

Tuesday, May 21, 2024

11:30 AM

McFarland Municipal Center
5915 Milwaukee St, McFarland
Conference Room A

AGENDA

The public may attend in-person or remotely through the Zoom webinar or telephone options listed below.

PLEASE CLICK THE LINK BELOW TO JOIN THE ZOOM WEBINAR:

<https://us02web.zoom.us/j/86888804762>

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Webinar ID:

Press *9 to raise/lower hand. Press *6 to mute/unmute.

1. CALL TO ORDER, ROLL CALL.

2. PUBLIC APPEARANCES.

- a. This is an opportunity for members of the public to address the Personnel Committee for items that are not on the agenda. Please remember this is a hybrid meeting conducted in person and through the Zoom online meeting platform. Meeting attendees wishing to address the Committee about items not on the agenda may do so at this time. Zoom attendees should type their name and address in the Question and Answer feature within the Zoom online meeting platform at this time. Members of the public who are present in person and wish to address the Committee should fill out a public comment form and turn into the meeting chairperson. When you are called upon to speak, state your name, address, and provide your comments to the Committee for their consideration. Please adhere to the 3-minute time limit. Additionally, you may send your public comments to village.clerk@mcfarland.wi.us to be included as part of the meeting.

Members of the public may also speak during their selected agenda item as they designate on the public comment form or in the Question and Answer feature on Zoom.

3. APPROVAL OF MINUTES.

- a. Motion to approve the minutes of the January 4, 2024 meeting.

4. BUSINESS.

- a. Discussion and recommendation on creation of a third Administrative Captain position and update of organization chart for the Fire & Rescue Department.
- b. Discussion and recommendation on updates to Chapter 36, Vehicle Use Policy, of the Personnel Policy Manual.

5. SCHEDULE NEXT MEETING DATE.

6. ADJOURNMENT.

Any person who has a qualifying disability as defined by the Americans with Disabilities Act that requires the meeting or materials at the meeting to be in an accessible location or format should contact the McFarland Municipal Center at (608)838-3153, 5915 Milwaukee Street, McFarland, Wisconsin, or village.clerk@mcfarland.wi.us by 2:00 p.m. at least 5 business days prior to the meeting so that any necessary arrangements can be made to accommodate each request. If the meeting or request is less than 5 business days from the meeting, requests for accommodations may still be made and reasonable efforts will be made to accommodate each request.

VILLAGE OF MCFARLAND
Personnel Committee Minutes
Thursday, January 4, 2024 - 12:00 PM

1. CALL TO ORDER, ROLL CALL.

Village Trustee Luke Fessler called the regular meeting of the Personnel Committee to order at 12:01 PM in Conference Room A of the McFarland Municipal Center.

Members present: Luke Fessler, TJ Jerke

Members not present: Edward Wreh

Staff Present: Matt Schuenke, Cassandra Suettinger, Andrea Anderson

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Members of the public may also speak during their selected agenda item as they designate on the public comment form or in the Question and Answer feature on Zoom.

No public present.

3. APPROVAL OF MINUTES.

a. Motion to approve the minutes of the November 27, 2023 meeting.

Motion by Village Trustee Luke Fessler, second by Village Trustee TJ Jerke, to approve the minutes of the November 27, 2023 meeting. Motion carries 2 - 0 - 0 by acclamation.

4. BUSINESS.

a. Discussion and recommendation on creation of a Finance Manager/Treasurer and update of the organization chart for the Administration Department.

Motion by Village Trustee Luke Fessler, second by Village Trustee TJ Jerke, to recommend approval of the creation of a Finance Manager/Treasurer position and to update the organizational chart for the Administration Department. Motion carries 2 - 0 - 0 by acclamation.

5. SCHEDULE NEXT MEETING DATE.

No future meeting scheduled.

6. ADJOURNMENT.

Motion by Village Trustee Luke Fessler, second by Village Trustee TJ Jerke, to adjourn at

12:21 p.m.

Pursuant to law, written notice of this meeting was given to the public and posted on the public bulletin board in accordance with Open Meetings Law.

Respectfully submitted,
Andrea Anderson
Human Resources Generalist



McFarland
SUMMARY SHEET

MEETING DATE: Tuesday, May 21, 2024

SECTION: Business

DEPARTMENT: Administration

CONTACT: Chris Dennis, Fire/Rescue Chief, Andrea Anderson, HR Generalist,
Cassandra Suettinger, Interim Village Administrator

AGENDA ITEM: Discussion and recommendation on creation of a third Administrative Captain position and update of organization chart for the Fire & Rescue Department.

PREVIOUS ACTION:

ISSUE SUMMARY:

The 2024 Budget provided for an additional Administrative Captain for the Fire & Rescue Department. The recruitment process has been completed, and our current Fire Inspector was selected for the position, which now creates a vacancy for the Fire Inspector position. When the department has a vacancy, we take the time to evaluate the position and the position description for accuracy of actual duties and responsibilities performed. After completing the evaluation, we have determined it would be beneficial to upgrade the position to an Administrative Captain.

The Fire Inspector position historically has been difficult to balance duties and responsibilities performed to the position description. We have found that the Fire Inspector often assists in daily operations beyond their position description. Often it occurs because the individuals with the knowledge, skills, and abilities for the position align with leadership. Additionally, the position requires self-motivated and independent decision-making individuals.

During the Administrative Captain process and planned implementation, it was noted that an additional Administrative Captain would be beneficial for duty officer coverage. The planned scheduling of the positions was to create duty officer coverage from 6 am to 6 pm Monday through Friday. The plan was for the two Captains to share being the duty officer for the department and to respond to all calls for service. The schedule we plan to implement with two Captains and one Fire Inspector is illustrated in the attachment. This schedule provides a dedicated duty officer each day, but it doesn't provide an alternate beyond every third day. This limits the ability for the Captain to leave the Village for county initiatives, vehicle maintenance, vendor coordination, medical direction, etc. without placing the Chief or Fire Inspector into the duty officer role. This is one of the reasons we have historically struggled with exceeding the duties of the Fire Inspector position description. In essence, the Fire Inspector acts as an officer without authority or compensation. The attachment also includes a schedule utilizing three Captains in a similar rotation. The additional Captain provides a backup duty officer every day, which will reduce the demands on the Chief to respond to routine calls as the duty officer.

Another aspect being evaluated is emergency management duties for the Village. Staff have determined one of the more logical departments for emergency management to be placed is in the Fire & Rescue Department. There are many synergies that occur between emergency management and EMS/Fire agencies. To add the duties of emergency management, additional support would be needed within the Fire & Rescue Department. The intent would be dividing duties of emergency management among the Fire & Rescue Chief and the three captains. With four individuals with



comprehensive knowledge, we would be providing depth in coverage during a crisis. This depth would be present beyond vacations or individuals being engaged in the critical operations of the event already. The intent would be that all three Captains would be able to perform all the same duties, including the current Fire Inspector duties. While one Captain may be primary contact for certain duties, the other two Captains would be capable and expected to be able to perform those duties in the absence of the other Captain. The sharing of duties provides redundancy that currently falls to the Fire & Rescue Chief.

The concept of having three Captains is not new and was recommended by the Public Safety Analysis (PSA) from February of 2019. PSA page 2.3 under Staffing Analysis states, “As the Department moves toward this integration of services over the next 10 years, it will likely need to add 3 twenty-four-hour command-level positions.” While the positions are not planned to be twenty-four-hours because of the lost production time with a twenty-four-hour shift position, it does provide the ability to transform the positions in the future. The conversion of a position from forty hours per week to forty-eight on twenty-four-hour shifts is about a 60% production loss.

We are also fortunate to have an eligibility list for the Administrative Captain from the most recent recruitment with well qualified individuals on the list. We would greatly reduce the recruitment time frame to fill our vacancy if we revised the Fire Inspector position to an Administrative Captain and used the current eligibility list.

FINANCIAL/BUDGET IMPACT:

Funding for the proposed change is contained within the 2024 budget. The Fire Inspector position is currently in grade 7 and the Administrative Captain position is in grade 11. Exact cost implications of the transition are contingent upon the final offer of the selected candidate, which is based on experience. Additionally, there is additional funding within the department available from budgeted wage increases within the department that are no longer needed with finalization of the IAFF contract. Additionally, the \$9,500 emergency management budget would be shifted to the Fire & Rescue Department. The addition of the third Administrative Captain would be cost neutral.

VILLAGE PLAN REFERENCE:

2019 Public Safety Analysis.

ORDINANCE REFERENCE:

N/A

BOARD, COMMISSION OR COMMITTEE RECOMMENDATION:

Recommended for discussion and action.


Motion to recommend creation of a third Administrative Captain position and update the organization chart for the Fire & Rescue Department.

ATTACHMENTS:

1. Admin Captain Schedules
2. 2019-02 Public Safety Analysis (PDF)
3. 202405 MFR Org Chart 2024 draft proposed


Schedule with Two Captains and One Fire Inspector

Week 1							Week 2							Week 3							
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	
Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	
Capt. 1	off	9a-9p	off	6a-6p	6a-6p	off	off	off	6a-6p	6a-6p	off	6a-6p	6a-6p	off	off	off	6a-6p	6a-6p	off	6a-6p	off
Capt. 2	off	6a-6p	6a-6p	off	6a-6p	6a-6p	off	off	off	6a-6p	6a-6p	off	6a-6p	off	off	9a-9p	off	6a-6p	6a-6p	off	off
Fire Insp	off	off	6a-6p	6a-6p	off	6a-6p	off	off	9a-9p	off	6a-6p	6a-6p	off	off	off	6a-6p	6a-6p	off	6a-6p	6a-6p	off

 Captain is the Duty Officer for the day and initial incident responder

Schedule with Three Captains

Week 1							Week 2							Week 3							
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	
Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	
Capt. 1	off	9a-9p	off	6a-6p	6a-6p	off	off	off	6a-6p	6a-6p	off	6a-6p	6a-6p	off	off	off	6a-6p	6a-6p	off	6a-6p	off
Capt. 2	off	6a-6p	6a-6p	off	6a-6p	6a-6p	off	off	off	6a-6p	6a-6p	off	6a-6p	off	off	9a-9p	off	6a-6p	6a-6p	off	off
Capt. 3	off	off	6a-6p	6a-6p	off	6a-6p	off	off	9a-9p	off	6a-6p	6a-6p	off	off	off	6a-6p	6a-6p	off	6a-6p	6a-6p	off

 Captain is the Duty Officer for the day and initial incident responder

PUBLIC SAFETY ANALYSIS



February 2019

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**VILLAGE OF MCFARLAND, WI
PUBLIC SAFETY ANALYSIS**

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**VILLAGE OF MCFARLAND, WI
PUBLIC SAFETY ANALYSIS
CHAPTER 1 – INTRODUCTION**

Project Overview

RW Management Group, Inc. was retained by the Village of McFarland to conduct a Public Safety Analysis. Based upon the proposal submitted by RW Management Group, Inc. (RW) in August 2018, the scope of the project was to conduct an operational, staffing, and equipment review as part of a public safety space needs analysis for the Village. This analysis was designed to provide for an independent third-party review of current and future anticipated Police and Fire-EMS service needs, and provide facility-related options and recommendations on fulfilling those needs.

The findings and recommendations are related to the Police and Fire-EMS service needs of the Village, which include a high-level evaluation of the McFarland Police and Fire Departments. This evaluation includes review of operations, staffing, equipment, and space needs for future anticipated service demands.

Project Work Tasks

To complete the objectives set forth by the Village, RW evaluated the operations, staffing, equipment and facility needs of the Police and Fire Departments and reviewed the economic development in the Village. RW met with and gathered information from Police and Fire Department personnel, Village Board and Police and Fire Commission members, and project team members. RW also met with Village Administration to further understand the growth potential of the Village and the relationship between the projected growth of the Village and needs of the Public Safety Departments.

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

1. **Project Kickoff Meeting:** RW Management conducted a kickoff/project planning meeting with the Project Team and key stakeholders of the Village. The purpose of this meeting was to confirm project scope and timelines, obtain project contact information, and develop a schedule of Project Team meetings and other logistical arrangements.
2. **Data Collection and Analysis:** RW provided the Project Team with a comprehensive data request that was used as the foundation for analysis. The data request included:
 - Copies of previous plan documents
 - Current public safety programs and initiatives provided by the Village
 - Village Budgets
 - Department staffing levels, training and workloads
 - Equipment inventories
 - Other relevant documents
3. **Service Delivery Analysis:** RW analyzed current public safety services being provided in the community, the method of service delivery and compared it to current best practices.



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CHAPTER 1 – INTRODUCTION**

A long-range view of these services was provided based on growth, development, changing demographics, etc. as projected for the next 10 years. A high-level analysis of opportunities to work collaboratively with neighboring communities was also conducted. Interviews were held with all levels of the Police and Fire Departments, with representatives of the Village Board and Police and Fire Commission and Village Administration.

4. **Facilities Analysis:** RW conducted a thorough Police, Fire, EMS and Administration facilities analysis that focused on current needs and services. Based on current needs, future facility needs will be addressed based on population, growth projections, environmental impacts, development type, etc.
5. **Facilities Location and Uses:** Public safety response times are critical to providing a high level of service to residents. RW conducted an analysis of optimum public safety station locations that minimizes response times while maximizing facility needs. This analysis included an examination of up to three potential locations that would affect response times and determine impact on service delivery. Consideration was given to the benefits of developing joint facilities as well as separate facilities for the various services. Opportunities for the reuse of the current Municipal Center were included in this comprehensive analysis.
6. **Facility Costs:** Upon completion of the current and future staffing analysis, RW worked with The McMahon Group to develop long range facility estimates based on the Analysis recommendations and needs as the result of projected growth and community changes.
7. **Equipment Needs:** RW conducted a review of current Police, Fire and EMS equipment and compared it to current services. We also provided a projection of future equipment needs taking into consideration growth, opportunities to share equipment with neighboring communities, and projected service changes.
8. **Project Draft Report:** RW developed a draft report that included findings, recommendations, and implementation plan. The draft report was presented to the Project Team for review. Comments were incorporated into the final report as appropriate.
9. **Project Final Report:** After review and input from the Project Team, RW prepared a final report and presented it to the Village Board.

Overview of the Current Demographics and Environment

The Village of McFarland has a population of approximately 8,449 based on the 2017 census estimates and encompasses approximately 3.55 square miles. The Village of McFarland is in Dane County.



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The Village has a full-service Police Department that provides law enforcement services 24 hours a day, every day. The Department has an extensive outreach program, has a heavy focus on training, provides a municipal security program and K-9 services. The crime rate has been kept fairly level, with the exception of property crime increase, primarily due to the current urban area drug addictions. Budget increases have been primarily due to the need to add personnel.

The Village has a full-service Fire Department which provides Advanced Emergency Medical Technician (AEMT) level care service. The McFarland Fire Department is a combination department. It has an ISO rating of 3 and responded to 1,110 incidents in 2017. It also serves the Towns of Dunn and Pleasant Springs. The Fire Department covers approximately 45 square miles with a population of approximately 15,000.

Public Safety Analysis

To present the findings and recommendations that resulted from the engagement, RW has prepared this document, referred to as the ***Village of McFarland Public Safety Analysis***.

The remainder of this report is structured as follows:

- Chapter 2 – Operational Overview and Recommendations: This section lists the findings and presents recommendations on the current and future issues associated with organizational aspects of the Public Safety Departments. Chapter 2 is outlined in the following sections:
 - Operations
 - Staffing
 - Equipment
 - Facility Needs
 - Current Municipal Center Building
 - Budget and Economic Development
 - Village of McFarland’s Facilities Master Plan
 - Comprehensive Recommendations and Options
- Chapter 3 – Implementation Plan: This chapter contains a phased implementation for the recommendations made in the ***Analysis***.



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- Chapter 4 – Budget: Estimated Budget Worksheet
- Chapter 5 – Management Summary: A summarized version of the **Analysis** is presented, highlighting the project’s objectives and recommendations.
- Chapter 6 – Glossary of Terms: A glossary of terms is presented for reference.



VILLAGE OF MCFARLAND, WI PUBLIC SAFETY ANALYSIS

CHAPTER 2 – OPERATIONAL RECOMMENDATIONS

Operational Overview and Recommendations

As stated earlier, the objectives of this project were to evaluate the Village of McFarland's public safety requirements in the areas of operations, staffing, equipment and facility needs. Based on this evaluation, RW has made recommendations for the Public Safety Department's short/long-term growth and facility needs. The report includes findings and recommendations relating to Police, Fire and Emergency Medical Service (EMS) operations, staffing, and equipment, and outlines how these needs relate to future facility recommendations. This analysis is based on the Center for Public Safety Excellence (CPSE).

The McFarland Police and Fire Departments overall are doing a very good job of maintaining high standards in providing police, fire and emergency medical services. Department personnel displayed professionalism and were very cooperative throughout the review.

Operations

Police Department

The McFarland Police Department provides law enforcement services twenty-four hours a day, seven days a week. The Department responds to requests for service, provides protective patrol, and investigates all criminal activity in the Village. In addition, the Department has an extensive outreach program including:

- Explorer Program
- Citizen Volunteer Program
- Neighborhood Watch

The Police Department's Canine (K-9) Officer and K-9 partner are prepared and equipped to assist with critical incidents which go beyond the scope of normal police operations. They also handle routine calls for service, assist with searching for suspects, assist officers with narcotics searches, and are often called upon to do public relations activities. Additionally, they also assist the school district with random searches for narcotics within the different campuses.

The Police Department has a significant focus on meeting the training needs of its staff. The Village's crime rate has remained stable, although drug-related property crime continues to rise similar to the trend seen in other metropolitan areas. Budget increases over the last three years have been directly related to changes in staffing.

Service Delivery Analysis

McFarland is a stable and developed community that will not experience much additional growth. As a result, most crime and incident responses should remain fairly level.

However, due in part to its proximity to Madison, the Police Department does devote a measurable amount of its response time dealing with drug-related crimes. These types of crimes create an increase in property offenses, most notably burglaries. Between 2015 and



VILLAGE OF MCFARLAND, WI PUBLIC SAFETY ANALYSIS

CHAPTER 2 – OPERATIONAL RECOMMENDATIONS

2018, the number of burglaries in the Village nearly doubled. Burglaries require added man hours due to the increased response and investigative functions associated with solving these crimes.

As the Madison area has grown, the increase in traffic accidents that necessitate an EMS response similarly dictate an increase in patrol response for investigative and traffic management functions on scene.

Looking forward, the Department should plan to remain proactive in its efforts to raise public awareness of prevention and response to school violence.

Fire Department

The McFarland Fire Department responded to 1,110 incidents in 2017 and has an Insurance Service Office (ISO) rating of 3. EMS incidents account for 76% of its total call volume, which is not unusual for departments that provide EMS. The largest increase in types of calls over the past 3 years has been in lift assist and vehicle accidents.

The Department provides Advanced Emergency Medical Technician (AEMT) level service and utilizes mutual aid agreements for paramedic intercepts. Provision of paramedic services is managed through the Dane County Consortium Agreement which provides for closest Advanced Life Support (ALS) unit response.

The Fire Department provides plan review and business inspections as part of its prevention efforts. This workload has been increasing over the last several years. The Department also provides the community with a public education program.

Service Delivery Analysis

While the Fire Department has made great strides in moving towards integration of the firefighting and EMS functions, it needs to continue efforts to achieve a higher level of integration. The goal is to have all members of the Department trained to work together on fighting fires and providing EMS services. Their utilization in each discipline should be based on their certification and training levels.

The Department currently struggles to complete fire inspections. If there is any increase in commercial businesses in the Village, the Department risks being unable to complete the State mandated inspections. Therefore, it should evaluate the inspection function and seek to improve organization of inspection services and cross-train all members of the Department to perform this function.

As the state, regional and national trend continues toward paramedic-level service, there will be an increased expectation by citizens and businesses for this assistance. Sometime over the next 10 years, it is likely the Department will need to move towards providing paramedic service. Continued provision of services is predicated on the Department's ongoing commitment to mutual aid and the MABAS System.



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CHAPTER 2 – OPERATIONAL RECOMMENDATIONS

Staffing

Police Department

The Police Department is currently staffed with 17 full-time sworn positions, 1 part-time sworn position and 2.5 clerical positions.

Staffing Analysis

Based upon the foregoing Service Delivery Analysis, over the next 10 years, the Police Department will likely have to add three additional full-time patrol officers and a full-time investigator. No additional supervisory positions are anticipated.

We were questioned during the analysis regarding the utilization of part-time officers. There is a legitimate concern with the utilization of part-time personnel to cover for needed full-time positions. Part-time officers are often transitional employees, creating constant recruitment and training needs. They tend to be more committed to their full-time job or anticipation of finding full-time employment and are often not available as needed. In light of these concerns, RW recommends the addition of three full-time police officers and one full-time investigator position over the next 5 – 10 years.

Fire Department

The Fire Department is a combination department with 7 full-time and 64 paid-on-call positions. The Department also has a ½ time administrative position shared with the Village Administration. EMS personnel are organized and have a current labor agreement.

Staffing Analysis

The current separation of fire and EMS duties is detrimental to the delivery of both services and this separation should be eliminated. Employees should be cross-trained to provide both firefighting and EMS services. The current EMS Labor Agreement does not address coordination of Fire and EMS duties or restrict them in any way.

The ability to utilize on-duty personnel, whether EMS or Fire specific, to operate equipment and apparatus as needed for a response to fire or rescue calls is critical to the delivery of services and the effective and efficient operation of the Department. All personnel are Fire Department personnel and should be able to provide fire, rescue and or medical duties throughout the day.

As the Department moves toward this integration of services over the next 10 years, it will likely need to add 3 twenty-four-hour command-level positions as well as 3-6 twenty-four-hour staff level positions. The command level positions are needed to provide consistent management and supervision 24 hours per day, three hundred sixty-five days per year.

Currently, command level functions are provided by what is called a “Duty Chief”, who is available on-duty or off-duty. As incidents continue to increase it becomes more crucial to have



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CHAPTER 2 – OPERATIONAL RECOMMENDATIONS

the ability for on-duty crews, dispatch personnel, police and emergency management personnel to have better access to a fire department supervisor who is actually at work and actively monitoring the daily situation onsite.

Equipment

Police Department

The Police Department currently has 9 squad cars. There are evidence-drying and other related equipment needs. The building has security cameras and monitors, an armory for working on internal weapons, limited file storage areas and equipment related to the K-9 unit.

Equipment Analysis

Based on the foregoing Service Delivery and Staffing Analyses relative to the Police Department, it is probable that the Department will need to add 2 additional vehicles to its fleet. In addition, as the need for investigations increases, the Department will similarly need to add to its evidence equipment.

Fire Department

The Fire Department currently has the following apparatus:

- 2 Engines
- 2 Ambulances
- 1 Ladder Truck
- 1 Heavy Rescue
- 1 Tender
- 1 Brush Truck
- 1 Rescue Boat
- 1 ATV and Trailer
- 4 Utility - Command Vehicles
- 1 Foam Trailer

The Department also has 71+ sets of turnout gear all located within apparatus bays. They have multiple training props, quality exercise equipment and several pieces of fire equipment, hoses and tools.

Equipment Analysis

The Fire Department is well-equipped. It is unlikely that the Village will need to add to the Fire Department fleet. However, to ensure that the Department can effectively and adequately handle a response requiring the foam trailer, it will need to increase the current capacity of the



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CHAPTER 2 – OPERATIONAL RECOMMENDATIONS

trailer. There is currently a potential to share foam trailers with the DeForest - Windsor Fire EMS Department.

There was discussion during this study regarding the rescue boat and the antique fire truck used in parades. RW feels that a boat stored on a trailer allowing for movement between the four lakes and different launch sites is needed. In an effort to find additional space for day-to-day operations, the antique fire apparatus could be stored at a separate location if desired.

RW recommends removal of the turn-out gear from the garage, removal of the exercise equipment from its current location on the mezzanine in the garage, and a dedicated space for training props. These items will be more fully addressed in the facilities analysis.

Facility Needs

Police Department

Review and study of the Police Department's current facilities revealed shortcomings and needs relative to a number of different areas. Insufficient space currently exists for evidence handling, offices, interview rooms, storage, briefing and training. There is no fitness area, bunk area, and the kitchen area/break room are inadequate to meet the Department's twenty-four operation.

The current garage space is insufficient to house the Department's fleet and does not provide for a secure sally port. In addition, there are traffic flow, egress, and parking issues in the outside areas of the Department.

Facility Needs Analysis

In order for the Department to remain in its current space, a number of needs would have to be addressed. Additional space is needed for the garage, offices, evidence processing, storage and interview rooms. Based on the amount of activity in the Department, we felt there was a need for at least four interview/interrogation rooms. RW also feels it is most appropriate to separate office space, rather than have an open concept office, due to the need for private conversations, telephone calls and meetings. Conference rooms should be provided for times when collaboration is needed.

The evidence room in a police department building is the most restricted access area in the building. Evidence processing needs include:

- Drying room and cabinets
- Processing tables
- Forensic kit storage
- Chemical workstations
- Secure evidence lockers with biometric access controls
- Fingerprint development equipment
- Biohazard storage



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- Drug storage
- Weapon storage
- Found property storage including big items like vehicles
- Door access control readers and cameras
- Materials utilized in the room must be chemical resistant

Public Safety buildings need to provide a safe environment for staff and visitors. Security and access control from active assailants include the following building protections:

- Restricted I.D.'s and access
- Camera systems
- Non-public areas should be signed as restricted non-public access
- Visitors should log in, have I.D. Display and be escorted
- Camera system monitoring of:
 - Sally Port access
 - Prisoner processing area
 - Protected parking for staff and police vehicles
 - Interview, interrogation and holding areas
 - Evidence storage
- Fencing, gates and proper signage
- Proper lighting internally and externally
- Security windows

Other items identified in our analysis if the Department is to remain in its current space are:

- Access to fitness and training areas
- The kitchen is missing items and lacks space
- Briefing and meeting areas need to be created
- Traffic flow and parking need to be improved
- Security measures throughout the Department need to be improved
- A sally port needs to be added for prisoner movement from squads to the facility

Fire Department

Review and study of the Fire Department's current facilities revealed shortcomings and needs relative to a number of areas. Parking is insufficient for current personnel, and ingress and egress to the apparatus bays poses a safety concern and often can block egress for the Police Department.

Additional space needs to be provided for turn-out gear and exercise equipment, which should not be housed in the garage due to safety considerations. The laundry area and storage need to be expanded. The workspace flow throughout the Department as well as the dorm setup need to be improved. The Department also needs a reception area.



VILLAGE OF MCFARLAND, WI PUBLIC SAFETY ANALYSIS

CHAPTER 2 – OPERATIONAL RECOMMENDATIONS

Facility Needs Analysis

Should the Department remain in its current space, a number of needs have to be addressed.

- The entire work flow of the station would need to be reconfigured. Modifications to the location and/or layout of the kitchen and break area, dorm rooms and training room would need to occur.
- Office and storage space would need to be increased and an entry/foyer created.
- The work out room and turnout gear would need to be relocated to safer areas because of environmental and health concerns.
- Additional parking would be required, as well as improvements to ingress and egress of departmental vehicles.
- The laundry and equipment cleaning areas would have to be relocated or reconfigured in their current locations.
- The building security features listed under Police Department Facility Needs Assessment should also be included.

Current Municipal Center Building

Village Administration and Other Offices

The current space in the Municipal Center for administration and non-public safety departments is fully utilized but adequate to support current service needs. However, should space needs increase in the future, there is no room for expansion.

Police Department

As indicated previously in this report, the current Municipal Center is inadequate for the Police Department's facility needs, primarily as related to garage space, evidence areas, parking, vehicle ingress/egress, interview rooms, offices, lockers, patrol and briefing space, and kitchen/break room facilities.

Fire Department

The current Municipal Center location is adequate for the Fire Department's response area and coverage. However, parking is insufficient at the current location, there are safety concerns with the ingress/egress of departmental vehicles, there is no reception area, the dorm layout and locations are deficient, and the apparatus floor/garage is overcrowded.



VILLAGE OF MCFARLAND, WI PUBLIC SAFETY ANALYSIS

CHAPTER 2 – OPERATIONAL RECOMMENDATIONS

Current Municipal Center Building Analysis

Village Administration and Other Offices

Additional space will have to be provided for future expansion and growth needs for administration and other departments. Moving Public Safety Departments out of the current building will provide for future expansion and other public needs within the existing space. If needed, this would also provide a more efficient and economical way to build a second story at the current Municipal Center.

Police Department

There is no solution to the inadequate garage space for the Police Department fleet at the current Municipal Center. Vehicle access and traffic flow will also remain problematic. Finally, the Department would require additional space and all Department areas would require extensive reconfiguration to solve all of the shortcomings.

Fire Department

The ingress/egress issues for the Fire Department at the current building would be difficult if not impossible to solve given the lack of space in which to make any improvements or reconfigurations. Parking issues would continue to be problematic for the same reason. Finally, extensive reconfiguration of the garage, apparatus floor and interior space would be required to address all of the Department's facility needs as outlined earlier in this report.

Budget and Economic Development

Budget Analysis

Future Considerations

Additional factors that were taken into consideration by RW in making its recommendations in this report include:

- Anticipated annexation of 122 acres for high-end development
- Population growth
- Changing demographics
- Potential expansion of elder care facilities
- Limited potential for public use facility land available

Village of McFarland's Facilities Master Plan

RW reviewed our thoughts and concerns relative to the Facilities Master Plan with our partner the McMahon Group of Companies. Build-out concerns on the current property are:



**VILLAGE OF MCFARLAND, WI
PUBLIC SAFETY ANALYSIS**

CHAPTER 2 – OPERATIONAL RECOMMENDATIONS

- The building is currently occupied twenty-four hours a day, three hundred and sixty-five days a year.
- This would add extensive cost to any construction or build-out at the current site.
- Estimated costs of \$1.5 million or more to move occupants out to a different location during construction.
- Build-out would not resolve the parking or egress issues that currently exist for police and fire.
- Extensive and costly reconfiguration and remodeling would have to take place.

Comprehensive Recommendations and Options

Based on the factors outlined in this report and an evaluation of all data, resources, and options, RW makes the following recommendations:

1. Erect a new Public Safety building to be shared by the Police and Fire Departments. A new building will be the most efficient and cost-effective way to address all of the current shortcomings for each department in the current Municipal Center Building. A new building will permit multiple shared resources, potentially including kitchen/break room, lockers, dorms, training and workout areas, as well as shared administrative staff. It will be critical to include stakeholders from the Police and Fire Departments in selection of location and design of a new Public Safety building.
 - a. Site Location
 - i. Due to the need to stay close to Fire-EMS personnel responding from home to the station, along with the need for easy access routes, RW recommends that the new public safety building be located approximately ½ mile to the East of the current station near or on Holscher Rd.
2. Moving the Police and Fire Departments out of the current Municipal Center Building will free up a great deal of additional space. This space could be used for future expansion of administration and other Village Departments within the Municipal Center. In addition, there would be room to construct the Community Center that the Village has wanted within the space vacated by the public safety departments. One advantage to this proposal is that the “Village Square” atmosphere would be provided by keeping the Library, Village Hall, and the Community Center in close proximity to each other. This would also improve the ability to expand vertically if there was a need.

The practicalities of a combined public safety building include the following:

- Exterior should fit into surroundings.
- Emergency responses require less complicated floor plans and bottlenecks, non-slip floors and wide stairways.
- Safeguard designs are needed to protect staff and visitors from unruly, drunken or violent offenders and assailants.
- Occupant comforts should include quality lighting, daylighting, well insulated walls, and be free from air leaks and moisture problems.



**VILLAGE OF MCFARLAND, WI
PUBLIC SAFETY ANALYSIS**

CHAPTER 3 – IMPLEMENTATION PLAN

Implementation Plan by Priority

To properly and successfully implement the recommendations made for public safety physical needs and other related recommendations, certain key components must be addressed. Without the implementation of these components, overall services, productivity and organizational buy-in will be tempered and system performance will suffer.

The following implementation plan lists, by priority, those requirements that satisfy the principles of comprehensive facilities planning for public safety. The plan has been developed taking into consideration the benefits that have a high overall return to the residents, the Departments, the Village and the neighboring communities. Using this approach, the Village will not only be moving toward sound public safety services, practices and systems, but they will also be implementing changes in facility planning that yield the highest returns first. The exact details and dates for some of these changes are left up to the Village to determine depending on its assessment of current economics and prioritization of needs.

Fiscal Years 2019 - 2023

The goal for the next five years is to conduct the comprehensive planning of the recommendations. The following areas should be part of the planning process over the next five years:

- Define a Project Team made up of members from the Village Board, Administration and Police and Fire Departments. This team will provide oversight of the Village Facilities Planning and Public Safety Analysis recommendations implementation to occur with internal and external resources to coordinate efforts.
- Develop a long-term public safety facility plan for managing the Village Public Safety Building project.
- Engage the assistance of an architectural firm to assist with the facility planning and cost estimates.
- Search for specific locations and assess their availability and cost.
- Plan the reconfiguration of the existing Village Municipal Building.

Fiscal Years 2024 - 2028

The following areas are to be developed and implemented during this period:

- Erect a new Public Safety building to be shared by the Police and Fire Departments. The new building will permit multiple shared resources, potentially including shared kitchen/break



**VILLAGE OF MCFARLAND, WI
PUBLIC SAFETY ANALYSIS**

CHAPTER 3 – IMPLEMENTATION PLAN

room, lockers, dorms, training and workout areas, as well as shared administrative staff. It will be critical to include stakeholders from the Police and Fire Departments in selection of location and design of a new Public Safety building.

- a. Site Location
 - i. Due to the need to stay close to fire-EMS personnel responding from home to the station, along with the need for easy access routes, RW recommends that the new public safety building be located approximately ½ mile to the East of the current station near or on Holscher Rd.
- Moving the Police and Fire Departments out of the current Municipal Center Building will free up a great deal of additional space. This space could be used for future expansion of administration and other Village Departments within the Municipal Center. In addition, there would be room to construct the Community Center that the Village has wanted within the space vacated by the public safety departments. One advantage to this proposal is that the “Village Square” atmosphere would be provided by keeping the Library, Village Hall, and the Community Center in such close proximity to each other. The potential to expand vertically in the current building becomes more economic and efficient with public safety no longer residing in the current facility.



**VILLAGE OF MCFARLAND, WI
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CHAPTER 4 – ESTIMATED BUDGET**

Project Budget

Chapter 4 presents budget estimates and costs associated with future short/long term public safety facility recommendations to meet the needs of the Village’s Police, Fire and EMS departments. The budget has been developed considering the recommendations presented throughout this document.

As with any project, these estimates were developed anticipating that the Village would implement the plan as presented and, in the timeframes, specified. Should the project timeframes be lengthened, or the scope or direction of the project be changed, the budget estimates would need to be adjusted accordingly. The costs for these recommendations are approximate estimations and can be adjusted at any time by the project team.

The budget is presented to provide the basis for the continuing project efforts should the Village adopt and begin implementation of the recommendations. The budget is characterized by the following major components:

- Capital Expenses – Public Safety Facilities – Cost associated with the building of a public safety facility or renovation of the current municipal structure.

The estimated costs for constructing a new Public Safety Building to serve the needs of Police, Fire and Rescue are shown in the table below. A more detailed breakdown of costs is shown in Exhibits A, B and C included at the end of this chapter.

While expanding the current Village Hall by adding a second story appears to be less costly, it does not resolve the future space needs for General Government. It also does not resolve the concerns of parking, ingress, egress, safety, large evidence storage and several other issues identified in this report.

VILLAGE OF MCFARLAND BUILDING EXPANSION				
BUDGET PROJECTIONS				
	Current Space	2028 Projected Space needs	Separate (off-site) Building Cost	2nd Story expansion of Village Hall
Fire Department	15,630 SF	24,400 SF	\$ 4,398,425	
Police Department	7,750 SF	17,570 SF	\$ 3,751,600	
Combined PD/FD/EMS Building	23,380 SF	41,970SF	\$ 8,150,025	\$ 6,199,200
Arch, Eng, Site Dev,etc.			\$ 2,610,975	\$ 2,267,850
Total			\$ 10,761,000	\$ 8,467,050

Note: See Exhibit A for a more detailed cost breakdown.



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CHAPTER 4 – ESTIMATED BUDGET

Benefits

As a result of implementing RW's recommendations, the Village, the Departments and the citizens living in the Village should realize significant tangible benefits, mitigate liabilities, and justify the recommended investment. The following tangible and intangible benefits should be realized as a result of implementation of the recommendations:

- Provide a long-term approach to facility needs for the Village to use as a planning guide for budgetary and operational considerations. This approach improves efficiencies by reducing repetitive processes and provides for a structured management plan, along with cost efficiencies through the sharing of a station.
- Mitigate liability in instances where accepted national standards are not being met. These standards are nationally recognized in a court of law and will serve to protect the Village.
- Provide a proactive approach to planning for the future development of the community by detailed evaluation of the public safety services and facility needs, which is then revisited periodically.
- Improve the confidence and abilities of emergency response personnel to handle emergency incidents by providing the appropriate facilities.
- Provide Village management with prompt accurate information and decision-making tools to increase efficiency and effectiveness.
- The improvement and retention of the overall fitness and health of the Department members should be given a higher priority. This should contribute to the mitigation of work accidents, occupational exposure, hazard awareness and the reduction of lost time injuries and related legal proceedings.
- Provide for better utilization of the area surrounding the current municipal building. There would now be the potential to create a community area within close proximity to the library.
- Provide for improved public safety proficiencies related to daily operational needs of police, fire and EMS.
- Provide space in the current facilities to pursue expansion of Village offices and potential community center.



**VILLAGE OF MCFARLAND, WI
PUBLIC SAFETY ANALYSIS**

CHAPTER 5 – MANAGEMENT SUMMARY

Project Overview

RW Management Group, Inc. was retained by the Village of McFarland to conduct a Public Safety Analysis.

The analysis provides a review of Public Safety operations, staffing, equipment and facility needs. Recommendations and options for the Village to use now and in the future, when assessing Police, Fire-EMS facility needs in the Village. Based upon the proposal submitted by RW Management Group, Inc. (RW) in August 2018, the scope of the project was to conduct an operational, staffing, equipment review, as part of a public safety space needs analysis for the Village. This analysis was designed to provide for an independent third-party review current and future anticipated Police, and Fire-EMS service needs, and provide facility related options and recommendations on fulfilling those needs.

The findings and recommendations are related to the Police and Fire-EMS service needs of the Village, which include a high-level evaluation of the McFarland Police and Fire Departments. This evaluation includes review of operations, staffing, equipment needs, and space needs anticipated for future anticipated service needs.

The findings and recommendations are related to the operations, staffing, equipment needs, and facility needs of the Police and Fire Department in the Village. The review included the following categories:

- **Operations Analysis**
- **Staffing Analysis**
- **Equipment Analysis**
- **Facility Needs Analysis**
- **Current Municipal Building Analysis**
- **Budget Analysis**
- **Comprehensive Recommendations and Options**

Comprehensive Recommendations and Options

There are recommendations relating to the Village public safety operations, staffing, equipment and facility needs. These recommendations relate to potential organizational and operational and facility needs for public safety in the Village. This review was based on the Center for Public Safety Excellence Standards and best practices recommendations.



**VILLAGE OF MCFARLAND, WI
PUBLIC SAFETY ANALYSIS**

CHAPTER 5 – MANAGEMENT SUMMARY

Operations

Police

McFarland is a stable and developed community that will not experience much additional growth. As a result, most crime and incident responses should remain fairly level.

However, due in part to its proximity to Madison, the Police Department does devote a measurable amount of its response time dealing with drug-related crimes. These types of crimes create an increase in property offenses, most notably burglaries. Between 2015 and 2018, the number of burglaries in the Village nearly doubled. Burglaries require added man hours due to the increased response and investigative functions associated with solving these crimes.

As the Madison area has grown, the increase in traffic accidents that necessitate an EMS response similarly dictate an increase in patrol response for investigative and traffic management functions on scene.

Looking forward, the Department should plan to remain proactive in its efforts to raise public awareness of prevention and response to school violence.

Fire

While the Fire Department has made great strides in moving towards integration of the firefighting and EMS functions, it needs to continue efforts to achieve a higher level of integration. The goal is to have all members of the Department trained to work together on fighting fires and providing EMS services. Their utilization in each discipline should be based on their certification and training levels.

The Department currently struggles to complete fire inspections. If there is any increase in commercial businesses in the Village, the Department risks being unable to complete the State mandated inspections. Therefore, it should evaluate the inspection function and seek to improve organization of inspection services and cross-train all members of the Department to perform this function.

As the state, regional and national trend continues toward paramedic-level service, there will be an increased expectation by citizens and businesses for this assistance. Sometime over the next 10 years, it is likely the Department will need to move towards providing paramedic service. Continued provision of services is predicated on the Department's ongoing commitment to mutual aid and the MABAS System.



**VILLAGE OF MCFARLAND, WI
PUBLIC SAFETY ANALYSIS**

CHAPTER 5 – MANAGEMENT SUMMARY

Staffing

Police

Based upon the foregoing Service Delivery Analysis, over the next 10 years, the Police Department will likely have to add three additional full-time patrol officers and a full-time investigator. No additional supervisory positions are anticipated.

We were questioned during the analysis regarding the utilization of part-time officers. There is a legitimate concern with the utilization of part-time personnel to cover for needed full-time positions. Part-time officers are often transitional employees, creating constant recruitment and training needs. They tend to be more committed to their full-time job or anticipation of finding full-time employment and are often not available as needed. In light of these concerns, RW recommends the addition of three full-time police officers and one full-time investigator position over the next 5 – 10 years.

Fire

The current separation of fire and EMS duties is detrimental to the delivery of both services and this separation should be eliminated. Employees should be cross-trained to provide both firefighting and EMS services. The current EMS Labor Agreement does not address coordination of Fire and EMS duties or restrict them in any way.

The ability to utilize on-duty personnel, whether EMS or Fire specific, to operate equipment and apparatus as needed for a response to fire or rescue calls is critical to the delivery of services and the effective and efficient operation of the Department. All personnel are Fire Department personnel and should be able to provide fire, rescue and or medical duties throughout the day.

As the Department moves toward this integration of services over the next 10 years, it will likely need to add 3 twenty-four-hour command-level positions as well as 3-6 twenty-four-hour staff level positions. The command level positions are needed to provide consistent management and supervision 24 hours per day, three hundred sixty-five days per year.

Currently, command level functions are provided by what is called a “Duty Chief”, who is available on-duty or off-duty. As incidents continue to increase it becomes more crucial to have the ability for on-duty crews, dispatch personnel, police and emergency management personnel to have better access to a fire department supervisor who is actually at work and actively monitoring the daily situation onsite.



**VILLAGE OF MCFARLAND, WI
PUBLIC SAFETY ANALYSIS**

CHAPTER 5 – MANAGEMENT SUMMARY

Equipment

Police

Based on the foregoing Service Delivery and Staffing Analyses relative to the Police Department, it is probable that the Department will need to add 2 additional vehicles to its fleet. In addition, as the need for investigations increases, the Department will similarly need to add to its evidence equipment.

Fire

The Fire Department is well-equipped. It is unlikely that the Village will need to add to the Fire Department fleet. However, to ensure that the Department can effectively and adequately handle a response requiring the foam trailer, it will need to increase the current capacity of the trailer. There is currently a potential to share foam trailers with the DeForest - Windsor Fire EMS Department.

There was discussion during this study regarding the rescue boat and the antique fire truck used in parades. RW feels that a boat stored on a trailer allowing for movement between the four lakes and different launch sites is needed. In an effort to find additional space for day-to-day operations, the antique fire apparatus could be stored at a separate location if desired.

RW recommends removal of the turn-out gear from the garage, removal of the exercise equipment from its current location on the mezzanine in the garage, and a dedicated space for training props. These items will be more fully addressed in the facilities analysis.

Facility Needs

Police

In order for the Department to remain in its current space, a number of needs would have to be addressed. Additional space is needed for the garage, offices, evidence processing, storage and interview rooms. Based on the amount of activity in the Department, we felt there was a need for at least four interview/interrogation rooms. RW also feels it is most appropriate to separate office space, rather than have an open concept office, due to the need for private conversations, telephone calls and meetings. Conference rooms should be provided for times when collaboration is needed.

The evidence room in a police department building is the most restricted access area in the building. Evidence processing needs include:

- Drying room and cabinets
- Processing tables
- Forensic kit storage



VILLAGE OF MCFARLAND, WI PUBLIC SAFETY ANALYSIS

CHAPTER 5 – MANAGEMENT SUMMARY

- Chemical workstations
- Secure evidence lockers with biometric access controls
- Fingerprint development equipment
- Biohazard storage
- Drug storage
- Weapon storage
- Found property storage including big items like vehicles
- Door access control readers and cameras
- Materials utilized in the room must be chemical resistant

Public Safety buildings need to provide a safe environment for staff and visitors. Security and access control from active assailants include the following building protections:

- Restricted I.D.'s and access
- Camera systems
- Non-public areas should be signed as restricted non-public access
- Visitors should log in, have I.D. Display and be escorted
- Camera system monitoring of:
 - Sally Port access
 - Prisoner processing area
 - Protected parking for staff and police vehicles
 - Interview, interrogation and holding areas
 - Evidence storage
- Fencing, gates and proper signage
- Proper lighting internally and externally
- Security windows

Other items identified in our analysis if the Department is to remain in its current space are:

- Access to fitness and training areas
- The kitchen is missing items and lacks space
- Briefing and meeting areas need to be created
- Traffic flow and parking need to be improved
- Security measures throughout the Department need to be improved
- A sally port needs to be added for prisoner movement from squads to the facility

Fire

Should the Department remain in its current space, a number of needs have to be addressed.

- The entire work flow of the station would need to be reconfigured. Modifications to the location and/or layout of the kitchen and break area, dorm rooms and training room would need to occur.
- Office and storage space would need to be increased and an entry/foyer created.



VILLAGE OF MCFARLAND, WI PUBLIC SAFETY ANALYSIS

CHAPTER 5 – MANAGEMENT SUMMARY

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Current Municipal Center Building

Village Administration and Other Offices

Additional space will have to be provided for future expansion and growth needs for administration and other departments. Moving Public Safety Departments out of the current building will provide for future expansion and other public needs within the existing space. If needed, this would also provide a more efficient and economical way to build a second story at the current Municipal Center.

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The ingress/egress issues for the Fire Department at the current building would be difficult if not impossible to solve given the lack of space in which to make any improvements or reconfigurations. Parking issues would continue to be problematic for the same reason. Finally, extensive reconfiguration of the garage, apparatus floor and interior space would be required to address all of the Department's facility needs as outlined earlier in this report.



**VILLAGE OF MCFARLAND, WI
PUBLIC SAFETY ANALYSIS**

CHAPTER 5 – MANAGEMENT SUMMARY

Budget and Economic Development

Future Considerations

Additional factors that were taken into consideration by RW in making its recommendations in this report included:

- Anticipated annexation of 122 acres for high-end development
- Population growth
- Changing demographics
- Potential expansion of elder care facilities
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Village of McFarland's Facilities Master Plan

RW reviewed our thoughts and concerns relative to the Facilities Master Plan with our partner the McMahon Group of Companies. Build-out concerns on the current property are:

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- Extensive and costly reconfiguration and remodeling would have to take place.

Comprehensive Recommendations and Options Summary

Based on the factors outlined in this report and an evaluation of all data, resources, and options, RW makes the following recommendations:

1. Erect a new Public Safety building to be shared by the Police and Fire Departments. A new building will be the most efficient and cost-effective way to address all of the current shortcomings for each department in the current Municipal Center Building. A new building will permit multiple shared resources, potentially including kitchen/break room, lockers, dorms, training and workout areas, as well as shared administrative staff. It will be critical to include stakeholders from the Police and Fire Departments in selection of location and design of a new Public Safety building.
 - a. Site Location
 - i. Due to the need to stay close to Fire-EMS personnel responding from home to the station, along with the need for easy access routes, RW recommends that the new public safety building be located approximately ½ mile to the East of the current station near or on Holscher Rd.



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CHAPTER 5 – MANAGEMENT SUMMARY

2. Moving the Police and Fire Departments out of the current Municipal Center Building will free up a great deal of additional space. This space could be used for future expansion of administration and other Village Departments within the Municipal Center. In addition, there would be room to construct the Community Center that the Village has wanted within the space vacated by the public safety departments. One advantage to this proposal is that the “Village Square” atmosphere would be provided by keeping the Library, Village Hall, and the Community Center in close proximity to each other. This would also improve the ability to expand vertically if there was a need.

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- Occupant comforts should include quality lighting, daylighting, well insulated walls, and be free from air leaks and moisture problems.

Implementation Plan by Priority

Fiscal Years 2019 - 2023

The goal for the next five years is to conduct the comprehensive planning of the recommendations. The following areas should be part of the planning process over the next five years:

- Define a Project Team made up of members from the Village Board, Administration and Police and Fire Departments. This team will provide oversight of the Village Facilities Planning and Public Safety Analysis recommendations implementation to occur with internal and external resources to coordinate efforts.
- Develop a long-term public safety facility plan for managing the Village Public Safety Building project.
- Engage the assistance of an architectural firm to assist with the facility planning and cost estimates.
- Search for specific locations and assess their availability and cost.
- Plan the reconfiguration of the existing Village Municipal Building.



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CHAPTER 5 – MANAGEMENT SUMMARY

Fiscal Years 2024 - 2028

The following areas are to be developed and implemented during this period:

3. Erect a new Public Safety building to be shared by the Police and Fire Departments. The new building will permit multiple shared resources, potentially including shared kitchen/break room, lockers, dorms, training and workout areas, as well as shared administrative staff. It will be critical to include stakeholders from the Police and Fire Departments in selection of location and design of a new Public Safety building.
 - a. Site Location
 - i. Due to the need to stay close to fire-EMS personnel responding from home to the station, along with the need for easy access routes, RW recommends that the new public safety building be located approximately ½ mile to the East of the current station near or on Holscher Rd.
4. Moving the Police and Fire Departments out of the current Municipal Center Building will free up a great deal of additional space. This space could be used for future expansion of administration and other Village Departments within the Municipal Center. In addition, there would be room to construct the Community Center that the Village has wanted within the space vacated by the public safety departments. One advantage to this proposal is that the “Village Square” atmosphere would be provided by keeping the Library, Village Hall, and the Community Center in such close proximity to each other. The potential to expand vertically in the current building becomes more economic and efficient with public safety no longer residing in the current facility.

Benefits

As a result of implementing RW’s recommendations, the Village, the Departments and the citizens living in the Village should realize significant tangible benefits, mitigate liabilities, and justify the recommended investment. The following tangible and intangible benefits should be realized as a result of implementation of the recommendations:

- Provide a long-term approach to facility needs for the Village to use as a planning guide for budgetary and operational considerations. This approach improves efficiencies by reducing repetitive processes and provides for a structured management plan, along with cost efficiencies through the sharing of a station.
- Mitigate liability in instances where accepted national standards are not being met. These standards are nationally recognized in a court of law and will serve to protect the Village.



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CHAPTER 5 – MANAGEMENT SUMMARY

- Provide a proactive approach to planning for the future development of the community by detailed evaluation of the public safety services and facility needs, which is then revisited periodically.
- Improve the confidence and abilities of emergency response personnel to handle emergency incidents by providing the appropriate facilities.
- Provide Village management with prompt accurate information and decision-making tools to increase efficiency and effectiveness.
- The improvement and retention of the overall fitness and health of the Department members should be given a higher priority. This should contribute to the mitigation of work accidents, occupational exposure, hazard awareness and the reduction of lost time injuries and related legal proceedings.
- Provide for better utilization of the area surrounding the current municipal building. There would now be the potential to create a community area within close proximity to the library.
- Provide for improved public safety proficiencies related to daily operational needs of police, fire and EMS.
- Provide space in the current facilities to pursue expansion of Village offices and potential community center.



**VILLAGE OF MCFARLAND, WI
PUBLIC SAFETY ANALYSIS**

CHAPTER 6 – GLOSSARY

AEMT	Advanced Emergency Medical Technician – This is the third level of a five-tiered EMS in Wisconsin. AEMT’s have a scope of practice that allows them to perform advanced airway, ventilation, oxygenation, cardiovascular and immobilization procedures beyond the EMT level.
ANNEXATION	The act or an instance of annexing, or adding to something larger, especially the incorporation of new territory into the domain of a city, country, or state.
APPARATUS	Apparatus is commonly used to describe multiple types of fire trucks or emergency response vehicles like ambulances.
BIOHAZARD	A biological agent or condition that is a hazard to humans or the environment.
BIOMETRICS	Biometrics is the technical term for body measurements and calculations. It refers to metrics related to human characteristics.
CPSE	Center for Public Safety Excellence - Evaluation process that measures fire departments to established and accepted national standard criteria. The International City /County Management Association and the International Association of Fire Chiefs were both committed to the development of these standards.
DANE COUNTY CONSORTIUM	Through a county-wide agreement, the closest paramedic unit is assigned to specific calls. Under this agreement, ALS care is provided by the closest available Advanced Life Support ambulance as determined by Priority Medical Dispatch without regard to jurisdictional boundaries.
DUTY CHIEF	A fire officers who is assigned the duty of supervising a shift, whether on duty or of duty at home.
EMS	Emergency Medical Service - This term is utilized to cover the multiple tiers of emergency medical response, from first responder to Paramedic.
FORENSIC	Relating to or denoting the application of scientific methods and techniques to the investigation of crime.
INTERROGATION	Interrogation is interviewing as commonly employed by law enforcement officers, military personnel, and intelligence agencies with the goal of eliciting useful information.



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CHAPTER 6 – GLOSSARY

INTERVIEW	A formal meeting in which one or more persons question, consult, or evaluate another person: a victim interview.
ISO	Insurance Services Office Rating Schedule – System used to rate fire departments for insurance rating purposes.
K-9	A police dog, known in some English-speaking countries as a "K-9" or "K9", is a dog that is specifically trained to assist police and other law-enforcement personnel. Their duties include: searching for drugs and explosives, locating missing people, finding crime scene evidence, and attacking people targeted by the police. Police dogs must remember several verbal cues and hand gestures.
MABAS	Mutual Aid Box Alarm System – A Wisconsin statutory system in place for the coordination of fire and EMS mutual aid throughout the State of Wisconsin.
MUTUAL AID	Mutual aid is utilized frequently in fires that exceed the capabilities of a department's equipment or available manpower to appropriately fight a large fire. Mutual aid requires a specific request for assistance by the incident commander.
PARAMEDIC	This is the fourth level of a five-tiered EMS system in Wisconsin. Paramedics are advanced providers of emergency medical care and are highly educated in topics such as anatomy and physiology, cardiology, medications, and medical procedures.
SALLY PORT	A sally port is a secure, controlled entryway to a fortification or prison. The entrance is usually protected by some means, such as a fixed wall on the outside, parallel to the door—which must be circumvented to enter and prevents direct enemy fire from a distance. It may include two sets of doors that can be barred independently to further delay enemy penetration.



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Appendix Overview

This appendix contains additional information that was not part of the original analysis but was requested as a supplement to the analysis. Some of this information was provided after the analysis was completed and some is just additional information related to the recommendations in the analysis.

The appendix will contain four sections; General, Fire and Rescue, Police, and Comprehensive Recommendations and Options.

General

Bio's

Project Team Members

Project staff was selected for their relevant experience in the service to be provided. Each was assigned with specific responsibilities related to the elements of the project. The work of the project staff was provided to the project manager for review, collation and for interface with the client's project team.

Project Manager: Mr. Jeffrey R. Roemer – Mr. Roemer has over 35 years of experience in public safety. Mr. Roemer is a certified public manager and has been providing full time public safety management consulting for the last twenty (20) years. He worked as Fire Chief for the City of Menasha from 1995 to 1998, Public Safety Director for the Village of Allouez from 1988 to 1995, and shift commander for the Village of Ashwaubenon for seven (7) years. He has worked on numerous public safety projects for the last twenty (20) years, as project manager, in communities nationwide. He recently served as the Fire Chief and Emergency Management Director for the City of Green Bay, where he had responsibility for all aspects of emergency management including preparedness, response, recovery, and mitigation. Mr. Roemer just completed serving as Interim Emergency Service Director for the County of Door, WI.

Project Team Member: Edmund M. Henschel – Mr. Henschel is a senior consultant with RW Management Group, Inc. Prior to joining RW, he served as a city manager for over 30 years, serving municipalities in Wisconsin and Michigan. He also has 15 years of municipal consulting experience conducting consolidation studies, department operation reviews, and labor negotiations (representing municipal management). As a consultant he has specialized in shared service and consolidation studies as well as management reviews for a wide range of municipal departments. As a city manager, he was instrumental in forming one of the first police consolidations in the State of Michigan in the 1970s. He has conducted numerous consolidation studies in the past ten years. He was the lead consultant in a police consolidation that involved a total of seven municipalities in Michigan. He has spoken at national and regional conferences and written several articles on the subject of municipal consolidations. He has also drafted several inter-governmental cooperation agreements.



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Project Team Member: Lisa Bergersen – Ms. Bergersen is a senior consultant with RW Management Group, Inc. Lisa currently serves as the Human Resources Director for the City of Pewaukee, Wisconsin where she has developed and reorganized the Human Resources department to add value by way of strategic planning tied to organizational objectives, cost-conscious benefit programs, employee policies and legal compliance, leadership and employee development, wellness, employee engagement, and information technology.

Project Team Member: Mr. Robert Whitaker – Chief Whitaker’s experience in fire and rescue service spans more than 25 years. He currently serves as the Fire Chief/Administrator for North Shore Fire/Rescue, just outside of Milwaukee, WI. As Fire Chief/Administrator, Mr. Whitaker’s responsibilities focus on strategic direction of the organization, fiscal management, information technology and intergovernmental relations between the department and the multiple municipalities served by the organization.

Project Team Member: Mr. Kevin Bierce - Mr. Bierce has been actively engaged in the fire and emergency service operations for the past 25 years including both fire suppression and life safety inspections. He currently serves as Fire Chief for City of Pewaukee, in central Waukesha County in southeastern Wisconsin. The Department is a combination department, fully accredited by Commission of the Fire Accreditation (CFAI), ISO Class 2 agency delivering both fire and paramedic level response. His primary responsibilities are strategic planning and direction of the organization as it continues its transition to a fully career agency.

STAFF BIOGRAPHIES

**Jeffrey R. Roemer, CPM
Principal Officer
RW Management Group, Inc.**



Professional Summary

Mr. Roemer has an extensive background in the Public Safety area. For more than 35 years he has served with municipal governments in various duties, including Fire Chief for the City of Menasha, WI. Before serving with the City of Menasha, he was Public Safety Director for the Village of Allouez, WI. He has worked in nearly all facets of Public Safety, as a Police Officer, Firefighter, and Emergency Medical Technician, and as a supervisor and department head in each of the disciplines.

As Police and Fire Chief, Mr. Roemer was responsible for all activities in the municipal Public Safety environment. He has provided departmental support for planning and implementing Information Systems, Dispatch Centers, Emergency Operations Centers, Budgeting, Shared Services, and Command Post and ICS operations, along with many other administrative and supervisory duties. His broad knowledge base allows a unique perspective and understanding of the varied requirements found in the municipal environment. Serving at this level of the



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organization provided Mr. Roemer with the opportunity to recommend, plan and manage change within the organization and often, outside of his organization.

As a Public Safety Consultant, Mr. Roemer has been a project manager for numerous Public Safety related organizational, communication, dispatch center, consolidation, information system, operational, and emergency operation center projects. Mr. Roemer has served as Interim Public Safety Director and Fire Chief for several agencies in the last 19 years, including the City of Green Bay, Wisconsin. Mr. Roemer also serves as an active member of the International Association of Fire Chiefs, the Wisconsin Society of Certified Public Managers, the American Academy of Certified Public Managers, and the Associated Public Safety Communications Organizations.

Mr. Roemer's knowledge of Public Safety in a municipal setting has gained him recognition both at a local, national and international level. He has served as Secretary-Treasurer to the Great Lakes Division of the International Association of Fire Chiefs, Past President of the Wisconsin Society of Certified Public Managers and numerous other positions with Police, Fire and Rescue Boards and Committees. Mr. Roemer has been recognized as the 2001 "Manager of the Year" by the Wisconsin Society of Certified Public Managers. He currently serves on the State of Wisconsin All Hazards Incident Management Team and the Northeast Wisconsin Regional Incident Management Team. Jeff Roemer also serves on the newly consolidated Western Lakes Fire Department Oversight Board and was voted in as Vice President of the Board.

Education

Northeast Wisconsin Technical College	Associate Degree in Police Science
National Fire Academy	Executive Fire Officer Graduate
University of Wisconsin	Certified Public Manager
Northwestern University	School of Police Staff and Command Graduate

Edmund M. Henschel
General Manager/Senior Consultant
RW Management Group, Inc.



Professional Summary

Ed Henschel is the General Manager for RW Management Group, Inc. Prior to joining RW Management Group he served as a city administrator and village manager for 30 years, serving municipalities in Wisconsin and Michigan. He also has 18 years of municipal consulting experience conducting department operation reviews and labor negotiations. As a consultant he has specialized in shared service and consolidation studies as well as management reviews for a wide range of municipal departments.

Ed successfully created one of the first consolidated police departments in Michigan in the 1970s. Since then he has been involved in a number of shared service projects throughout the Midwest,



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both as a municipal manager and a consultant. He has also written articles and spoken at state, regional and national conferences on this subject.

As a labor negotiator he has represented management to bargain contracts with unions representing a number of different departments of various sizes. He negotiated the first as well as successor contracts for a newly created consolidated fire department. He also has negotiated a very complex contract to transition municipal employees from a private pension fund to a state Retirement System.

As a result of his many years managing municipal governments, Ed has extensive experience with personnel matters, overtime analysis, department operations, strategic planning, budgeting, financial planning and shared service studies.

In addition to his responsibilities as a consultant, Ed has also served as the Executive Director of the Wisconsin City/County Management Association. He is a member of the International City/County Management Association and is on the board of directors of the Public Policy Forum, which conducts regional public policy analysis. He was on the Advisory Board for the master's in public administration Program at Northern Illinois University, is a member of the Waukesha County Sheriff's Department Grievance Committee and currently teaches a graduate level course at the University of Wisconsin - Milwaukee.

Education

Central Michigan University

Bachelor of Science in Education

Master of Arts in Political Science

University of Minnesota

Carlson School of Management - Management Training Program

Lisa Bergersen
Senior Consultant
RW Management Group, Inc.



Professional Summary

Lisa Bergersen has nearly 30 years of experience in human resources and employment law, with much of that time spent in public sector service. She has a keen understanding of the interplay and balance required between governmental budgets, obligations to taxpayers, and providing the highest quality service for the community.

Lisa has developed best practices across a broad array of core Human Resources management



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responsibilities including:

- Employment Laws and Legal Compliance
- Compensation and Benefits
- Recruitment and Staffing
- Training, Development, and Performance Management
- Employee Relations and Engagement
- Strategic Initiatives and Policies

Lisa received her law degree from Marquette University Law School and became a partner with the management employment law firm of Lindner & Marsack, S.C., where she represented public and private sector clients in the areas of employment litigation and investigations, development of human resources policies, procedures and strategic initiatives, and negotiation of labor agreements. Lisa also gained extensive experience in developing and presenting programs and training sessions for clients, human resources professionals and employer groups.

Lisa is certified by the HR Certification Institute (HRCI) as a Senior Professional in Human Resources (SPHR) and by the Society of Human Resources Management (SHRM) as a Senior Certified Professional (SHRM-SCP).

For twenty years, Lisa was a contributor to the Wisconsin State Bar's Employment Law Book Series on State and Federal Employment Statutes. She also served two years as co-chair of the SHRM Metro Milwaukee Chapter's Special Interest Group: HR Departments of One.

Lisa is a member of the Wisconsin Public Employer Labor Relations Association (WPELRA), the Society of Human Resources Management (SHRM), the Metro-Milwaukee SHRM Chapter, and the Local Government Law and Labor & Employment Law Sections of the Wisconsin State Bar Association.

Education

Marquette University Law School

Juris Doctor of Law



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**Robert Whitaker
Senior Consultant
RW Management Group, Inc.**



Professional Summary

Mr. Whitaker has worked in fire, emergency medical and emergency management settings for 24 years. He currently serves as the Fire Chief/Administrator for North Shore Fire/Rescue, just outside of Milwaukee, WI. As Fire Chief/Administrator, Mr. Whitaker's responsibilities focus on strategic direction of the organization, fiscal management, information technology and intergovernmental relations between the department and the multiple municipalities served by the organization.

Mr. Whitaker has worked in several roles within the fire and emergency medical/service field. He started his career as a paid-on call firefighter, moving to career firefighter, firefighter/paramedic, Fire Lieutenant, Operations Battalion Chief, Battalion Chief of Training and Emergency Medical Services, Deputy Chief of Administration and now, Fire Chief/Administrator. Throughout his career, he has managed programs that included transition of records management systems, professional development and training for the organization and transition of 911 PSAP and Communications/Dispatch responsibilities to a newly consolidated center.

Mr. Whitaker is an active member of the International Association of Fire Chiefs, Wisconsin Fire Chiefs Association, the Great Lakes Fire Accreditation Managers Association, the International City/County Managers Association, serves as a member of Curriculum Committee for the Wisconsin Fire Chiefs Education Association and as the Secretary/Treasurer of the Milwaukee County Association of Fire Chiefs.

Mr. Whitaker has recently been employed by RW Management Group, Inc. to provide his expertise in public safety consolidation and accreditation. He was involved in the functional consolidation efforts needed to combine the North Shore Fire Departments and Dispatch center. The North Shore Fire Department recently completed the accreditation process of the Commission on Fire Accreditation International (CFAI).

Education

Oklahoma State University
Masters of Science, Fire & Emergency Management
Southern Illinois University
Bachelor of Science, Fire Service Management



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Kevin Bierce
Senior Consultant
RW Management Group, Inc.



Professional Summary

Mr. Bierce has been actively engaged in the fire and emergency service operations for the past 25 years including both fire suppression and life safety inspections. He currently serves as Fire Chief for City of Pewaukee, in central Waukesha County in southeastern Wisconsin. The Department is a combination department, fully accredited by Commission of the Fire Accreditation (CFAI), ISO Class 2 agency delivering both fire and paramedic level response. His primary responsibilities are strategic planning and direction of the organization as it continues its transition to a fully career agency.

Mr. Bierce has served in variety of positions from fire chief to senior building official during his tenure in the fire service. As a senior building official Mr. Bierce was responsible for the integration of the building inspection and fire inspection into joint operation providing code management, inspection and planning. This integration created a more seamless life safety procedure enhancing the community risk management model. He holds both commercial and residential building certification along with expertise in both flammable and combustible liquids storage. Mr. Bierce has appointed to the Wisconsin Commercial Code Council by the Governor of Wisconsin.

Mr. Bierce draws heavily on his past military experience, Mr. Bierce is a retired military officer with both active and reserve components tours serving in a multitude of positions from company command to Brigade level staff positions, a graduate of both the Officer Advance Courses and the Army Command College. Mr. Bierce continues to work with the Military in a variety of roles as a Subject Matter Expert in Incident Command and Disaster Response. He has actively served in both the planning and execution of several large-scale training exercises coordinating both interagency responses to variety of both man-made and natural disasters. He is staff trainer for Wisconsin REACT (Regional Emergency All Climate Training) center at Volk Field Wisconsin. He has been appointed by the Governor of Wisconsin as the Fire Representative to the Wisconsin Homeland Security Council.

Mr. Bierce is the Past President of the Waukesha County Chiefs Association, Past President of the Wisconsin State Chiefs and current President of Wisconsin MABAS. He was awarded the Fire Chief of the Year by the Wisconsin State Chiefs in 2017.

Education

University of Wisconsin, Stevens Point
US Army
US Army

Bachelor of Science Degree in Physical Sciences
Officer Basic and Advanced Courses
US Command College



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Implementation Period

The Village requested that the implementation period be addressed as follows;

- **Planning Period** – 12 Months: Not necessarily tied to the calendar year or fiscal year, just setting aside a time period of 12 months that we would complete all planning related activities regarding what’s necessary to construct a joint public safety building that houses police, fire, and court. Throughout this process the Village would finalize the location as is necessary. The Village could also consider the optional task for planning the reuse of the Municipal Center following the vacancy of the public safety departments.
- **Design Period** – 12 Months: Take the next step coming out of the planning process to design the improvement, go out for bid, and get ready for construction. This process would flush out any final details with respect to the improvement that the plan did not otherwise address. If planning hasn’t been commenced, it should be started by this point for the reuse of the Municipal Center following vacancy of the public safety departments.
- **Construction Period** – 12-18 Months: Break ground in order to construct the improvement that has been designed. Design process on the Municipal Center should be done at this point so that when this project is done they can get started right away.
- **Transition Period** – 3-6 Months: Moving the public safety departments into their new space in order to get them fully operational.

RW believes that this reorganization of the implementation period makes sense and fits into the Villages long term strategic planning.

Fire and Rescue

Operational Recommendations

Call Volume

When reviewing the call volume statistics for the Fire Department, especially that last three years, there has been a steady increase in the amount or responses. This increase is consistent with the national trend. Total incident responses over the last three years have increased by 23%. This continued increase will more than double the number of incident responses by the 2025. The Fire Department has provided detailed incident response statistics that should be attached to this appendix.



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Service Delivery Analysis

Paramedic Service Level

RW made the statement in the Analysis that we feel the Fire department will move towards providing Paramedic level of service over the next ten years. To help clarify this statement, we need to briefly explain the differences between a paramedic and an EMT or Emergency Medical Technician. There is a difference of between 120 – 150 hours of training for an EMT and 1,200 to 1,800 hours of training, up to a 2 year degree for a paramedic. The biggest difference in the scope of practice is the ability to break the skin, which includes shots, intravenous lifelines, advanced airway management and the ability to provide 30 – 40 different medications. This ability to provide advanced emergency medical care for a minimal difference in the overall EMS budget, generally leads to the implementation of paramedic level services.

It has increasingly become more difficult to recruit and sustain the number of advanced EMT's and Paramedics needed for a service, and the Village will soon find that the advanced EMT's usually want to upgrade their skill level and get their paramedic license. This will further reduce the ability to sustain advanced EMT level service. Most services experience that about 50% of their incident responses require paramedic level skill sets.

Staffing Analysis

Additional EMT's

The aging population will continue to affect the increased emergency medical responses over the next ten years. It has already become more and more difficult nationwide to recruit and sustain volunteer or paid on call personnel. The level of time and training needed to fill these positions creates an atmosphere where if someone really has an interest in providing this type of care, they decide to do this in a full time position. The increased call volume, 18% for EMS over the last three years, will also increase the need for more availability of response, with more back to back or simultaneous incidents occurring, along with the need to improve the first responder's skill sets.

Equipment Analysis

RW recommended the turnout gear be removed from the apparatus bays and kept in a separate locker area. In 2010, the National Institute for Occupational Safety and Health (NIOSH) initiated a study to evaluate the cancer risk of firefighters. The study spanned 4 years and the sample size included over 30,000 career firefighters serving in Chicago, Philadelphia and San Francisco between 1950 and 2010. This was the largest study of firefighters ever completed.

The study served to identify whether or not firefighters are at a higher risk of developing cancer related to their exposures on the job. Deaths related to cancer was examined as well specific cancers types involved. Researchers took into consideration the types and number of fire runs, use of protective equipment and diesel exhaust controls.



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The initial findings of the study were published in November 2013 and they weren't pretty. The NIOSH study found that "fire fighters may be at higher risk of digestive, oral, respiratory, and urinary system cancers than the general population." Additionally, firefighters experienced more cancer cases and cancer deaths than previously expected. The study found that firefighters are twice as likely to develop malignant mesothelioma, which is related to asbestos exposure. This study was the first to identify an excess of mesothelioma in US firefighters.

There has been a long practice of hanging turnout gear in the apparatus bay of the fire station. It has also been the habit to come back from a fire incident and just hang up the turnout gear and go home. These practices have led to an apparatus bay that not only is contaminated by extensive diesel exhaust fumes, but also smoke carcinogens left over from contaminated turnout gear. Running apparatus without hooking up to an exhaust system, lack of cleaning of turnout gear after a fire, often coupled with dirty hose and firefighting tools left contaminated in the apparatus bays have led to extensive exposure to carcinogens. Department personnel performing daily equipment checks and moving vehicles in and out of the garage, along with visitors viewing the fire apparatus and taking tours of the stations, are continually exposed to these cancer causing carcinogens. Firefighter turnout gear needs to be cleaned after incidents and removed from further diesel fuel contamination of the apparatus bay to limit this exposure.

It is important to be on top of these developments. Continue to educate the department and watch for the next phase of this study to be published. Fortunately, this study has raised awareness to the increasing cancer risks we face as firefighters, but it's up to fire administration to take care of yourself and share this information with your crews. Maintaining situational awareness is a vital skill in firefighting. It is important to apply this skill when considering our exposures and implementing plans to avoid and minimize them.

Facility Needs Analysis

Ingress/Egress

The parking on the South side of the building is for Fire-EMS and Police employees. This space is inadequate to start with and half of the space is utilized to park department vehicles. When there is a need for an incident response, police vehicles utilize this side of the building to respond, which may conflict with Fire-EMS vehicles moving on a response. The traffic flow area on this side of the building is also very narrow and often in conflict with the school and library traffic depending on the time of day. This creates a very dangerous situation and occurs often.

Garage Bays

The current apparatus bays create additional confusion with ingress and egress. They are not drive through bays, which creates the continual need to back into slots, some of which are too short for current vehicles. This also creates a concern with pedestrian traffic in the area and personnel on the apparatus floor, putting on or taking off turnout gear and moving to other vehicles. Currently all of the space is fully occupied, turnout gear is taking up space and some of the space is used



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for storage. While there are not specific National Fire Protection Association (NFPA) standards that address garage space, safety concerns should be the prime goal and garage space should be determined based on equipment needs. There have been firefighter deaths related to backing apparatus in the station nation wide and here in Wisconsin.

Workflow

The current building design does not create an efficient workflow for the daily work at the station. The fire station must accommodate extremely diverse function, including housing, recreation, administration, training, community education, equipment and vehicle storage and maintenance and sometimes hazardous materials. Certain functions should be grouped together, such as dorm areas, day room and an outdoor area. Training, administration, inspections and lobby should be grouped together, while the apparatus bays and maintenance and vehicle support should be together. It would be very difficult to rearrange the current building to accommodate those efficiencies.

Offices

There is not adequate office space currently and with the addition of officers in the future there will be an even greater need. Some of the current offices are shared with personnel working on the same shift, they are disconnected and in different parts of the building and there is no adequate lobby or entrance area. There is also need for a shared work space that could be utilized for project teams and larger projects.

Dorms

Dorm spaced has changed over the years in the fire service. Dorms need to now accommodate males and females, with adequate locker and shower-bathroom facilities. This result is separate dorm rooms that provide a bed, locker, desk and often a TV. The number of rooms is dependent on operations and staffing. Plans should allow for separate form rooms for the maximum number of staffed positions on duty, along with at least two to three extra rooms to provide space for emergency overnight stays, often due to weather, and the potential need to house intern staff.

Storage

Fire Departments have the need to store extra equipment, hoses, appliances, airpacks, training props, bedding, turnout gear and extra vehicle equipment at a minimum. This historically has been eliminated or neglected to save money on the size of the building. The current building has very limited and inadequate storage areas, which has resulted in this equipment being stored in inappropriate locations throughout the building.



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Police

Operations

The current state of mental health related issues, within the State, has started to create more demands on the Police Department. There are initiatives being put in place state wide to train and have police officers work with mentally ill patients and divert them from incarceration. There has also been a reduction in facilities that are able to handle Statute 51.15 mental health holds, which has given rise to longer transport needs. These often occur overnight when there are a limited number of officers on duty.

Growth

RW stated in the analysis that the Village was fairly stable and should not experience much growth over the next ten years. This was tempered with the comments relating to the increase in burglaries that the Police Department was experiencing, mainly due to the drug related issues. We also noted that traffic and accidents were seeing a dramatic increase. It has since been pointed out that building permits and population trends are showing a stronger growth pattern.

Call Volume

The number of calls for service over the last three years for the Police Department has increased by 47%. There have also been major changes in the types of calls and work related to those incidents. Referrals to the District Attorney's Office, subsequent court proceedings, financial crimes, internet/online fraud, and mental health commitments and response as discussed earlier in this document have taken a toll on the officer's time and availability. The Police Department has provided detailed calls for service information, attached to this report.

Staffing

Officer Additions

Due to the increase in the number and types of incidents and the amount of times that officers are involved in incident paperwork and follow-up, including mental health situations and transports, it can be anticipated that the number of officers needed will increase as stated in the analysis over the next 5 – 10 years.

Garage

The need for additional garage space is a primary concern with the new building. There are multiple concerns relating to storing any squad cars outside and unprotected for any extended period of time. The cars themselves and especially the equipment, including computers, is not meant to be left out in Wisconsin's winter and weather. The potential for vandalism or theft is also



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a major concern. The computers, camera equipment, firearms and radios contain confidential information and create security concerns if vandalized or stolen from vehicle.

Office Space

Office space needs in a Police Department are continuing to evolve. While there is still a need for privacy and separate offices, that allow for private discussions and meetings, there should also be plug and play workspaces, where officers can quickly setup their laptop and complete reports or do internet research. Project rooms and interview rooms can also be set up and interchangeable depending on the utilization at the time. Flexible space planning techniques now allow the workplace to absorb the increases and decrease in personnel and office needs. The current building has a limited number of offices and personnel working the same shift are often forced to share office space. The current police department section of the building was built with the old office concepts and does not allow for growth or the changing programs and policing techniques. It is no longer as specific as “we need 6 separate offices”. The design must take into account the department programs current and anticipated, the change in how briefings are handled, the changes in privacy needs, such as mental health work and sensitive investigations.

Evidence Room

The current evidence room is about 80% full in a concise and organized manner. This would indicate that this area or building will need expansion and reconstruction within the next 3-5 years. Storage of evidence is very complicated. There are different types of unique storage needs for different evidence. The overall size of the room needed should be based on previous experience and anticipated growth. Right sized shelving allows for quick and easy movement of shelves based on the size of the evidence. This area is one of the most important design concerns at the initial building design stages. Following is a list of key concerns that need to be addressed:

- Evidence and property should be separated, but drugs, weapons and valuables need extra security.
- Everything should be inventoried with a program that flags when disposal can be made.
- Proper training is essential, and certification recommended.
- Biological evidence must be properly maintained and destroyed only when state and future national standards allow.
- Every evidence room should be governed by a written policy and procedural manual.
- Key or access cards should control access with logs to document entries.
- Surveillance cameras/video should be operated on a 24-hour basis.

Storage

The current building does not have enough current storage areas for all the occupants, including the Police Department. Storage in offices, garages, apparatus bays and other areas not intended for storage, further complicates the needs in those areas.



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Interview Rooms

There are currently only two secure interview rooms in the Police Department. There are often times when there is the need for more than two separate interview rooms needed for an incident or when several incidents are occurring that require interview rooms at the same time. As discussed earlier in this document, there is potential to design multiple purpose rooms for projects, and secure interview needs in a newly designed facility. The current building does not allow for the needed expansion or redesign to accommodate these rooms.

Comprehensive Recommendations and Options

The site location recommendation for a new station was made primarily on the data that showed the current location has been a good location, for acceptable response times within the fire district, and for the police department. This response time is initially based on paid on call personnel responding to the station, and then response from the station to the incident. Having full time personnel in the station to respond on the first due engine or ambulance greatly enhances the Departments response times. While law enforcement response is generally based on squad cars actively on patrol, fire department vehicles normally respond from the station. There are several accepted national standards regarding response times for fire – EMS departments. National Fire Protection Association (NFPA) Standards 1710 and 1720 recommend the time frame for deployment to on scene of fire and EMS apparatus. The Insurance Service Office (ISO) rating criteria scores departments on the deployment of fire suppression and emergency medical operations. The McFarland Fire Department received their ISO review in 2018 and were graded as a Class 3, out of 10. This is a very good rating for the department. Specifically, where the rating looked at deployment, the department received an 8.47 score out of a possible 10. RW's recommendation to move the station ½ mile to the East, would have no negative affect on this rating, mainly since it is still near the staff responding from home and should not add additional time to the incident response time. The new station and the related improvements to ingress and egress, should have a positive effect on the response times.

Project Budget

In Chapter 4 – Estimated Budget of the Public Safety Analysis, we provided some cost estimates that could be used as comparables to the remodeling of the current Village building. The square footage estimates were taken directly from the Village of McFarland Facilities Master Plan of 2017, provided by Strang. This gave our architectural partners the ability to provide some rough cost estimates, that could be used as comparables.

Land acquisition (assuming assessed value) (assuming 1.5 acre site min. for 2-story building)	\$375,000
Demolition	\$100,000
A/E Fee budget	\$880,625
Printing and Plan Review Fees	\$5,000
Legal, Insurance and Testing	\$5,000
Owner Contingency (5%)	\$440,325
Telephone/Technology relocation	<u>\$35,000</u>
Project Soft Cost Total	\$1,840,950

Total Project Cost Summary

Construction Total	\$8,806,375
FF&E Total	\$113,725
Soft Cost Total	<u>\$1,840,950</u>

Grand Project Total **\$10,761,000**

NOTE – 23,378 sf of 1st story space becomes available for other departments following above expenditure and construction.

EXHIBIT B

McFarland Second Floor Expansion of Municipal Building

Fire and Rescue Department

Current Area (2017)	15,630 sf	Projected need (2027)	18,365 nsf	24,418 gsf
		2,735 nsf increase (+33%)	3,638 gsf	

Police Department

Current Area (2017)	7,748 sf	Projected need (2027)	9,862 nsf	17,569 gsf
		2,114 nsf increase (+78%)	3,763 gsf	

Square Footage Cost Estimate (hard costs)

Roof demolition/recycle	25,000 gsf ^{1,3}	\$125,000
2nd Story Addition (unfinished interior)	15,000 gsf x \$135.50 ^{1,3}	\$2,032,500
2nd Story Fire and Rescue Dept. Build-out	688 sf x \$201.34/sf ^{1,3} =	\$138,525
2nd Story Police Dept. Build-out	3,763 sf x \$201.34/sf ^{1,3} =	\$757,650
2nd Story Administration Build-out	5,549 sf x \$201.34/sf ^{1,3} =	\$1,117,050
Elevator (1st to 2nd)	1 x \$110,000 x 1.25 ³ =	\$137,500
Stair (1st to 2nd)	3 x \$25,200 x 1.25 ³ =	\$94,500
1st Story Remodeling for Elevator/stairs		\$35,000
1st Story Addition (FD Apparatus Bay)	2950 sf x \$154.28 ³ =	<u>\$455,125</u>
<i>Building Cost Subtotal</i>		\$4,892,850
Premium for Phased Construction/Occupied Building (20% increase)		\$978,575
Locale adjustment factor ² (2% reduction)		<u>\$117,425</u>
Estimated Building Cost Total		\$5,754,000
Site development		<u>\$150,000</u>
<i>Estimated Construction Subtotal</i>		\$5,904,000
Estimating Contingency (5%)		<u>\$295,200</u>
Estimated Construction Total		\$6,199,200
Owner FF&E Costs (NIC by Owner)		

FF&E Budget (\$20/sf) **\$200,000⁴**

Project Soft Costs

Land acquisition (assuming assessed value)	\$0
A/E Fee budget	\$619,925
Printing and Plan Review Fees	\$5,000
Legal, Insurance and Testing	\$5,000
Owner Contingency (10%)	\$619,925
Temporary relocation of employees and/or operations	<u>\$818,000</u>
Off-site office space rental (5000 sf x \$12/sf x 12 months) = \$720,000	
Moving expenses (remote location and within existing) = \$58,000	
Misc. furnishings rental (1 year) and Signage = \$20,000	
Telephone/Technology "switching" = \$20,000	

Project Soft Cost Total **\$2,067,850**

Total Project Cost Summary

Construction Total	\$6,199,200
FF&E Total	\$200,000
Soft Cost Total	\$2,067,850

Grand Project Total **\$8,467,050⁵**

¹ based on 2nd story space

² adjustment to RS Means for locale (Madison)

³ includes general conditions, overhead and profit

⁴ no FF&E included for FD apparatus bay addition

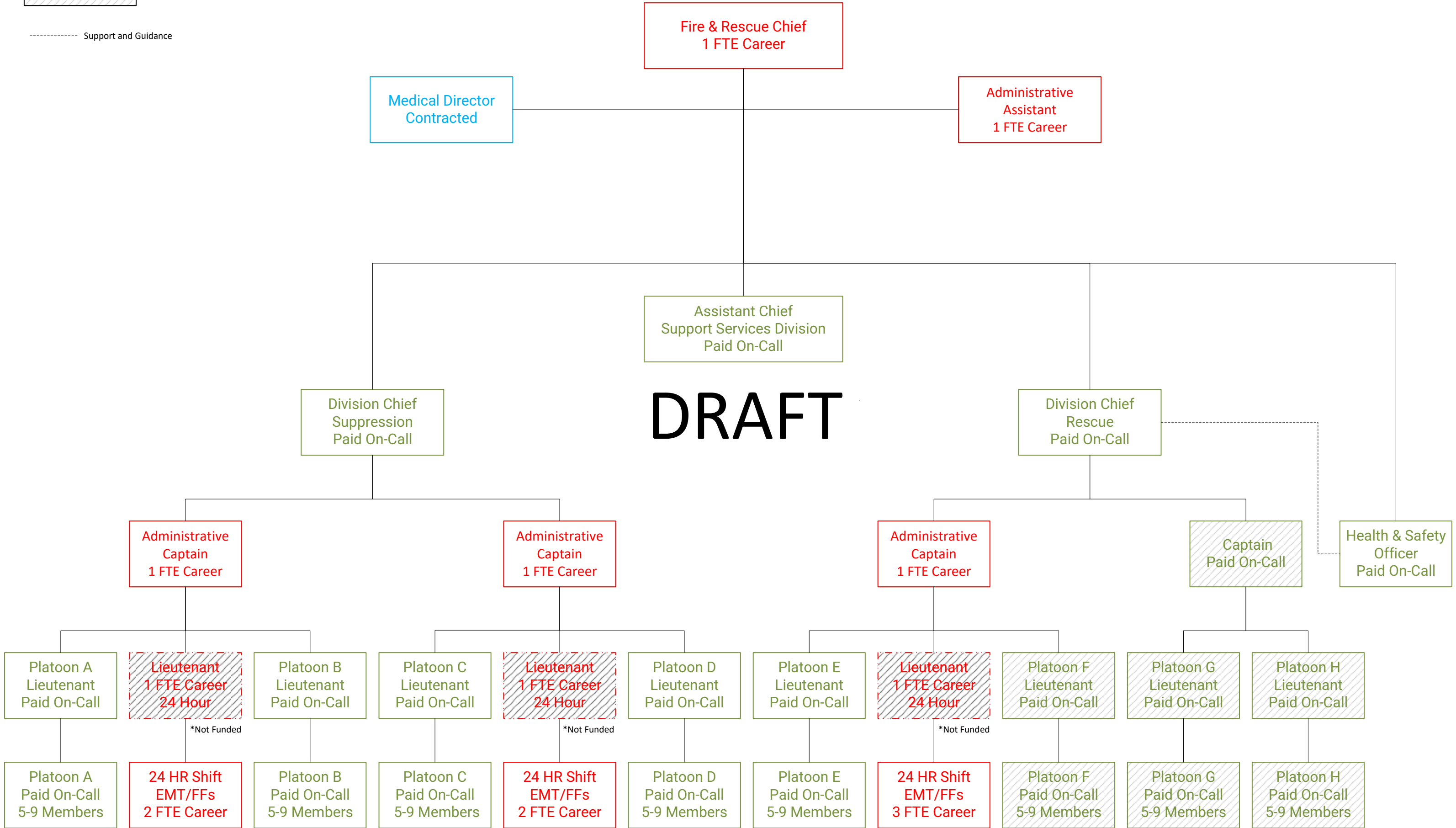
⁵ No inclusion of costs for rework/remodeling of existing 1st story space except at elevator/stairs

NOTE – 15,000 sf remains for future build-out at second story following above expenditure and construction.

McFarland Fire & Rescue Department Organizational Chart

Currently
Vacant
Position

----- Support and Guidance




VILLAGE OF
McFarland
SUMMARY SHEET

MEETING DATE: Tuesday, May 21, 2024

SECTION: Business

DEPARTMENT: Administration

CONTACT: Cassandra Suettinger, Interim Village Administrator, Andrea Anderson, HR Generalist

AGENDA ITEM: Discussion and recommendation on updates to Chapter 36, Vehicle Use Policy, of the Personnel Policy Manual.

PREVIOUS ACTION:

ISSUE SUMMARY:

The Personnel Policy Manual (PPM) was reviewed and updated in its entirety with an effective date of May 1, 2023. Since the new manual was adopted, staff has come across some additional changes they would like to propose to Chapter 36, Vehicle Use, of the PPM. The proposed changes to the policy are intended to put some parameters around Village employees maintaining an acceptable driving record in order to drive Village vehicles or to drive personal vehicles on Village business. The goal of these changes is to ensure we have safe drivers on the road as well as to limit liability for the Village in the event employees authorized to drive on behalf of the Village cease to have acceptable driving records.

FINANCIAL/BUDGET IMPACT:

N/A

VILLAGE PLAN REFERENCE:

None.

ORDINANCE REFERENCE:

N/A

BOARD, COMMISSION OR COMMITTEE RECOMMENDATION:

Recommended for discussion and approval.

Motion to recommend the amendment of Chapter 36, Vehicle Use, of the Personnel Policy Manual effective June 1, 2024.

ATTACHMENTS:

1. CHAPTER 36 - Vehicle Use Rev 5-2024 - Redlines

CHAPTER 36 - VEHICLE USE POLICY [Edit](#)

36.01 Purpose

This policy applies to employee operation of Village vehicles, personal vehicles and rental vehicles while on Village business. Additional policies set out below apply to each type of vehicle operated.

36.02 Policy

1. Generally, Village employees may not drive any vehicle on Village business without prior authorization. Before being approved to operate a vehicle on Village business, an employee must provide consent to the Village's review of the employee's driving records. The Village will obtain motor vehicle records and conduct a review and evaluation of driving records for all employees authorized to drive on Village business upon hire or prior to being authorized to drive on Village business; and post-accident when the accident involved bodily injury to the driver, another passenger or a third party, or when there was significant damage to vehicles or property. In addition, the Village may monitor driving records for these employees intermittently or on an annual basis as they deem necessary. Employees authorized to drive on Village business are required to inform the Village of any changes that may affect either their ability to drive, including any changes to the status of their driver's license or their continued insurability.
2. If an employee's driver's license is suspended or revoked, the employee must notify their Department Head and Human Resources Designee within 48 hours or immediately upon reporting to work from the loss of driving privileges whichever is sooner. Employees who lose driving privileges are prohibited from operating any vehicle on Village business. If an employee fails to provide proper notification to Village, they may be subject to disciplinary action up to and including termination. While an employee's driver's privileges are lost, the employee is responsible for coordination of all of their own transportation needs.

1. **Driving Record.** All employees who are required to operate a Village vehicle or equipment and/or operate their personal vehicle for business purposes as part of their job functions must maintain an acceptable driving record. Any driving citation (including pending action) an employee receives that qualifies as a major violation listed below should be reported to the employee's Department Head and the HR Designee in a timely manner.

Major Violations:

- Driving under the influence of drugs or alcohol.
- Driving while impaired.
- Failure to stop and report an accident (hit and run) or leaving the scene of an accident.
- Homicide, manslaughter or assault arising out of the operation of a motor vehicle.

- Driving while license is suspended or revoked.
- Possession of an open container of an alcoholic beverage while driving.
- Reckless driving.
- Speed contest, drag, or highway racing.
- Attempting to elude a police officer.
- Failure to yield to Emergency Vehicles.
- Criminal operation with a valid driver's license.
- Interlock ignition.

2. An employee is not eligible to drive for business purposes in a Village vehicle or their personal vehicle if their license is suspended or revoked. In addition, if an employee has more than one Major Violation as listed above within a three (3) year period their driving privileges with the Village will be revoked.

3. Non-employees and non-business passengers (i.e. family members and friends) are prohibited from riding in or driving vehicles being operated for business purposes without prior approval of the Department Head or Deputy Administrator.
4. Employees must report any theft or damage involving a vehicle being driven on Village business, regardless of the extent of the damage, to their Department Head and Deputy Administrator or Human Resources Designee immediately after the incident or damage is discovered.
5. Employees are also responsible for and required to pay any citations or fines incurred while operating a vehicle for Village business purposes. If an employee fails to do so, resulting in a charge to Village related to the same, the employee will be subject to discipline up to and including discharge. Village is not responsible for any traffic violations, parking tickets, or any other citations incurred by an employee while operating a Village vehicle or a vehicle on Village business.

36.03 Village Vehicles

1. Employees are required to report any needed repairs and maintenance of Village vehicles to the appropriate members of Village management. Employees with assigned vehicles are expected to keep vehicles clean and neat, and to ensure oil changes and servicing of the vehicle are kept current.
 1. **Take-Home Vehicle Policy.** With Department Head or Deputy Administrator approval, there may be occasions where a situation warrants an employee taking a Village vehicle home prior to leaving for an out-of-town work event or attending a late evening or early morning meeting, which would require a return to the workplace after normal work hours. For some positions, employees may be approved to regularly take a Village vehicle home overnight on a regular or continuous basis. Such employees who are approved to take a Village vehicle home overnight must lock and secure the vehicle within close proximity to the employee's residence.

2. **Use of Village Vehicles.** Employees may use Village vehicles only for travel necessary to accomplish official Village business. For employees who have Village Vehicles that regularly take such vehicle home overnight or employees who are required to remain on duty during break periods, a limited amount of incidental personal use may be allowed when necessary to maintain work efficiency. Incidental personal use of village vehicles for uses outside of the Village of McFarland require prior approval of the Village Administrator or Deputy Village Administrator.
2. Employees are prohibited from having passengers (other than employees) in Village vehicles unless the presence of a passenger is specifically required by job function, duties, or circumstances that were beyond the driver's control, or as otherwise approved by the Department Head or Deputy Administrator.

36.04 Personal Vehicles Operated on Village Business

1. Employees who drive a personal vehicle on Village business must make sure that the vehicle meets any legal standards for insurance, maintenance, and drivability.
2. All employees are required to carry automobile liability insurance coverage on personal vehicles used in conducting Village business. Proof of this insurance may be asked for periodically. If an employee who is using the employee's personal vehicle for Village purposes is involved in an accident, the employee's insurance is primary. Village insurance does not replace the employee's own insurance, even during work time.
3. Any damages, repair costs, and/or maintenance costs incurred by an employee in the use of their privately-owned vehicle in conjunction with Village business is the sole responsibility of the employee. The Village will reimburse employees for business use of personal vehicles at the approved Village mileage rate.

36.05 Driving While on Village Business

Driver inattention is a factor in motor vehicle accidents. We are not only concerned about your welfare as a Village employee, but also the welfare of others who could be put in harm's way by inattentive driving. Employees who drive a vehicle on Village business must, in addition to meeting the approval requirements above, exercise due diligence to drive safely and to maintain the security of the vehicle and its contents. As a driver, your first responsibility is to pay attention to the road. In addition, employees must operate all vehicles driven on Village business, safely and in accordance with applicable federal, state and local laws. When driving on Village business or on behalf of the Village in any other manner, the following additional rules apply.

1. **Cellular Phone Use.** Employees are prohibited from using cell phones while driving in any way that violates federal, state or local laws. Moreover, the use of cell phones while driving on Village business is strongly discouraged. Do not accept or place calls unless it is an emergency, meaning the call cannot wait until you safely pull off the road or arrive at your destination.

1. Hands free equipment which allows both hands to stay on the wheel should be used for incoming calls wherever possible. All conversations should be suspended during heavy vehicular or pedestrian traffic, severe weather, or any condition that may compromise safety. If the communication device has a radio mode, it may be used in this mode while driving. Employees must never attempt to take notes, flip through address books, answer emails, or otherwise divert their attention from driving. The hands-free device should be kept in an easy-to-reach location within the vehicle.
2. **Texting Ban.** Employees are prohibited from texting while driving a Village vehicle or while driving on Village business. The State ban on text messaging while driving specifically prohibits the writing and transmitting of messages while the vehicle is in motion. The only exception allowed under State law is texting via the use of a voice-operated or hands-free device. Violation can result in fines combined with point assessments against the driver's license.
3. **Physical or Mental Impairment.** Employees are not permitted, under any circumstances, to operate a vehicle on Village business when the employee is suffering from a physical or mental impairment that causes the employee to be unable to drive safely. Additionally, employees shall not operate any Village vehicle at any time, or operate a vehicle while on Village business, while under the influence of alcohol, illegal drugs, or taking prescription medications that affect their ability to drive safely. These prohibitions include circumstances in which the employee is temporarily unable to operate a vehicle safely or legally because of impairment, illness, medication or intoxication.
 1. If an employee is arrested for driving while intoxicated while they are operating a Village vehicle, the employee could be subject to disciplinary action up to and including termination pending the outcome of an investigation by the Village.
4. **Other Safe Driving Precautions.**
 1. Seatbelts must be worn at all times.
 2. Use extra caution when road conditions are poor
 3. Avoid distractions such as eating, paying too much attention to the radio, or other distracting behavior.
 4. Do not drive if your ability to drive safely is impaired.
 5. If using a vehicle not your own (rental or otherwise), be sure to properly adjust the mirrors and familiarize yourself with the vehicle's controls before operating.