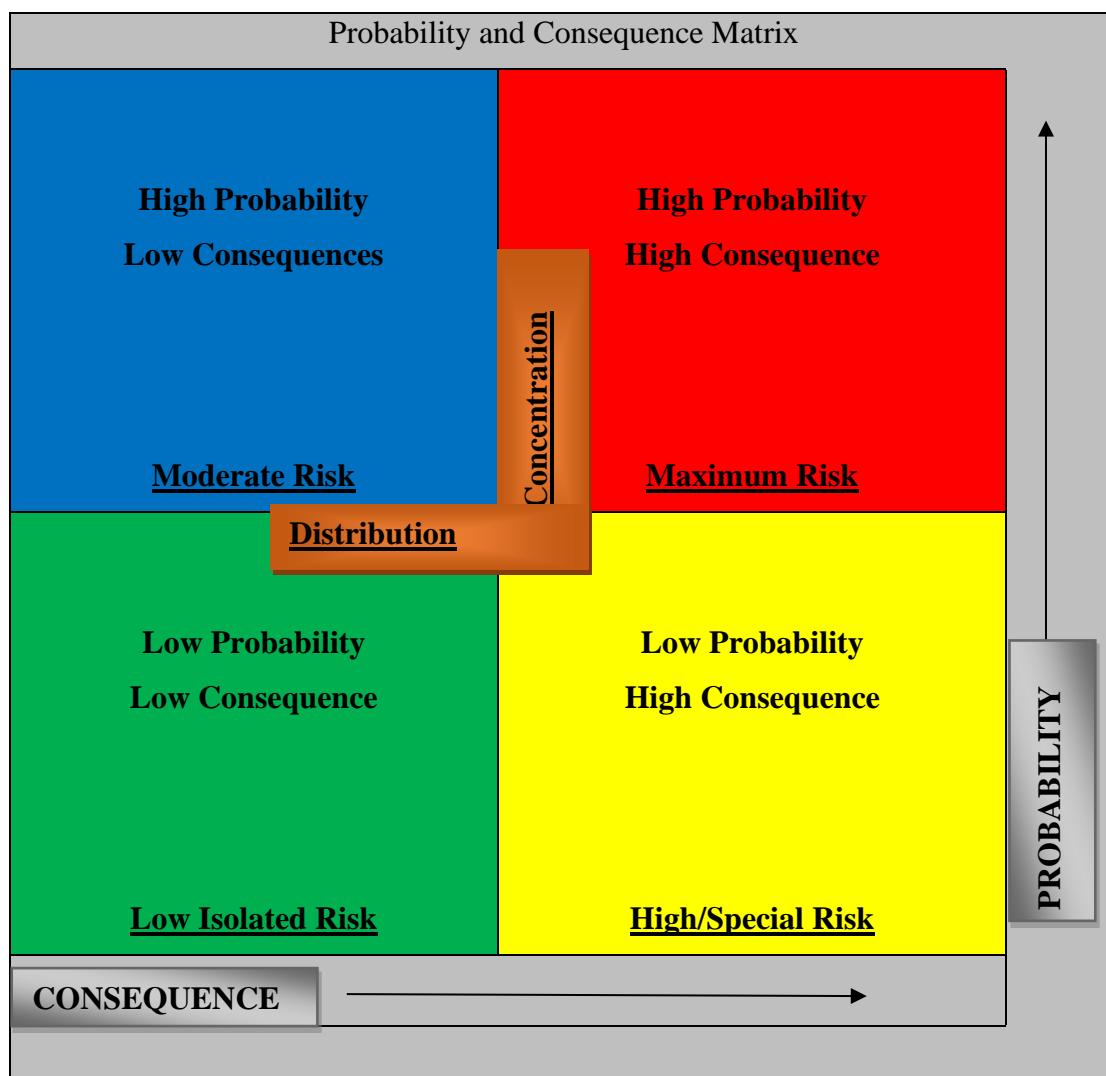


Chart 7 - Probability and Consequence Matrix

Natural Hazard	Probability	Consequences	Level of Risk
Severe Thunderstorm	High	Low	Moderate
Tornado	High	High	Maximum
Flood	Low	Low	Low
Drought	Low	Low	Low
Winter Storm	High	Low	Moderate
Earthquake	Low	High	Moderate
Technological Hazard	Probability	Consequences	Level of Risk
Hazardous Materials-Fixed Site	Low	High	Moderate
Hazardous Materials-Transportation	Low	Low	Low
Utility Failure	Low	Low	Low

Structure Fire	High	Low	Moderate
Air Crash	Low	High	Moderate
Railroad Crash	Low	Low	Low
Vehicle Crash	High	Low	Moderate
Pipeline	Low	Low	Low
Security	Probability	Consequences	Level of Risk
Civil Disorder	Low	Low	Low
Terrorism	Low	High	Moderate

Chart 8 - Overall Hazard Assessment for the Agency

Fire Risk Assessment

Five response zones were established covering both the Town and the Village of Mukwonago.

Each zone created based on geographic, natural, and community borders.

- Zone 1 Northeast of I43 (Village)
- Zone 2 Southeast of I43 (Village)
- Zone 3 Southwest Corner (Town)
- Zone 4 Northwest Corner (Town)
- Zone 5 Northeast Corner (Town)

Low Fire Risk Hazard would include those buildings where minimal life safety risk is present for civilians and firefighters, minimal exposures, small square footage to the structure, and has fire detection or protection systems installed. Incidents at these structures managed by a single or two resources for EMS incidents and fire response of one engine, one ambulance, and 1 Chief.

Moderate Fire Risk Hazards would include those buildings where the risk to life safety due to hazards in the building are elevated or the total occupant load is greater than eleven people. Structures may or may not have fire detection or protection system based on size of the occupancy. Exposures may possess issues for firefighting forces. Incidents at these structures will be managed by 1 or 2 pieces of apparatus and personnel for EMS incidents and fire responses of three engines, 1 truck, 1 ambulance, and 2 Chiefs for working fire situations.

Significant Fire or EMS Risk Hazards would include those buildings with hazardous materials as part of their process of business, no fire protection systems, a high life safety hazard to both civilian and firefighters along with a significant size of the structure. EMS incidents managed with one engine and one ambulance. Structure fire response will include four engines, two trucks, one ambulance, and 3 Chiefs.

Maximum Fire or EMS Risk Hazards would include those buildings with an extremely high life safety hazard, no fire protection, insufficient water supply, close exposures, and an exceptionally large or tall building. EMS incident response remains the same as previous risk hazards. Structure fire response will include six engines, three trucks, three ambulances, and 6 Chiefs.

Risk Analysis

CAD Response Zone 1 contains a mix of single-family subdivisions, multi-family apartments, office buildings and mercantile occupancies.

Fire Risk Concerns

Multi-family Apartments/Churches/Independent/Assisted living classification is a Moderate fire risk. Zone 1 is the most densely populated zone. The buildings are limited combustile construction and is wood frame. Large life safety hazard should the sprinkler system not effectively control a fire is a threat.

Fire Risk Analysis

CAD Response Zone 2 contains commercial and industrial occupancies in the Village of Mukwonago. Zone 2 consists of large box stores, storage warehouses, large multi-unit buildings, manufacturing.

Fire Risk Concerns

Facilities have suppression systems. Main concern is water system is capable to manage suppression efforts and sustain sprinkler supply due to minimal main size installed and not all systems redundant. Consider alternate water supply with tender operations.

Fire Risk Analysis

CAD Response Zone 3, 4, 5 contain a mix of single-family subdivisions, large single-family residences, classified as Moderate.

Fire Risk Concerns

Significant Risk Hazards due to the lack of fire protection, lack of water supply in the area, driveway access, several residences have driveway lengths over one thousand feet.

Fire protection in the zone 3, 4, 5 has no water supply and tender operations is a necessity.

Challenge if road access and width.

Component E-Historical Data and System Performance w/ Benchmarks

Fire Detection and Building Construction Impact on deployment

The Mukwonago Fire Department adopts the most current version of the International Fire Code. The agency also has local fire and life safety. In addition, the Mukwonago Fire Department reviews all plans of new construction and inspects existing businesses within the response area to ensure life safety.

Insurance Industry Impact on Deployment

The Insurance Service Office (ISO) designed a rating system known as the Fire Suppression Rating Schedule (FSRS) or more commonly called the ISO Grading Schedule. For over a century, the insurance industry has been evaluating the fire defenses of cities throughout the United States. This evaluation process was an essential element in establishing fire insurance rates for individual properties.

The basic objective of the Insurance Service Office was to provide a tool for the insurance industry to measure quantitatively the major elements of an entity's fire suppression system. Three basic elements considered in the Grading Schedule: Receiving and Handling Fire Alarms (10%); Fire Department (50%); and Water Supply (40%). These elements placed a fire department/city in a Public Protection Class on a relative scale from 1 to 10, with ten representing less than the minimum recognized protection. Following the ISO Public Protection Classification (PPC) survey of the department in 2021, the Mukwonago Fire Department received a Public Protection Class "3" rating, reduced from a 4, which was performed in 2015.

The agency's current deployment standards created using all the above information. This Standards of Cover/Risk Hazard Plan will evaluate additional methods of exacting deployment standards that will evaluate and enhance current practices, which are internal criteria, National Fire Protection Association, and Budget Performance measures.

Response Times

The Commission on Fire Accreditation International (CFAI) has defined response time elements as a cascade of events. This cascade is like that used by the medical community to describe the events leading up to the initiation, mitigation, and ultimate outcome of a cardiac arrest. It is imperative to keep in mind that certain intervals described directly influenced by the fire service (turnout time and travel time). Indirectly such as the discovery and notification interval through public education and engineering initiatives. The fire service can also influence the call-processing interval through its ability to define standards and compel performance by dispatch centers.

Careful definition of terminology is essential to any conversation about response performance standards. It becomes even more critical when an organization attempts to benchmark its performance against other providers. The following definitions standardized for discussion of response performance parameters.

Event Initiation Point is where factors occur that may result in an activation of the emergency response system. Precipitating factors can occur seconds, minutes, hours, or even days before a point of awareness reached. An example is the patient who ignores chest discomfort for days until it reaches a critical point at which he/she makes the decision to seek assistance. It is rarely possible to quantify the point at which event initiation occurs.

Emergency Event Awareness is the point at which a human being or fire detection system becomes aware that conditions exist requiring activation of the emergency response system.

Alarm is when awareness triggers an effort to notify the emergency response system. An example of this time point is the transmittal of a local or central alarm to a Public Safety Answering Point (PSAP). Again, it is difficult to determine the time interval during which this process occurs with any degree of reliability.

An interval exists between the awareness point and the alarm point. This interval can be significant, as the alarm transmitted to a distant commercial alarm monitoring organization, which then re-transmits the alarm to the local PSAP.

Notification occurs when the PSAP receives an alarm. This transmittal may take the form of electronic or mechanical notification received and answered by the PSAP.

Call Processing Interval describes the difference between the first ring of the 9-1-1 telephone and/or the first alert of the alarm panel at the PSAP and the time the dispatcher activates station and/or company alerting devices.

Dispatch Time is when the dispatcher, having selected appropriate units for response, initiates the notification of response units.

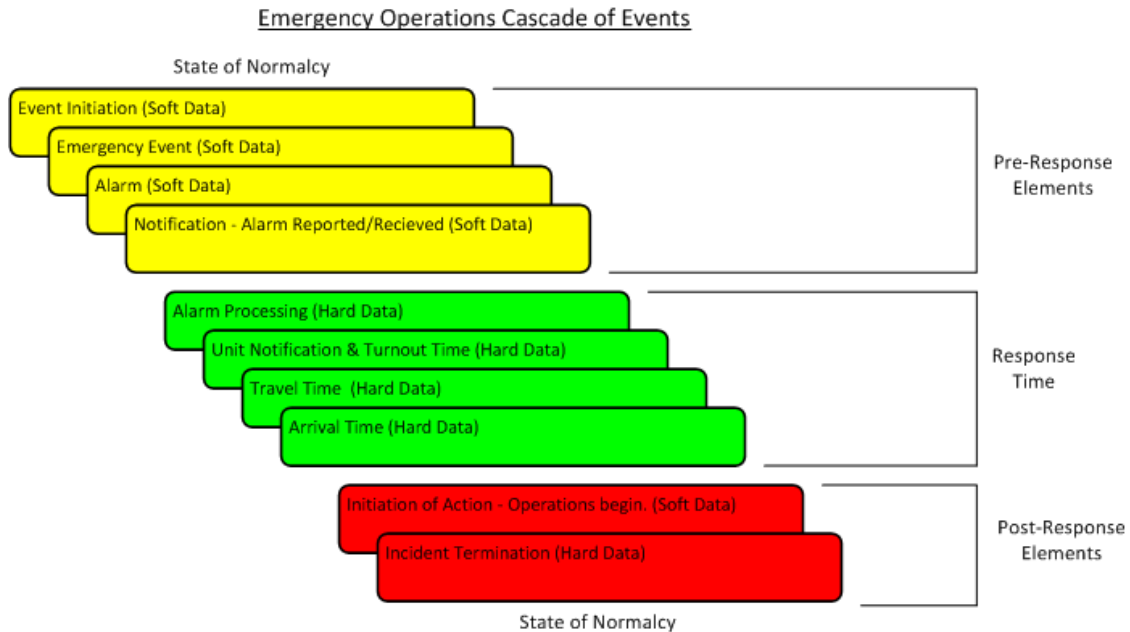


Turnout Time is the interval between the activation of station and/or company alerting devices and the time when the responding crew notifies the dispatcher by voice or mobile data computer that the company is responding. During turnout time, crews cease other activities, don appropriate protective clothing, determine the location of the call, board, and start the fire apparatus.

Travel Time begins at the termination of the turnout time and ends when the responding unit notifies the dispatcher that it has arrived on the scene.

Initiation of Action occurs when operations to mitigate the event begin. This sometimes varies with arrival on scene and what arriving companies are faced with. An example would be treating a patient on the fifth floor of an office building.

Termination of Incident is where response resources have completed the assignment and are available to respond to another request for service.



Fire Suppression Performance Goals

The primary goal of fire operations is to provide enough firefighters and equipment in a strategic location so that an acceptable response force can respond to and reach fire scenes to mitigate the problem before flashover occurs.

Response Time Objective:

The Mukwonago Fire Department will strive to maintain a force of five firefighters and one Chief Officer and equipment, which are strategically located so that the initial unit arrives following the standard as presented below from NFPA 1720.

Table 1: Minimum requirements for volunteer fire department response capabilities (modified from NFPA 1720 Table 4.3.2).

Demand Zone	Demographics	Minimum Staff to Respond	Response Time in Minutes
Urban area	More than 1,000 people per square mile	15	9
Suburban area	Between 500-1,000 people per square mile	10	10
Rural area	Less than 500 people per square mile	6	14
Remote area	Travel distance of 8 miles or more	4	Depends on travel distance
Special Risks	Determined by the AHJ	Determined by AHJ based on risk	Determined by the AHJ

*Minimum staffing includes the members responding from the volunteer department and any other fire departments (volunteer or otherwise) that have agreed to work together for immediate joint response on first alarms (known as "automatic aid"). **Response time begins from the minute the dispatch notification is delivered.

Effective Response Force (ERF), staffed by fifteen firefighters and officers. The ERF for Moderate hazard structure fires shall be capable of: performing a scene size up, initiating command with safety officer, advancing an attack line with a backup line for fire suppression, establish an uninterrupted water supply, comply with OSHA requirements of two-in-two-out, complete forcible entry, search and rescue of at-risk victims, provide emergency medicine, provide a rapid intervention crew, perform ventilation, control utilities, salvage and overhaul. These operations conducted in accordance with Mukwonago Fire Department standard operating procedures while providing for the safety of the responders and the public.

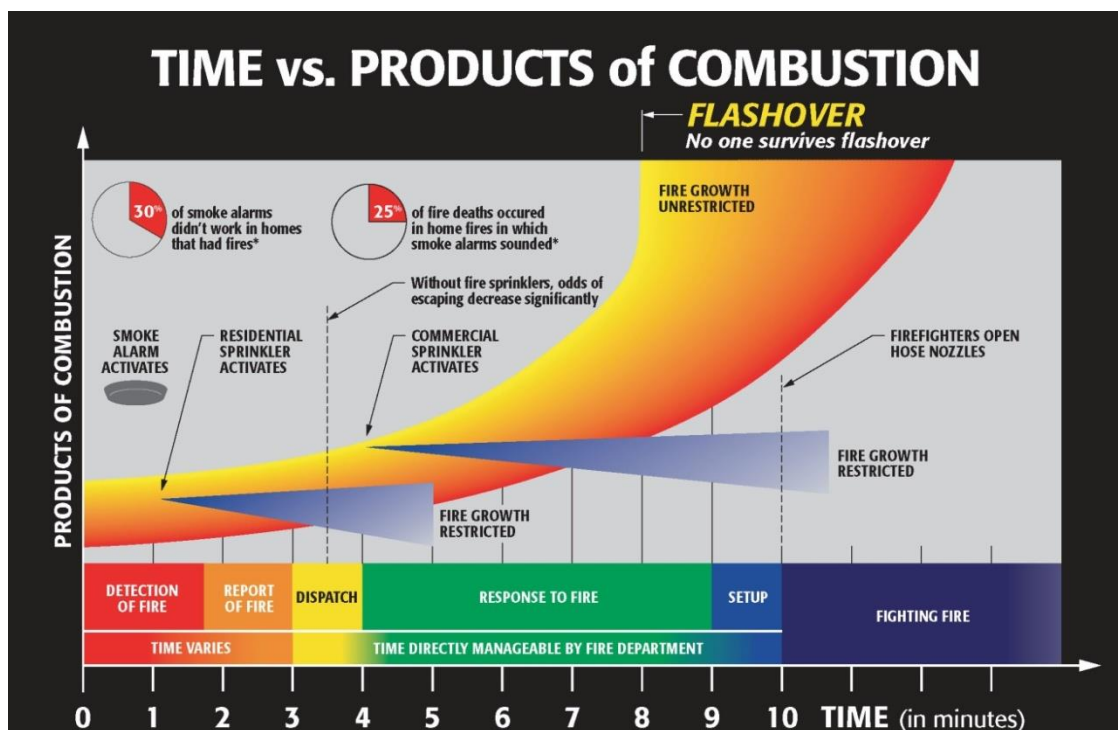
Stages of Fire

All fires, regardless of the speed of growth or length of burn time, go through similar dynamic growth stages. The most critical is the flashover stage.

Smoldering Stage: This is normally the first phase of a fire, when heat applied to a combustible material, the heat oxidizes the material surface into combustible gases. The heat from oxidization raises the temperature of other material. A fire progresses from the smoldering phase either immediately or slowly, determined by type of fuel, nearby combustibles, or surrounding air.

Incipient Stage: When temperatures get high enough, visible flames seen, and the stage changed from smoldering to “incipient” or “open burning.” Usually, the burning contained in the immediate area of origin.

Flashover Phase: Not all the combustible gases consumed in the incipient stage. They rise and form a superheated gas layer on the ceiling. As the volume of gasses increase, they begin to spread across the ceiling and bank down heating other combustibles until they reach ignition temperatures, when the temperatures are hot enough to ignite all combustibles in the room of origin, “flashover occurs.” The fire room is untenable for human occupation at 212°F and when flashover occurs, it instantaneously increases the temperatures to 1500°F. Flashover is the direct result of time and temperature. It grows exponentially, doubling every second when in the free burning stage.



Significance of Flashover

PRE-FLASHOVER	POST-FLASHOVER
<p>Fire limited to room or origin requires small attack lines.</p> <p>Search and rescue efforts easier</p> <p>Requires few resources and managed by initial effective response force.</p>	<p>Fire spreads beyond room or origin</p> <p>Requires more or larger attack lines</p> <p>Compounds search and rescue efforts</p> <p>Requires additional resources</p>

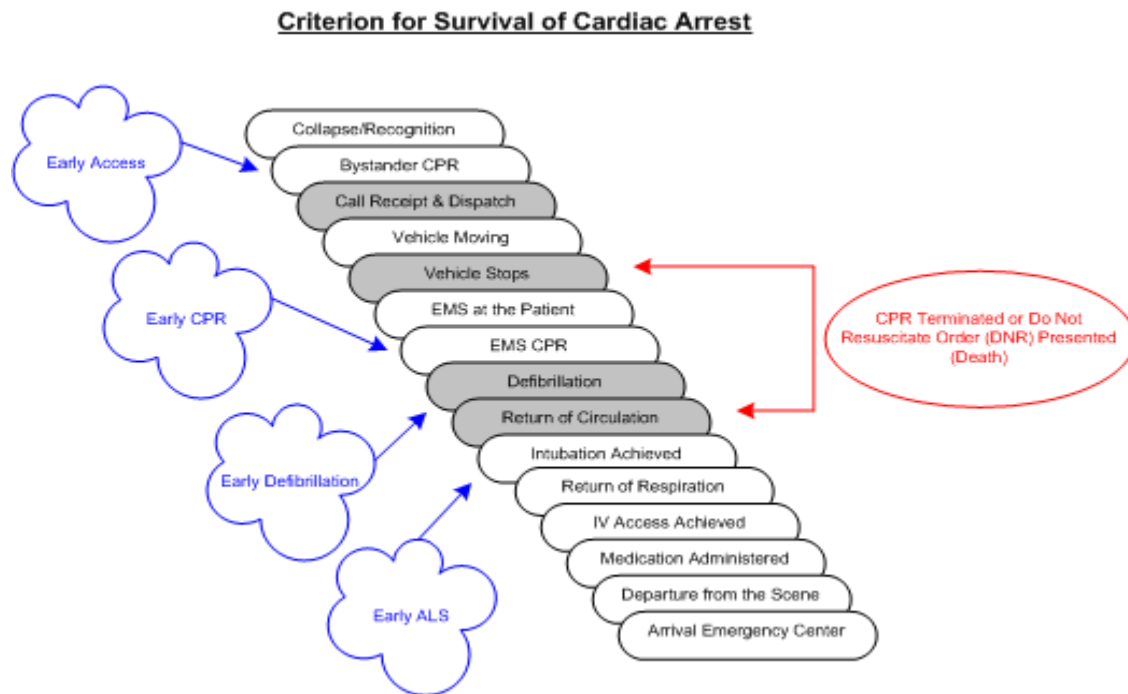
The "time-temperature curve" standard is based on data from the National Fire Protection Association (NFPA) and the Insurance Services Organization (ISO), which have established that a residential house will "flashover" between 5 and 30 minutes after ignition, turning a typical "room and contents" fire into a structure fire of magnitude.

Emergency Medical Services-Performance Goal

Time requirements for emergency medical service (EMS) calls are comparable to fire incidents. The purpose of a quick response, especially in the most critical situation, cardiac arrest, is that the brain, devoid of oxygen and circulation begins to die within 4-6 minutes. Brain damage is normally irreversible after 10 minutes. Interventions include early cardiopulmonary

resuscitation (CPR) and electrical defibrillation. Equally important, is expedient intervention in cases of acute myocardial infarction (AMI), stroke, and traumatic injury.

The agency has Physic Control LifePak -15 Cardiac Monitors in all frontline ambulances. Early recognition and treatment of acute myocardial infarction (heart attack) enhanced by utilizing sophisticated heart monitors (12 lead), on each ALS unit that allows the paramedic to begin prompt treatment of heart attack victims to help minimize the damage heart muscle.



EMS Response Time Objective

*Mukwonago Fire Department will strive to maintain a force of 5 firefighters/Paramedic and equipment, which are strategically located so that the initial unit arrives within 8:00 minutes or less 90% of the time, with the effective response force arriving within 9:00 minutes 90% of the time, from time the alarm is received to time of arrival for all **Moderate Hazard EMS Incidents**.*

*Mukwonago Fire Department will strive to maintain a force of 7 firefighters/Paramedic and one Chief Officer and equipment, which are strategically located so that the initial unit arrives within 8:00 minutes or less 90% of the time, with the effective response force arriving within 9:00 minutes 90% of the time, from time the alarm is received to time of arrival for all **High Hazard EMS Incidents**.*

Hazardous Materials and Weapons of Mass Destruction (WMD)-Performance Goal

All agency personnel trained at a minimum to the Haz-Mat/WMD operations level per OSHA 1910.120. In the event a hazardous materials incident requires a technician response, the agency will utilize the City of Waukesha Fire Department and the Milwaukee Fire Department and will provide on-duty personnel to assist.

Haz-Mat Response Time Objective

*Mukwonago Fire Department will strive to maintain a force of 5 firefighters and equipment, which are strategically located so that the initial unit arrives within 8:00 minutes or less 90% of the time, with the effective response force arriving within 9:00 minutes 90% of the time, from time the alarm is received to time of arrival for all **Low Hazard Hazardous Materials Incidents**.*

*Mukwonago Fire Department will strive to maintain a force of 5 firefighters/Paramedic and one Chief Officer and equipment, which are strategically located so that the initial unit arrives within 8:00 minutes or less 90% of the time, with the effective response force arriving within 9:00 minutes 90% of the time, from time the alarm is received to time of arrival for all **Moderate Hazard Hazardous Materials Incidents**.*

*Mukwonago Fire Department will strive to maintain a force of 7 firefighters and two Chief Officers and equipment, which are strategically located so that the initial unit arrives within 10:00 minutes or less 90% of the time, with the effective response force arriving within 12:00 minutes 90% of the time, from time the alarm is received to time of arrival for all **High Hazard Hazardous Materials Incidents**.*

Technical Rescue-Performance Goal

All agency personnel trained at a minimum to the awareness level. In the event additional technicians needed the agency will utilize the contracted City of Waukesha Fire Department.

Response Time Objective

*Mukwonago Fire Department will strive to maintain a force of 5 firefighters and equipment, which are strategically located so that the initial unit arrives within 8:00 minutes or less 90% of the time, with the effective response force arriving within 9:00 minutes 90% of the time, from time the alarm is received to time of arrival for all **Low Technical Rescue Incidents**.*

*Mukwonago Fire Department will strive to maintain a force of 5 firefighters/Paramedic and one Chief Officer and equipment, which are strategically located so that the initial unit arrives within 8:00 minutes or less 90% of the time, with the effective response force arriving within 9:00 minutes 90% of the time, from time the alarm is received to time of arrival for all **Moderate Hazard Technical Rescue Incidents**.*

*Mukwonago Fire Department will strive to maintain a force of 7 firefighters and two Chief Officers and equipment, which are strategically located so that the initial unit arrives within 10:00 minutes or less 90% of the time, with the effective response force arriving within 12:00 minutes 90% of the time, from time the alarm is received to time of arrival for all **High Hazard Technical Rescue Incidents**.*

On Scene Operations, Critical Tasking and Effective Response Force

On scene operations, critical tasking, and effective response force are the elements of a standard of cover study that determine staffing levels, number of units needed, and duties performed on the emergency scene. A fire department must be able to determine what tasks need to be accomplished to have a positive influence on the outcome of the situation. The number of personnel and apparatus required to complete those tasks is based on this knowledge.

The agency performs aggressive offensive interior fire attacks whenever possible. Through a structured risk management plan, the department has established the following guidelines to provide direction to on-scene personnel in evaluating conditions:

- **We may risk our lives a lot to protect savable lives.**
- **We may risk our lives a little to protect savable property.**
- **We will not risk our lives at all to save what is already lost.**



On Scene Operations

The variables of fire dynamics, life safety hazards to the building's occupants as well as the firefighters, and the potential loss of property combine to determine the fire ground tasks to prevent harm and mitigate loss. These tasks are interrelated but separated into two basic types: fire flow and life safety. Fire flow tasks are those related to getting water on the fire. Life safety tasks are those related to locating and removing any trapped victims from the fire structure and the establishment of a rapid intervention team (RIT).

Fire flow tasks either handheld hoses or master streams. Master streams take fewer firefighters to operate and operated outside of the hazard zone.

The decision to use interior hand lines or exterior master streams is dependent upon several factors, such as: The building and its inherent characteristics such as size, construction type, and degree of interior compartmentalization; the fire and its size, location, extent, and the length of time it has been burning; the type of occupancy and its contents; the life hazard associated with the occupancy including the number and location of occupants and their physical condition; the arrangement of exterior exposures and the proximity to the involved structure; the number of resources that can be committed to operations as well as the supporting infrastructure such as water supply and fire protection systems; the agency's actions and the effectiveness of those actions; and any special circumstances associated with the incident such as inclement weather. If the fire has extended beyond the capability of handheld hoses to confine it, or if structural damage is a threat to firefighters' safety, the priority shifts to preventing the fire from advancing to surrounding exposures. First arriving firefighters may use a transitional "defensive to

offensive" strategy (discussed below) to limit or remove an Immediate Danger to Life or Health (IDLH) threat while awaiting the arrival of additional resources.

Life safety tasks are based upon the number of occupants, their location, their status (e.g., awake versus sleeping), and their ability to take self-preserving action. For example, ambulatory adults require less assistance than non-ambulatory adults. The elderly and small children also require more assistance. The key to a fire department's success at a fire is adequate staffing and coordinated teamwork. The initial Incident Commander (IC) must select an appropriate initial strategy – offensive, defensive, or investigative.

An offensive strategy is an aggressive interior fire attack and is used whenever possible. The top priority is rescue of trapped victims (life safety). The agency's goal is to eliminate all fire related deaths or injuries and to contain fires to their room of origin. The first objective is to put a hose line between the victims and the fire and to rescue those victims by removing them from the hazard area. The second is to extinguish the fire as quickly as possible.

A defensive strategy is one that does not allow interior fire attack except as needed to rescue trapped firefighters. When in the defensive strategy, the structure is considered devoid of all savable human life. There are no tenable spaces within the structure and no attempts made to retrieve bodies because fire and structural conditions do not warrant the risk to firefighters.



An investigative strategy is where first arriving units see nothing out of the ordinary. All other arriving units will remain in staging to await an assignment from the Incident Commander.

Structure Fire Critical Tasking

Single-family dwelling fires considered the average fire type; therefore, critical tasks outlined for this type of response. Residential building fires considered a Moderate Hazard Occupancy and assigned a minimum Effective Response Force of fifteen personnel. Critical tasks fire attack, pump operation, search and rescue, water supply, ventilation, command, and rapid intervention. Tasks conducted in a timely manner by firefighters to control the fire and to give any trapped

occupants the greatest chances for survival. The fire department is responsible for assuring that responding companies can perform all the described tasks in a prompt and proficient manner.

Attack Line: A 1¾-inch hose that produces a minimum of 185 gallon per minute (GPM) or a 2½-inch hose that produces a minimum of 250 GPM. Each engine carries a set of attack lines that are pre-connected to the apparatus, folded on the hose bed, or in packed for carrying into standpipe equipped multi-story buildings.

The selection of which attack line to use depends upon the speed with which the line must be placed in service, the type of structure, the potential fuel loading it contains and the presence or lack of dividing walls or partitions within the structure, and the volume of water that is needed to ensure complete extinguishment.

Search and Rescue: Assigned to search for living victims and remove them from danger while the attack crew moves between the victims and the fire to stop the fire from advancing.



Ventilation Crew: Required to open a horizontal or vertical ventilation channel when the attack crew is ready to enter the building. Ventilation removes superheated gases, noxious and obscuring smoke, and prevents flashover. This increases firefighter safety by allowing interior crews to see and work closer to the seat of the fire. It also gives the toxic

products of combustion an exit route away from endangered occupants or unburned property.

Ventilation must be closely coordinated with the fire attack. If performed too soon, the fire will get additional oxygen and grow. If performed too late, the attack crew will be operating in an extremely hostile environment where superheated gases and smoke obscure firefighter's vision and slows down the attack.

Backup Line: A 1¾-inch or 2½-inch line is deployed behind the attack crew to protect their means of egress in the event the fire overwhelms them, or a problem develops with the attack line. A 2½-inch line may be used for back up instead of a 1¾-inch line when the type of fire is one that could grow rapidly if not stopped by the initial attack line.

Rapid Intervention Team: Firefighters equipped with flashlights, radios, RIT self-contained breathing apparatus (SCBA), flat head axe, hooligan tool, RIT search rope, and Thermal Imaging Camera (TIC) are available near the entry point to enter the structure tasked with performing search and rescue of injured or lost firefighters. This requirement is an Occupational Safety and Health Administration (OSHA) rule.

Exposure Line: A minimum of a 1¾-inch attack line may be taken above the fire in multi-story buildings to prevent fire extension or used externally to protect nearby structures from igniting from exposure to radiant heat. In situations where the heat release is great, such as fires involving enormous quantities of flammable liquids, a 2½ inch line or apparatus mounted deck gun could be used. If 2½ inch lines are used, it doubles the staffing requirement.

Pump Operator: A firefighter/motor pump operator (MPO) must assign to operate the fire apparatus and supply the correct pressure to the attack, back up and exposure lines, and to monitor the pressure changes caused by changing flows on each line. This firefighter/engineer also completes the hose hookups to the correct discharges and completes the water supply hookup to the correct intake. The pump operator can sometimes make the hydrant hookup alone if the engine is near a hydrant, but the hydrant spacing for moderate risk fires normally precludes this.

Water Supply: A crew must establish a reliable water supply by either connecting to a fire hydrant or initiating a tanker shuttle operation. Regardless of which method, timing is a critical factor. An engine has about four minutes of water if one 1¾-inch line is flowing.

Incident Commander: An officer assigned to remain outside the structure to coordinate the attack, evaluate results, manage the operating strategy, arrange for more resources, and monitor conditions that might jeopardize crew safety. Additional outside Chief Officers required to assume roles of Division Officers, Finance, Logistics, Planning, Operations, Safety.

Emergency Medical Services Critical Tasking



Requests for Emergency Medical Services (EMS) comprise approximately 88% (2021) of all service demands for the agency. These calls include car accidents, childbirth, heart attack, stroke, difficulty breathing, and cardiac arrest (i.e., not breathing, no pulse). The wide assortment of EMS calls makes it difficult to outline the critical tasks for each call type; however local protocol is followed for

all situations. For most responses, an advanced life support/basic life support (ALS/BLS) ambulance responds with an ALS intercept which allows for a minimum of two personnel certified as EMT-B and two being a certified Paramedic to provide medical care. Based on the call type, a response upgraded, or subsequently downgraded, either automatically via dispatch, or by individual personnel based on information provided. All EMS alarms processed and dispatched by the Waukesha County Communications Center utilizing the Medical Priority Emergency Medical Dispatching (EMD) protocols.

Emergency Medical Services				
CRITICAL TASK	Low	Moderate	High	COMPANY ASSIGNED
Incident Command			1	Chief
Patient Care - EMS	2	2	2	Ambulance
Patient Care - EMS	1	1	1	Paramedic Intercept
Equipment/Patient Movement	1	1	1	Paramedic Intercept
Total	4	4	5	

Special Operations Critical Tasking

Hazardous Materials Response Critical Tasking

All agency personnel trained to the HazMat operations level as a minimum, per OSHA 1910.120. In the event a hazardous materials incident requires a technician response, the agency will utilize the City of Waukesha Special Services Team. The tasking for hazmat incidents is through guidelines established internally.

Hazardous Materials Events				
CRITICAL TASK	Low	Moderate	High	COMPANY ASSIGNED
Incident Command		1	1	Chief
Patient Care - EMS		2	2	Ambulance 1
Investigations/Monitoring	3	3	3	Engine 1
Extrication Team #2			2	Engine 2
Fire Protection			1	Engine 2
Safety Officer			1	Staff Chief
Patient Care - EMS #2			2	Ambulance 2
Total Personnel	3	6	12	

	1- Ambo.	2- Ambo.
1- Engine	1- Engine	2- Engine
	1- Chief	2- Chief

Technical Rescue Critical Tasking

The agency members trained to the trench rescue awareness level, rope rescue awareness level, confined space awareness level, water rescue operations level, and building collapse awareness level. In the event of a technical rescue incident requiring technician level personnel, the City of Waukesha Fire Department and/or the Milwaukee Fire Department requested.

Rescue/Extrication				
CRITICAL TASK	Low	Moderate	High	COMPANY ASSIGNED
Incident Command		1	1	Chief
Patient Care - EMS	2	2	2	Ambulance 1
Extrication/Stabilization	3	3	3	Engine 1
Extrication Team #2			2	Engine 2
Fire Protection			1	Engine 2
Safety Officer			1	Staff Chief
Patient Care - EMS #2			2	Ambulance 2
Total Personnel	5	6	12	

1- Ambo. 1- Ambo. 2- Ambo.
 1- Engine 1- Engine 2- Engine
 1- Chief 2- Chief

Establishment of an Effective Response Force

Once critical tasks have been identified and defined, an effective response force can be established. This force is defined as the amount of equipment and personnel that must reach a specific location within the specified response time. Fire risk cannot be held to zero. Thus, the objective of this standard of response coverage study is to identify a balance among distribution, concentration, and reliability that will keep fire risk at a reasonable level, while yielding the maximum savings of life and property.

The incident scene is unpredictable in many ways. While it is possible to state what critical tasks accomplished to extinguish a fire, it is not always possible to predict the number of firefighters it will take to accomplish those tasks. The number of personnel and the amount of equipment necessary to accomplish the critical tasks listed will vary due to the following factors:

- Delayed response due to other incidents at time and number of available MFD staff.
- Building construction.
- Number of occupants.
- Physical and emotional condition of occupants.
- Extent of fire upon arrival (flashover).
- Built-in fire protection.
- Area of fire involvement.

- Firefighter or civilian injuries.
- Water supply
- Equipment failure.

The need for more personnel may arise on any fire scene at any time. Fire conditions must dictate the minimum response needed for any given fire, even if that response exceeds the requirements listed in this document. The experience and professional judgment of our officers to request additional resources early in an incident is highly valued. Officers encouraged to call for help whenever they feel it may be useful.

The agency utilizes risk assessment, staffing considerations, equipment standards, and task analysis of the necessary elements needed to mitigate common fire emergencies. Outlined in the tables listed below.

Assistant/Deputy/Division Chief

Establish Command, Perform Size Up

First Engine

Establish water supply, pump operator, and attack line

Second Engine

Back up line, secondary water supply

First Ladder

Primary Search and Rescue, Ground Ladders, Salvage/Overhaul, Forcible Entry

Second Ladder (Mutual Aid)

Ventilation, Salvage/Overhaul, Search and Rescue, Utilities

First Ambulance

Control Utilities, Secondary Search

Second Chief

Accountability, Victim Assistance

Third Engine (Mutual Aid)

Rapid Intervention Team

Operations Officer, Safety Officer, Logistics Officer, Planning Officer, Staging Officer, Sector Officers –These positions as needed depending on the size and complexity of the incident. Filled by Command Staff personnel.

Low Hazard Occupancy		
CRITICAL TASK	FIREFIGHTERS	COMPANY ASSIGNED
Fire Attack	2	1st Engine
Pump Operator	1	1st Engine
Hand tools / support	2	1st Ambulance
Command	1	Shift command
Total Personnel	6	

Moderate Hazard Occupancy		
CRITICAL TASK	FIREFIGHTERS	COMPANY ASSIGNED
Fire Attack	2	1st Engine
Pump Operator	1	1st Engine
Search & Rescue / Back-up line	2	2nd Engine
Water Supply	1	2nd Engine
Ventilation	2	1st Truck
EMS	2	1st Ambulance
Command	1	Shift command
Rapid Intervention Team	3	3rd Engine
Safety Officer	1	2nd Chief Officer
Total Personnel	15	

High/Significant Hazard Occupancy		
TASK	FIREFIGHTERS	COMPANY ASSIGNED
Fire Attack	2	1st Engine
Pump Operator	1	1st Engine
Search & Rescue	2	2nd Engine
Water Supply	1	2nd Engine
Rapid Intervention Team	3	3rd Engine
Ventilation	2	1st Truck
EMS	2	1st Ambulance
Command	1	Shift command
Safety Officer	1	2nd Chief Officer
Back up	3	4th Engine
Support	3	2nd Truck
Command aid	1	3rd Chief Officer
Total Personnel	22	

Maximum Hazard Occupancy		
TASK	FIREFIGHTERS	COMPANY ASSIGNED
Command	1	1st Chief officer
Safety Officer	1	2nd Chief Officer
Command aid	1	3rd Chief Officer
Staging Officer	1	4th Chief Officer
Accountability officer	1	5th Chief Officer
Division Supervisor	1	6th Chief Officer
Fire Attack #1 w/Pump operator	3	1st Engine
Search and Rescue	3	2nd Engine
Rapid Intervention Team	3	3rd Engine
Water supply	4	4th Engine
Fire Attack #2 w/pump operator	4	5th Engine
On Deck Fire Attack	4	6th Engine
Ventilation w/ force entry	2	1st Truck
Aerial Master stream	3	2nd Truck
On Deck Truck Ops	4	3rd Truck
EMS	2	1st Ambulance
Rehab	4	2nd & 3rd Ambulance
Total Personnel	42	

Reliability

Response reliability defined as the probability that the required amount of staffing and apparatus will be available when a fire or emergency call received.

If every piece of apparatus were available in its desired location every time a fire/EMS call was received, then the department's response reliability would be 100 percent. If, however, a call received for a particular company and that company is busy at another call, a substitute company must be assigned from another agency. If the substituting station is too far away, that company cannot respond within the maximum prescribed travel time. Call backs sent out but due to high percentage of staffing living out of the area responses are low.

Component F – Performance Objectives and Measures

This section reviews the types of emergencies the agency has historically responded to, as well as the pattern of incidents, the community risk, and the overall impact this has on the department's effectiveness. The following is 2021 all incidents occurring within the agency's response area.

Mukwonago Fire Department Standards of Cover – 2022 Edition

Incident Type	Basic Incident Type Code And Description	Incidents	Percent	Prop Loss	Cont Loss	Total Loss	Loss Percent
1 - Fire	100 - Fire, other	1	0.04%				
1 - Fire	111 - Building fire	19	0.80%	5,000		5,000	7.12%
1 - Fire	114 - Chimney or flue fire, confined to chimney or flue	1	0.04%				
1 - Fire	131 - Passenger vehicle fire	2	0.08%	5,000	200	5,200	7.41%
1 - Fire	134 - Water vehicle fire	1	0.04%	10,000	50,000	60,000	85.47%
1 - Fire	141 - Forest, woods or wildland fire	1	0.04%				
1 - Fire	142 - Brush or brush-and-grass mixture fire	2	0.08%	0	0	0	0%
1 - Fire	143 - Grass fire	4	0.17%	0	0	0	0%
1 - Fire	151 - Outside rubbish, trash or waste fire	1	0.04%				
3 - Rescue & EMS	311 - Medical assist, assist EMS crew	20	0.84%				
3 - Rescue & EMS	321 - EMS call, excluding vehicle accident with injury	922	38.79%				
3 - Rescue & EMS	3212 - Interfacility Transfer	803	33.78%				
3 - Rescue & EMS	3213 - Intercept	145	6.10%				
3 - Rescue & EMS	322 - Motor vehicle accident with injuries	46	1.94%				
3 - Rescue & EMS	324 - Motor vehicle accident with no injuries.	23	0.97%				
3 - Rescue & EMS	331 - Lock-in (if lock out , use 511)	2	0.08%				
3 - Rescue & EMS	341 - Search for person on land	2	0.08%				
3 - Rescue & EMS	354 - Trench/below-grade rescue	1	0.04%				
3 - Rescue & EMS	360 - Water & ice-related rescue, other	1	0.04%				
3 - Rescue & EMS	381 - Rescue or EMS standby	2	0.08%				
4 - Hazardous Condition (No Fire)	411 - Gasoline or other flammable liquid spill	1	0.04%				
4 - Hazardous Condition (No Fire)	412 - Gas leak (natural gas or LPG)	6	0.25%				
4 - Hazardous Condition (No Fire)	413 - Oil or other combustible liquid spill	5	0.21%				
4 - Hazardous Condition (No Fire)	423 - Refrigeration leak	1	0.04%				
4 - Hazardous Condition (No Fire)	424 - Carbon monoxide incident	1	0.04%				
4 - Hazardous Condition (No Fire)	440 - Electrical wiring/equipment problem, other	3	0.13%				
4 - Hazardous Condition (No Fire)	444 - Power line down	9	0.38%				
4 - Hazardous Condition (No Fire)	445 - Arcing, shorted electrical equipment	9	0.38%				
4 - Hazardous Condition (No Fire)	463 - Vehicle accident, general cleanup	1	0.04%				
5 - Service Call	500 - Service call, other	4	0.17%				
5 - Service Call	510 - Person in distress, other	1	0.04%				
5 - Service Call	511 - Lock-out	3	0.13%				
5 - Service Call	522 - Water or steam leak	1	0.04%				
5 - Service Call	542 - Animal rescue	1	0.04%				
5 - Service Call	550 - Public service assistance, other	3	0.13%				
5 - Service Call	551 - Assist police or other governmental agency	8	0.34%				
5 - Service Call	553 - Public service	2	0.08%				
5 - Service Call	561 - Unauthorized burning	2	0.08%				
5 - Service Call	571 - Cover assignment, standby, moveup	12	0.50%				
6 - Good Intent Call	600 - Good intent call, other	1	0.04%				
6 - Good Intent Call	611 - Dispatched and cancelled en route	194	8.16%				
6 - Good Intent Call	622 - No incident found on arrival at dispatch address	19	0.80%				
6 - Good Intent Call	631 - Authorized controlled burning	5	0.21%				
6 - Good Intent Call	651 - Smoke scare, odor of smoke	11	0.46%				
6 - Good Intent Call	671 - HazMat release investigation w/no HazMat	1	0.04%				
7 - False Alarm & False Call	700 - False alarm or false call, other	2	0.08%				
7 - False Alarm & False Call	711 - Municipal alarm system, malicious false alarm	1	0.04%				
7 - False Alarm & False Call	733 - Smoke detector activation due to malfunction	6	0.25%				
7 - False Alarm & False Call	734 - Heat detector activation due to malfunction	2	0.08%				
7 - False Alarm & False Call	735 - Alarm system sounded due to malfunction	8	0.34%				
7 - False Alarm & False Call	736 - CO detector activation due to malfunction	5	0.21%				
7 - False Alarm & False Call	740 - Unintentional transmission of alarm, other	1	0.04%				
7 - False Alarm & False Call	741 - Sprinkler activation, no fire - unintentional	3	0.13%				
7 - False Alarm & False Call	743 - Smoke detector activation, no fire - unintentional	3	0.13%				
7 - False Alarm & False Call	744 - Detector activation, no fire - unintentional	4	0.17%				
7 - False Alarm & False Call	745 - Alarm system activation, no fire - unintentional	27	1.14%				
7 - False Alarm & False Call	746 - Carbon monoxide detector activation, no CO	1	0.04%				
8 - Severe Weather & Natural	800 - Severe weather or natural disaster, other	8	0.34%				
8 - Severe Weather & Natural	814 - Lightning strike (no fire)	3	0.13%				
Total		2377	100.00%	20000	50200	70200	100.00%

Dispatch

The agency tracks dispatch times and strives to utilize the standard one minute and thirty seconds (1:30) 90% of the time, from the time the call received until the call dispatched

The agency is working with the Waukesha County Communications Center since January 2021 to improve the call processing times and changes have already made to decrease the times.

Emergency Medical Services

EMS Turnout Response

The agency has adopted a turnout response time of one minute and thirty seconds (1:30) for all EMS incidents, 90% of the time from dispatch to en-route time.

Fire Suppression

Fire Turnout Response

The agency has adopted a turnout response time of one minute and thirty seconds (1:30) for all Fire incidents, 90% of the time from dispatch to en-route time.

Hazardous Materials (Hazmat) and Weapons of Mass Destruction (WMD)

Hazmat Turnout Response

The agency has adopted a turnout response time of one minute and thirty seconds (1:30) for all Hazmat incident responses; 90% of the time from dispatch to en-route.

Technical Rescue

Technical Rescue Turnout Response

The agency has adopted a turnout response time of one minute and thirty seconds (1:30) for all Technical Rescue response; 90% of the time from dispatch to en-route.

Component G – Compliance Methodology

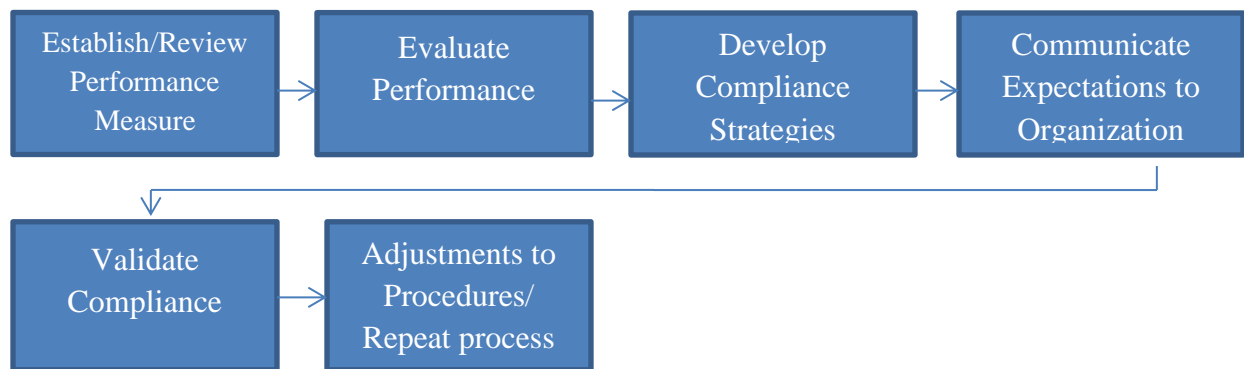
Overview of Compliance Methodology

The preceding sections of this report provide a detailed analysis of the historical performance of the agency. To prove beneficial to agency and Village and Town policy makers, continued analysis performed on a routine basis. The agency is committed to a continual process of

analyzing and evaluating actual performance against the adopted standards of cover and will enhance the data collection procedures of field operations personnel. Periodic review of the department's records management system reports will be necessary to ensure compliance and reliability of data.

Compliance Model

Compliance achieved through a systematic approach. The agency has identified the following six-step compliance model.



Step 1: Establish/Review Performance Measures

Conduct a full review of the performance measures annually. This process is risk-based and evaluates whether:

- Services provided identified
- Levels of service defined
- Levels of risk categorized

Performance objectives and measures developed:

- Distribution measures
- Concentration measures

Step 2: Evaluate Performance

Performance measures applied to actual services provided:

- System level
- First Due Area level
- Unit level

Step 3: Develop Compliance Strategies

- Determine issues and opportunities:

- Determine what needs done to close identified gaps
- Determine if resources can or should be reallocated
- Seek alternative methods to provide service at desired levels
- Develop budget estimates as necessary
- Seek additional funding commitment as necessary

Step 4: Communicate Expectations to Organization and Stakeholders

Communicate expectations:

- Explain method of measuring compliance to personnel expected to perform the services
- Provide feedback mechanisms
- Define consequences of noncompliance

Train Personnel:

- Provide appropriate levels of training/direction for all affected personnel
- Communicate consequences of noncompliance
- Modify (remediate) internal processes, application systems, and technical infrastructure as necessary to comply

Step 5: Validate Compliance

Develop and deploy verification tools and/or techniques used by divisions of the organization on an ongoing basis to verify that they are meeting the requirements:

Monthly evaluation:

- Performance by Unit
- Overall Performance
- Review of performance by Division

Quarterly evaluation:

- Performance by Unit
- Performance by First Due
- Overall Performance
- Review of performance by Executive Management

Determine whether independent validation and verification techniques used to measure the performance, and solicit external assistance as necessary

Step 6: Make Adjustments/Repeat Process

Review changes to ensure that service levels maintained or improved. Develop and implement a review program to ensure ongoing compliance:

Annual Review and Evaluation

- Performance by Unit
- Performance by First Due
- Overall Performance
- Review of performance by Governing Body
- Adjustment of performance standards by Governing Body as necessary
- Establish management processes to deal with future changes in the service area

Component H - Overall Evaluation

On February 17, 2016, Waukesha County Communications agencies formally became discussion to revise the existing dispatch policy and allow for Pre-Alert. The new policy allows the dispatcher to determine the call type, rather than the Pro QA. The dispatcher now dispatches the run and then utilizes the Pro QA for pre-arrival instructions and additional information gathering, thus reducing the alarm processing time.

The Standard of Cover document is the basis for policy and procedure changes that will have a positive impact on the achievement of performance measures. The Standard of Cover document will be integrated into the agency budgeting process and the Strategic Plan. The Standard of Cover document will be reviewed every annually at a minimum to ensure performance objectives are being met and to identify areas that may need to be addressed.

Municipal LAW

& L I T I G A T I O N G R O U P

DALE W. ARENZ - Retired
DONALD S. MOLTER, Jr. - Retired
JOHN P. MACY
H. STANLEY RIFFLE - Court Commissioner
ERIC J. LARSON
REMZY D. BITAR

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SADIE R. ZURFLUH
LUCAS C. LOGIC

STEPHEN J. CENTINARIO, JR.
MICHAEL J. MORSE
JAMES P. WALSH

May 9, 2022

Kathy Karalewitz, Administrator/Clerk/Treasurer
Town of Mukwonago
W320 S8315 Beulah Road
Mukwonago, WI 53149

**Re: Resolution to Exceed Levy Limit
First Draft**

Dear Ms. Karalewitz:

I received your request that I draft a resolution to exceed the levy limit to hire additional fire fighters for the Mukwonago Fire Department. I have had an opportunity to carefully consider this matter.

Enclosed please find a first draft of two resolutions that I have prepared for your consideration. As you can see, the resolutions are identical, except that one is for the Town and one is for the Village. I believe you will find the enclosed to be self-explanatory. I have also enclosed a checklist of required steps for the Town and the Village to exceed the levy limit to guide the Town and the Village through this process.

If you have any comments, questions or concerns regarding this letter or the notices mentioned herein, please feel free to contact me.

Yours very truly,
MUNICIPAL LAW & LITIGATION GROUP, S.C.

John P. Macy

John P. Macy

JPM/egm
Enclosure
cc: Peter Topczewski, Town Chairman

Checklist of Required Steps for Town and Village Levy Limit Increase, for shared services, by Referendum

- Resolution. Town and Village Boards must both adopt a Resolution to exceed the levy limit.
 - The Resolutions must specify the proposed amount of increase in the levy above the amount allowed by the statute; and
 - The Resolutions must specify the purpose for which the increase will be used; and
 - The Resolutions must specify whether the proposed amount of increase is for the next fiscal year only or if it will apply on an ongoing basis.
 - If adopted, the levy increase only takes effect if approved by Referendum by both the Town and the Village.
- Referendum.
 - *When.*
 - *More than 70 days.* The referendum question must be filed with the official or agency responsible for preparing the ballots at least 70 days before the election, per Wis. Stats. Section 8.37. So, the Resolutions must be adopted in time to comply with that 70-day requirement.
 - *(Note.* State law was recently amended to allow municipalities to estimate the levy increases that would apply in the event the referendum is not adopted. So, we do not need to await the DOR levy limit determination.)
 - *How.* Ordinary type A, B, C, D and E election notices are required, which are as follows:
 - *Type A.* Notice of Referendum. This must be published on the 4th Tuesday preceding the general November election or special election.
 - *Type B.* Sample Ballot and Voting Instruction Notice. This must be published on the Monday before the general or special election date when the referendum will be held.
 - *Type C.* Notice of Referendum. This notice, which includes the question as it will appear on the ballot and an explanation of the effect of a yes or no vote, must be published on the Monday before the general election or the day before a special election.
 - *Type D.* Hours and Location of Polling Places. This notice must be published on the Monday before the general election or on the day before a special election.
 - *Type E.* Notice of Absentee Voting. This notice must be provided on the 4th Tuesday before the general election or on the 3rd Tuesday before any special election.

- *Required Question:* "Under state law, the increase in the levy of the (name of political subdivision) for the tax to be imposed for the next fiscal year, (year), is limited to% (based on actual data or the political subdivision's best estimate), which results in a levy of \$.... Shall the (name of political subdivision) be allowed to exceed this limit and increase the levy for the next fiscal year, (year), for (purpose for which the increase will be used), by a total of% (based on actual data or the political subdivision's best estimate), which results in a levy of \$....?".
 - *Note that the required question does not say what will happen in subsequent years.*
 - *I recommend that you clarify that in the question, however. If it is ongoing, it should say that. If it is only for the next fiscal year, it should say that. If it is for a period of years (which arguably is a third option) it should say that.*
 - *Careful drafting of the question is essential.*
- *Clerk Certification of Result.* Within 14 days the Clerk must certify the result to the DOR. The increase takes effect if the Referendum passes; otherwise, it does not. Note that it is an allowable increase, but ordinary budgeting and levy adoption procedures still apply. If the increase is for a jointly provided service the increase should be subject to all municipal entities making the necessary increase.
- *Special Town Meeting.* Unless the Town meeting has delegated the power to levy taxes to the Town Board, the levy (whether increased by the referendum or not) must be approved at a special Town meeting, per 60.10(1)(a), Stats.

RESOLUTION NO. _____

**RESOLUTION AUTHORIZING A REFERENDUM FOR THE
VILLAGE OF MUKWONAGO TO ALLOW THE VILLAGE TO EXCEED THE
STATE IMPOSED LEVY LIMIT FOR HIRING ADDITIONAL FULL TIME FIRE
FIGHTERS WITHIN THE MUKWONAGO FIRE DEPARTMENT BEGINNING
WITH THE 2022 LEVY (COLLECTED IN 2023) AND ON AN ONGOING BASIS**

WHEREAS, the State of Wisconsin has imposed limits on town, village, city and county property tax levies under Wis. Stat. §66.0602; and

WHEREAS, Wis. Stat. §66.0602 limits the increase in 2022 to the local property tax levy to no more than the greater of (a) 0% of last year's actual levy or (b) a percentage equal to the percentage change in equalized value due to new construction less improvements removed plus other exceptions like new debt service; and

WHEREAS, the Village of Mukwonago actual levy in 2021 (collected in 2022) was \$_____; and, based upon the percentage change in equalized value due to new construction less improvements removed plus new debt service, state law would limit the increase to \$_____ (estimated) for a total allowable 2022 (collected in 2023) Village tax levy of \$_____ (estimated); and

WHEREAS, the Village of Mukwonago is presently served by seven (7) full-time fire fighter personnel and six (6) additional fire fighters are required to maintain existing levels of fire services and/or enhance future services; and

WHEREAS, the increased costs necessary to add the additional required personnel to support the Village's present and future fire protection needs would exceed the Village's maximum allowable levy; and

WHEREAS, the Village Board of the Village of Mukwonago, Waukesha County, Wisconsin believes it is in the Village's best interest to exceed the state levy limit as described above by a greater percentage than allowed by statute in order to increase the number of Village fire personnel; and

WHEREAS, the Town of Mukwonago and the Village of Mukwonago jointly own and operate the Mukwonago Fire Department, and this increase is also being requested by the Town of Mukwonago contemporaneously with the Village, and both parties intend for this levy increase to take effect only upon the funding for six (6) fire fighters within the Mukwonago Fire Department being approved by both the Town and the Village.

NOW, THEREFORE, BE IT RESOLVED that the Village Board of the Village of Mukwonago, Waukesha County, Wisconsin, do hereby support an increase in the Village tax levy for 2022 (collected in 2023) to exceed the state levy limit. The Village of Mukwonago intends that the levy increase be applied on an ongoing basis thereafter by including it in the base used to calculate the limit going forward.

BE IT FURTHER RESOLVED that the Village of Mukwonago directs that the question of increasing the Village tax levy for 2022 (to be collected in 2023) by _____ %, which would increase the Village levy by \$ _____ over the past year's levy, for a Village tax levy of \$ _____ (estimated), shall be submitted to the electors in a referendum election to be held on November 8, 2022, in the following form:

Referendum Question

"Under state law, the increase in the levy of the Village of Mukwonago for the tax to be imposed for the next fiscal year, 2023, is limited to _____ % (based on actual data or the Village's best estimate), which results in a levy of \$ _____. Shall the Village of Mukwonago be allowed to exceed this limit and increase the levy for the next fiscal year, 2023, for the purpose of hiring and retaining additional fire fighter personnel, by a total of _____ % (based on actual data or the Village's best estimate), which results in a levy of \$ _____, and on an ongoing basis thereafter."

The results of the referendum shall be binding upon the Village of Mukwonago and certified to the Wisconsin Department of Revenue, as required by Wis. Stat. §66.0602(4)(d); and,

BE IT FURTHER RESOLVED that the Village Board direct that the following Explanatory Statement of the vote be use where required:

Explanatory Statement and Effect of Vote

The Village of Mukwonago is currently served by seven (7) full-time fire fighter personnel. In order to add additional full-time staff to maintain existing levels of fire protection services and/or enhance future services, the Village's costs would exceed the maximum allowable state-imposed levy.

A **"yes"** vote allows the Village Board to exceed the state-imposed levy limits to provide additional funding to pay for six (6) additional fire fighter personnel. The increased levy would apply on an ongoing basis thereafter by including it in the base used to calculate the limit going forward. The increase shall apply only if the Town of Mukwonago also provides its share of funding for six (6) additional fire fighters within the Mukwonago Fire Department.

A **"no"** vote does not allow the Village Board to exceed the state-imposed levy limits to provide additional funding for six (6) additional fire fighter personnel. The Mukwonago Fire Department would continue to be staffed in the same manner as presently staffed.

BE IT FURTHER RESOLVED that the Village Clerk shall provide the County Clerk with a certified copy of this Resolution to ensure that the referendum question can be placed on the November 8, 2022 election ballot for all wards within the Village of Mukwonago.

Passed and adopted this ____ day of _____, 2022.

VILLAGE OF MUKWONAGO

Fred Winchowky, Village President

Attest:

Diana Dykstra, Village Clerk/Treasurer