



NMFR 2016 ANNUAL REPORT

And other useful information!



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Mission Statement

Neenah-Menasha Fire Rescue consists of committed professionals whose mission is to provide the highest standard of service through prevention, education, fire suppression, emergency medical response, technical rescue and community interaction to preserve the quality of life and property for all of those within the Cities of Neenah and Menasha.

Core Values

Trust is the cornerstone of all relationships. We will continue to strive to build and earn trust both within the department and communities we serve. We will earn trust through:

Integrity: We are committed to the highest standard of moral and ethical conduct.

Dedication: We provide quality service through pride and professionalism.

Compassion: We support our neighbors in their time of need.

Teamwork: We work together to achieve common goals.

Tradition: We preserve and carry forward the legacy of those who honorably served before us.

Courage: We do what is right in the face of adversity.

Vision Statement

Our vision at Neenah-Menasha Fire Rescue is to have a positive, motivated, and educated department. We strive to meet the community demands. We will accomplish this with an organized and defined structure. We encourage change, use resources to the full extent and work closely with outside agencies.

**“STRATEGIC PLANNING IS WORTHLESS -
UNLESS THERE IS FIRST A STRATEGIC VISION.”**

JOHN NAISBITT

© Lifehack Quotes



Strategic Planning



The purpose of the Strategic Planning process was to clarify issues facing the Department and identify promising strategies to address these issues.

Neenah - Menasha Fire Rescue began a strategic planning process in early 2015. A Strategic Planning Committee was identified, representing a variety of perspectives within the department. The process was supported by the Fire Chief, and the Joint Finance and Personnel Committee. The Mayors of both Cities were made aware of the Department's efforts through committee presentations. Catherine Neiswender, Community Development Educator with Winnebago County UW-Extension was engaged to be the process facilitator and guide. The committee met monthly to keep the process moving forward.

Significant progress was made on key planning steps in 2015, including development and adoption, of a new Mission, Vision and Values statements, reviewing strengths and limitations of the department and conducting several external stakeholder surveys to provide additional input to the process. Strategic Issues and promising strategies were identified in early 2016.

Our plan contains the key Strategic Planning components:

- Stakeholder feedback
- Strategic Issues facing the Department
- Goals and Strategies





Strategic Issues

The heart of the strategic plan is the identification and prioritization of strategic issues to be addressed. Strategic Issues are fundamental challenges or choices faced by an organization that impact their mission, personnel, services, customers, finances or processes. This section of the Strategic Plan briefly characterizes the key strategic issues facing the Department. Many of these issues were identified by external stakeholders.

External Communication and Public Outreach– the Department understands the need to provide relevant and up to date information to elected officials and partners regarding the operations and budgeting of the Department. Individuals have different communication preferences making this a challenge. Currently, the Department uses several methods to communicate. ***How can the Department more effectively and efficiently communicate with elected officials in a way they find valuable?*** Additionally, there are several opportunities for the Department to become more connected with relevant activities happening in the Cities of Neenah and Menasha, such as the Neenah comprehensive planning process. ***How can the Department be represented on these activities to maintain open lines of communication and increase understanding of impacts of projects on partners' work.*** Lastly, another dimension of communication is to strengthen connections and opportunities with the local schools and with the general public. ***How can the Department help the public understand our role, the consolidation and priority dispatching? How can we balance outreach requests with our responsibilities? Be visible and involved without stretching resources?***

Relationships with Businesses – Fire prevention and inspection services for local businesses are a critical responsibility of the Department. Generally, the relationship and responses to businesses is positive. There are, however, opportunities to improve and increase communications with businesses. ***How do we create a culture of building relationships with businesses and enhancing communication and service with them?***

Sustainable, Responsible and Realistic Budgeting – the Department strives to be as transparent and responsible with the budget as possible. Yet there are still challenges sustaining personnel and equipment to meet demands and expectations when processes are unclear and changeable. Additionally, the Department may be limited in how revenues can be generated to help support programs. This is a challenge when the levy doesn't sustain existing and expanding programs, such as the Dive Team. ***How can the Department explore all alternative revenue sources and recoup costs for the Department? How can the Department develop a guideline for equipment replacement and training needs and communicate effectively to all city officials?***



Planning and training for a changing future – the Department seeks to be responsive to emergency needs in the community. However, these types of events are evolving (e.g. active shooter situations, large environmental or weather disasters) and the Department needs to plan and train for these types of major events. Not only are major events changing, but the demographics, needs and lifestyles of our Menasha and Neenah residents are also changing (e.g. elderly, deaf/blind, drug overdoses etc.). **How can the Department adequately budget, train, and prepare for new and emerging situations?**

Developing and Retaining Personnel – Department personnel recognize the strong asset they have in the staff, their high level of commitment and dedication, and high degree of skills and experience. At the same time, the Department will, like many organizations, be facing retirements which creates the need to be proactive about succession planning and support, mentoring and leadership development for newer staff. Additionally, given the changing environment around emergency response situations, training will become more critical to keep the department safe, responsive and cutting edge. **How can the Department align staffing with community needs and better ensure adequate level of service in a changing environment? How can the Department be better at succession planning? How can the Department increase training around critical topics and with critical partners?**

Strategies and Goals

For each strategic issue facing NMFR, goals were articulated and several promising strategies were identified. The list of strategies within each goal has been prioritized by ease of accomplishment and relative impact. As implementation of these strategies ensues, it may be determined that a strategy needs to be adjusted, delayed or eliminated.

Operations

Fire Stations

NMFR operates with the model of 1 headquarters station (Station 32, 125 E. Columbian Ave) and 3 satellite stations including; Station 31, Breezewood Lane, Station 35, First Street and Station 36, Manitowoc Road. Headquarters houses up to 10 firefighters and 5 administrators. Satellite stations house up to 4 firefighters 24/7, 365 days a year. Each station is equipped with a duty office, kitchen, restrooms and lockers, fitness areas and lounge areas. Apparatus bays store the fire and rescue apparatus and some stations have additional storage garages or areas to accommodate staff vehicles and additional equipment.



Station 32, Headquarters (16,500 sq. ft. on 3 levels) – functions currently as our most active district in Neenah - Menasha. It houses 1 command vehicle, 1 engine, 1 ladder truck (Quint) the water rescue squad and boat 32. This station is staffed daily by the administration team. Additionally, the line staff operate out of this station 24/7. The line staff living in this building include 6 – 10 employees and typically 2 interns.

The living quarters are located on the second floor with administration offices and a conference room on the first floor. Fitness facilities are located in the basement. This building has undergone major renovations over the years and significant minor renovations to maintain and update. There are no drive thru bays and no area to operate or train on the trucks at this location.

Station 35, downtown Menasha satellite station (9,660 sq.ft.) –

functions as our maintenance bays and has a primary response area including downtown Menasha. It houses 1 engine, 1 reserve engine and boat 35. This building is shared with Menasha Police Department and had been the headquarters for Menasha Fire Department. The building is maintained by the City of Menasha with a cost sharing formula. This building has had a few remodel projects done to better function as a satellite station. There are 4 drive thru bays leaving room in the bays for apparatus to come in for service. Our Firefighter/mechanics perform many preventative maintenance tasks, as well as repairs, to our equipment. There is a storage mezzanine that I have not included in these numbers. Station 35 serves as our “north end” classroom by using the training room in the basement.





Station 36, eastside of Menasha satellite station (8,132 sq.ft.)

– This station was built with accurate staffing numbers in mind. It is the newest station and by far the most efficient of the 4. Its primary coverage area is the north and east sides of the City of Menasha, as well as, the south edge of the City of Appleton. This station was built to be LEED certified¹ for efficiency. It houses 1 engine, 1 UTV and our public education van. It has two drive thru bays and enough room to operate the apparatus outside for training and maintenance. NMFR installed the direct vent vehicle exhaust system from the old station 36. This building features individual bedrooms for the on-duty crew of up to 4 people.



Station 31, south and west side of Neenah satellite station (10,500 sq.ft.)

– This station was originally built considering future expansion to the south and west of the City of Neenah. It was also designed in conjunction with Fox Valley Technical College to incorporate their Fire Science degree program at this location. This description is of only the fire station side of the building and doesn't include the

area in the Training Center portion. This building houses 1 engine, our special operations truck and trailer, staff cars and Marine 3 in the off season. It also stores one vehicle for Neenah Police Department. The building has had some minor remodeling and some layout changes. It was originally designed with numerous un-needed offices and a conference room. There is little storage and most of the mechanicals are located on a mezzanine area in the apparatus bays.

Staffing

Neenah-Menasha Fire Rescue is a career department with 68 members. All of our firefighters have an Associate's Degree in Fire Science and State of Wisconsin certifications such as Firefighter I, Firefighter II, Fire Inspector I, Haz Mat Operations, Medical First Responder, NIMS 100, 200, 700 & 800.

There are 63 line staff that work 24-hour rotating shifts. Line staff are split up between three different shifts, each having 21 members per shift. Each shift has



one Shift Commander, five Fire Officers, five Driver/Engineers, two Shift Inspectors/firefighters and eight Firefighters. These on duty crew members staff four different fire stations within the Cities of Neenah and Menasha, this is how we provide 24/7/365 coverage.

We also have five administrative personnel.

Apparatus

NMFR purchases its fire apparatus from Pierce Manufacturing Inc. constructed right here in the Fox Valley. Our apparatus range in style and capabilities. Engines and Pumpers are used to provide transportation, water pumping, hose, medical response and more. Our Quintⁱⁱ provides transportation, water pumping, hose, medical response, ladders and more. All of our fire apparatus serve in two different statuses throughout their useful life with NMFR. New apparatus are purchased to provide "front-line" protection. This status typically lasts about 15 yearsⁱⁱⁱ or 7,500 hours^{iv} of use. Our replacement schedule also has 2-4 years of "reserve status". In reserve status, an apparatus is used to rotate into stations so that scheduled maintenance can be done without reducing our ability to respond. In rare cases of large resource demanding fires, the reserve apparatus may be staffed with an emergency call in crew of 4.

Engine 31

Engine 31 (E31) is a 2005 Pierce Quantum engine/pumper. E31 is currently housed at Station 31 located at 1080 Breezewood Lane in the City of Neenah. E31 holds 750 gallons of water and is capable of pumping 1,250 gallons of water per minute. It also carries "Jaws of Life" rescue equipment and responds to rescue calls if this equipment is needed. Its primary response area includes the City of Neenah's south and west sides including Interstate 41 and the Neenah industrial park. In 2022 this apparatus is scheduled to be replaced with a new engine. It will serve as our reserve engine until 2024 when it will be sold.



Engine 32

Engine 32 (E32) is a 2008 Pierce Velocity Rescue Pumper. E32 is currently housed at Station 32 located at 125 E. Columbian Avenue in the City of Neenah. E32 holds 750 gallons of water and is capable of pumping 1,500 gallons of water per minute. E32 also carries "Jaws of Life" heavy rescue equipment. Its primary response area includes the Neenah downtown and eastern portions of the city. It serves as the





heavy rescue for all areas in Neenah and Menasha including Interstate 41 and Hwy. 441. In 2024 this apparatus is scheduled to be replaced with a new rescue/engine. It will serve as our reserve engine until 2028 when it will be sold.

Quint 32

Quint 32 (Q32) is a 2013 Pierce Dash CF custom chassis with a 105" steel aerial ladder. Q32 is housed at Station 32, located at 125 E.

Columbian Avenue in the City of Neenah. Quint 32 features a 1,500 gpm (gallons per minute) single state pump and carries 500 gallons of water. The aerial ladder has a 500 lb tip load rating and an Akron electric 1,250gpm aerial nozzle. This vehicle was used as a demo vehicle by Pierce before we purchased it in the fall of 2014. Its primary response area that is

department wide including both Neenah and

Menasha. This apparatus has a longer life expectancy with NMFR. It is scheduled to be replaced in 2028 with a new Quint. It may be kept until 2032 as a reserve ladder depending on the condition of the apparatus at that time.



Engine 35

Engine 35 (E35) is a 2015 Pierce Saber engine/pumper. E35 is housed at Station 35 located at 430 First Street in the City of Menasha. E35 carries 750 gallons of water and is capable of pumping 1,500 gallons of water per minute and has a Husky 3 foam system. Primary response area covering the Menasha downtown and eastern side of the city. In 2032 this apparatus is scheduled to be replaced with a new rescue/engine. It will serve as our reserve engine until 2032 when it will be sold.





Engine 36

Engine 36 (E36) is a 1998 Pierce Quantum engine/pumper. E36 is housed at Station 36 located at 1911 Manitowoc Road in the City of Menasha. E36 carries 750 gallons of water and is capable of pumping 1,250 gallons of water per minute. E36 carries "Jaws of Life" rescue equipment and responds to any rescue calls if this equipment is needed. It has a primary response area including Menasha's east and north sides. It also is the primary engine for responses into Appleton through our automatic aid agreement. In 2018 this apparatus is scheduled to be replaced with a new engine. It will serve as our reserve engine until 2022 when it will be sold.



Pumper 35

Pumper 35 (P35) is a 1997 Pierce Saber engine/pumper. P35 is our reserve engine and housed at Station 35 located at 430 First Street in the City of Menasha. P35 holds 750 gallons of water and is capable of pumping 1,250 gallons of water per minute. This engine (pumper) serves as a reserve unit and is put into service when other units are out for repairs, maintenance or training. It is scheduled to be sold in 2018.



Marine 3

Marine 3 is a Pro Line 2200 DC. This boat is owned and maintained by the Winnebago County Sheriff's Department and is used during the summer months for all water rescue calls. It is staffed and operated by on duty NMFR fire rescue personnel. We respond to water rescue calls on the Northwest area of Lake Winnebago and also Little Lake Butte des Morts. This boat is also used as our dive platform during open water rescue calls





Husky Boat 32

Boat 32 is a Husky Ice boat. This boat is owned and maintained by the Winnebago County Sheriff's Department and is used during the winter months for all water/ice related calls. This boat is also used to transport divers and rescuers to all areas of the Northwest portions of Lake Winnebago and Little Lake Butt des Morts. During rescues on ice the boat provides a safe platform to work from and a heated vehicle to treat patients in while returning to shore.



Public Education Van

NMFR prides itself in providing quality, year round, public fire education. Our programs are time tested and proven effective. Our Public Education Team has been awarded numerous recognitions and awards for innovation and delivery. This vehicle was granted to NMFR and has been modified to carry the various props and literature to deliver a wide variety of programs to a diverse audience. This vehicle will be replaced in 2017 with an enclosed trailer. The van will be sold to offset the purchase of the trailer.



Other Vehicles

NMFR has 2 inspector cars, 2 staff cars, a pickup, a portable boat, an inflatable rescue kayak, a Kawasaki Mule UTV, a water rescue squad, a special rescue operations truck and trailer,



Response Time Analysis

There are many components to what is called "Response Time" Each of these components are affected by numerous variables. The public's perception of response time is the time between dialing 911 and someone of authority arriving on the scene. There are only two ways to control our small portion of this formula.

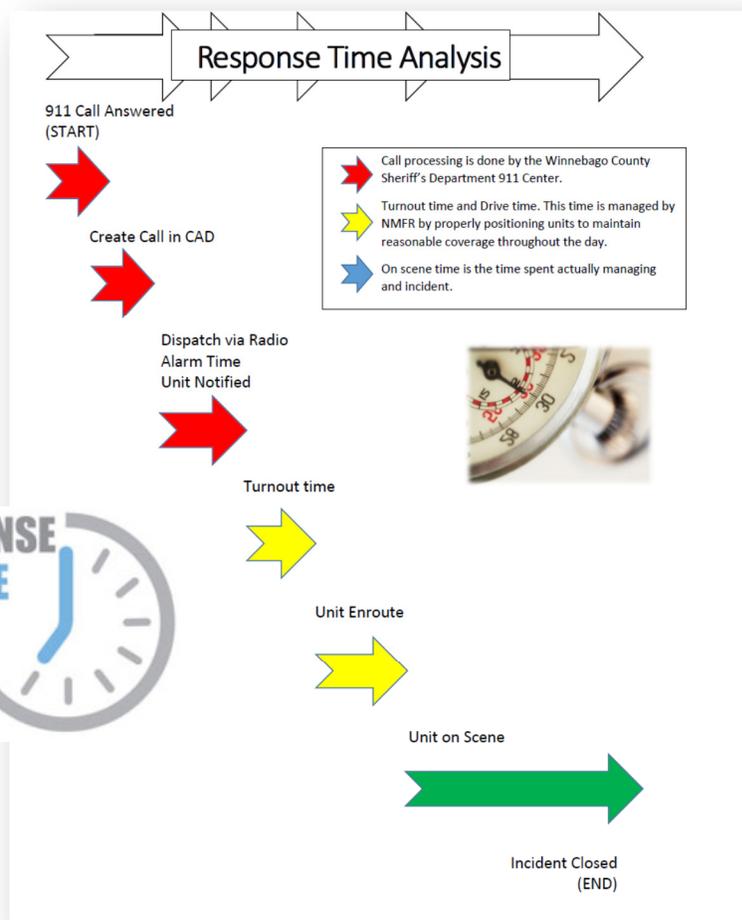
Turnout Time

This is the time between an alarm at the station and the fire truck starting to move towards an incident. It is the time needed for the crew to get to the truck and get their 71 lbs. of Personal Protective Equipment on properly. NMFR strives for a 1 minute average turnout time.

A rural "paid on call" department had increased turnout time as it includes the need for them to drive to a rural fire station, don their PPE and then respond. This is a significant difference and is a key component to a career, staffed fire station.

Unit En-route

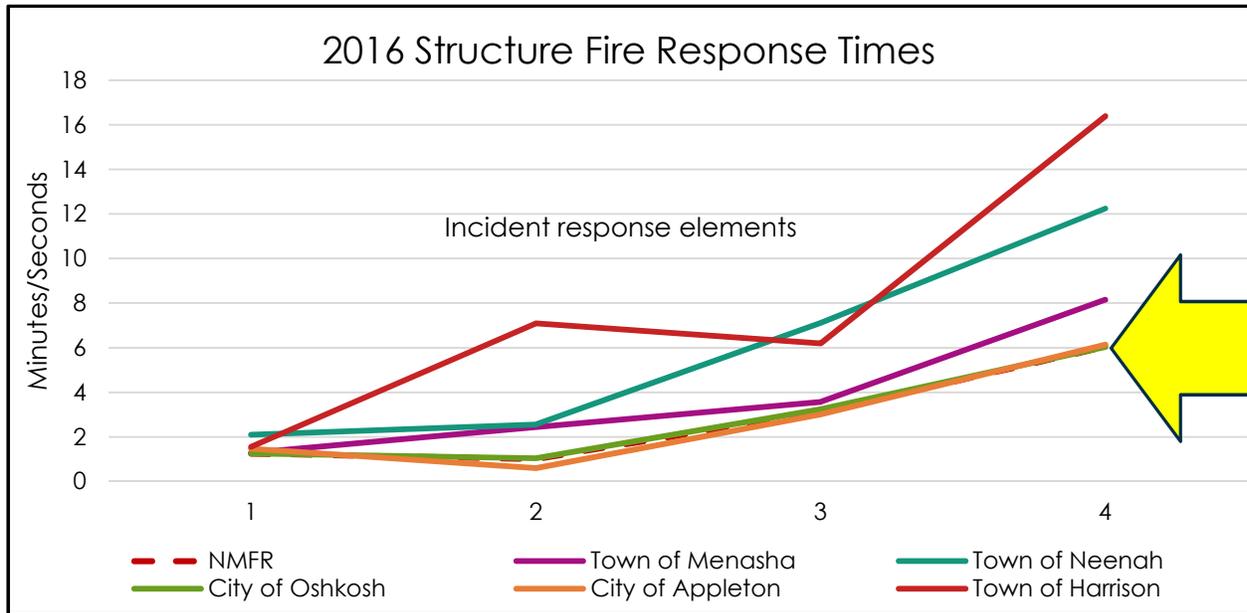
Unit en-route equals drive time. Contrary to what most people think, our fire trucks rarely respond faster than 10 mph. over the posted speed limit. We stop for red lights and stop signs and have to slow down to turn corners and maneuver through traffic. We cannot just "drive faster".





Structure Fire Response Time Comparisons

Each year using CAD data^v, we make a comparison of the response times for “Structure Fires” with our neighboring fire departments. The graph and chart below show where we compare to others. A key reminder is that the Township of Neenah and the Village of Harrison protect their citizens with “Paid on Call”^{vi} staff. The Township of Menasha (now Village of Fox Crossing) has begun partially staffing their stations. This shows a significant improvement in their overall response time. As expected, the cities of Appleton, Oshkosh, Neenah and Menasha have similar response time reliability.



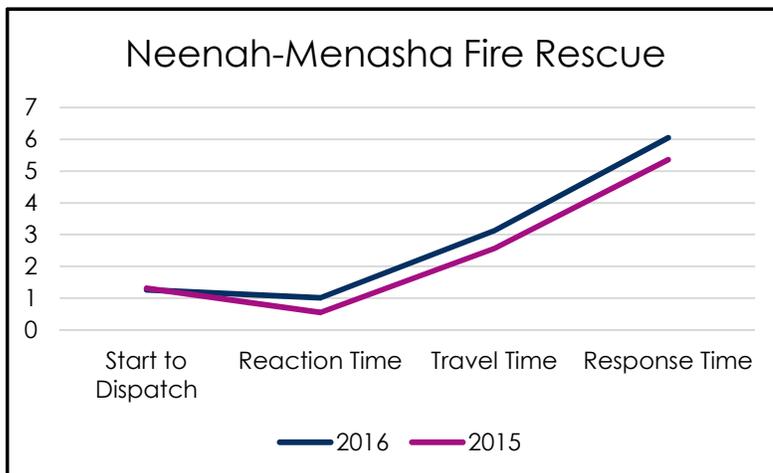
	NMFR	Town of Menasha	Town of Neenah	City of Oshkosh	City of Appleton	Town of Harrison
Start to Dispatch	1.26	1.28	2.09	1.26	1.47	1.55
Reaction Time	1.01	2.44	2.55	1.04	0.59	7.09
Travel Time	3.12	3.57	7.11	3.24	3.01	6.19
Response Time	6.05	8.15	12.25	6.03	6.13	16.38

WHEN MINUTES MATTER,
SECONDS COUNT!



There was a slight increase in our average structure fire response data from the previous year. There are many factors that can affect the average. Road conditions, weather, location and staffing are some of these factors.

These averages also account for all apparatus responding to the incident. The NFPA standard 1710 requires the "first" unit to be on scene between 4 and 5 minutes.



The average response time of the **First Arriving Fire Truck** for 2016 was

4 minutes and 7 seconds!



Other things you can do in 4 minutes.

- Answer 5 emails
- Read a few pages of a book
- Review your calendar
- Go for a walk around your office
- Send a text
- Add a new number to your address book

Or

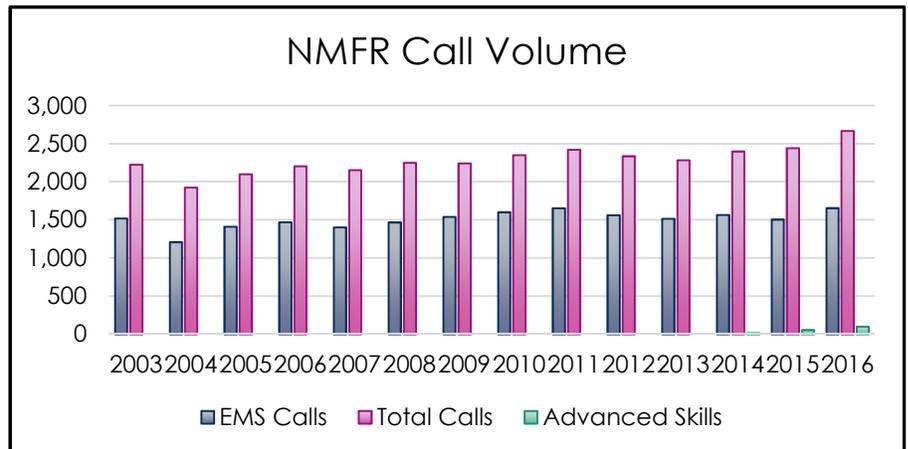
- **Call 911**
- **Get everyone out!**
- **Save yourself!**



Four minutes during an emergency seems like a lifetime! Often we hear "you got here so fast!" Considering everything that impacts overall response time, NMFR is doing an excellent job of answering the call.

Call Volume Review

Incident numbers summary since consolidation. This is an opportunity for us to follow trends and make comparisons from year to year.



NOTE: Total calls minus EMS calls does not mean the remainder were all structure fire calls. Advanced skills didn't begin until later in the year in 2014.

In 2016, we:

- Worked with Gold Cross Ambulance to implement an alternative funding source for some of the supplies that we use on EMS calls.
- Re-certification for Emergency Medical Responder.
- Certified to administer Narcan.
- Certified to administer advanced airways.
- Certified to administer tourniquets.
- Completion of a Mass Casualty Training exercise with Gold Cross Ambulance.
- Implemented a billing process to recoup expenses for consumable supplies used at calls.



In 2016 we had one fire fatality in the City of Neenah. The first arriving engine was on scene in less than 4 minutes of the 911 call being made by a passerby. NMFR and Neenah Police worked together to locate and attempt to rescue the only occupant of the home.



Incident Types	2016	2015	2014	2013	2012
All Structure Fires	43	53	43	35	37
residential	29	37	28	25	21
Other fires	25	32	32	25	37
Total Fires	68	85	75	60	74
All EMS	1771	1563	1588	1518	1595
Advanced Skills	105	55	14	0	0
Malicious, Mischievous	11	10	8	6	11
System Malfunction	76	61	74	70	55
Unintentional activation	180	177	176	126	151
Other Alarms	44	30	36	30	27
Total False Alarms	311	278	294	232	244
Mutual aid, include auto-aid given	109	114	97	98	52
Haz Mat, includes CO, spills and leaks	59	114	127	156	142
All Other incidents	303	288	217	217	228
Grand Incident Totals	2667	2442	2398	2281	2335

Property Damage by Fire \$457,522 \$1,227,629 \$440,665 \$454,894 \$431,946

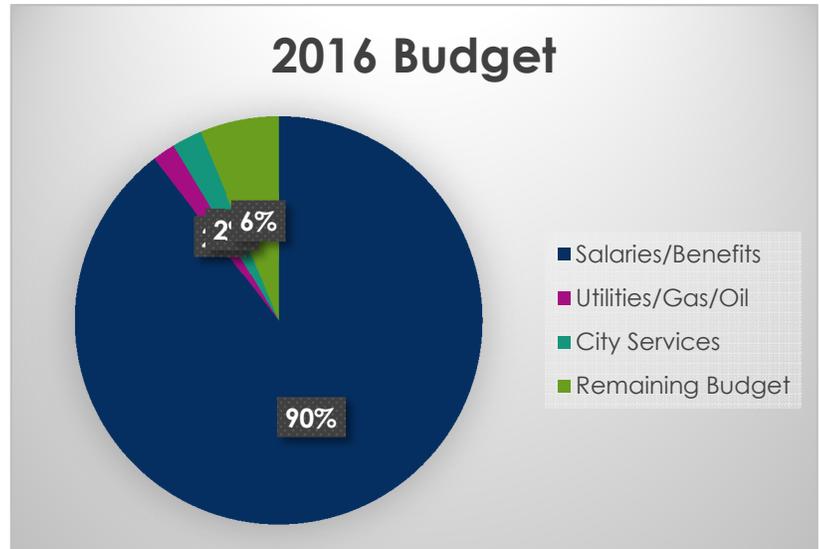




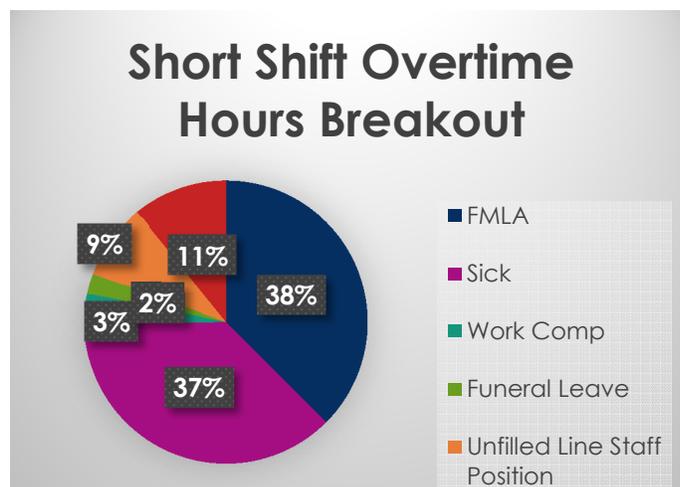
Financial Summary

Budgeting

Our 2016 Operating Budget was \$8,029,780. Of our total budget, 90% of it is used for expenses that are beyond our control.



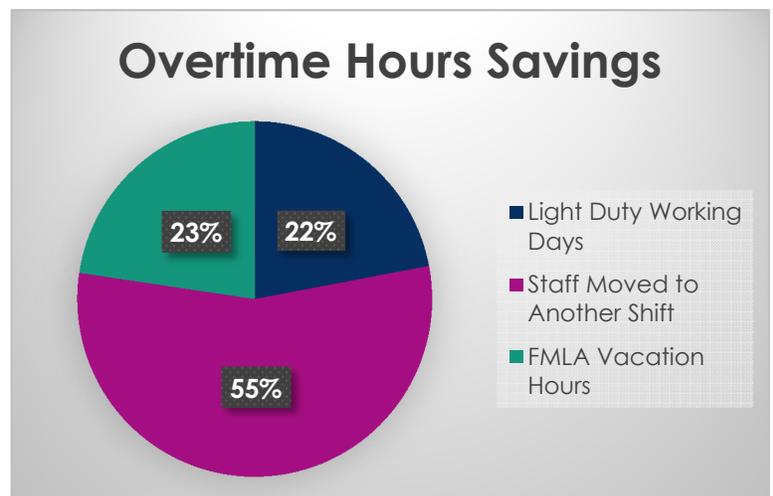
In 2016, we had 2,750 hours of short shift overtime. A majority of these hours were beyond our control and needed to maintain staffing.



In 2016, **9.85** average hours of sick leave used by 63 line staff members who work 24-hour scheduled shifts.

477 hours of overtime were saved by:

- A staff member off due to injury but is able to work days on light duty.
- Moving staff members to another shift to even out staffing during a time of the year when there is not many vacations.
- Staff are not allowed to cancel scheduled vacations if they are off due to FMLA and/or Work Comp so another person on shift cannot take a vacation day if there are already





the allotted number of members off on their shift.

Cost Distribution Formula

How does funding work for a merged department? This is a question we are frequently asked. To make it fair, and equitable, for both Cities a four-part formula was agreed upon in our Merger Agreement. These factors are:

1. Population.
2. Equalized value with tax increment finance property values and State of Wisconsin owned property subject to a payment for municipal services included.
3. Annual fire/rescue service calls (separated out for each City).
4. Square miles.

This information is reviewed annual by both Cities Finance Directors and a new formula is recommended for the upcoming budget year. For example, they will review all of this information for 2016 and come up with a formula for 2017's budget. The suggested formula is reviewed by NMFR's Joint Finance & Personnel Committee to approve and make a recommendation to both Common Councils for final approval and commencement.

As you can see by the chart below, this formula has proven to be fair, effective and has resulted in minimal change in percentages from year to year.

Budget Year	Neenah %	Menasha %
2004	60.64%	39.36%
2005	60.87%	39.13%
2006	60.67%	39.33%
2007	60.23%	39.77%
2008	59.69%	40.31%
2009	59.45%	40.55%
2010	59.55%	40.45%
2011	59.58%	40.42%
2012	59.78%	40.22%
2013	60.51%	39.49%
2014	59.60%	40.40%
2015	60.14%	39.86%
2016	60.01%	39.99%
2017	59.29%	40.71%
Overall Average	60%	40%



Grant Awards

Our department is always looking for other ways to help fund our budget needs. One way we accomplish this is through the application of grants. Since 2013, we have been awarded over **\$1.8 million** dollars in grant awards.

Year	Grant Award Total	Award Description
2004	\$158,459	Homeland Security Grant Award to purchase: <ul style="list-style-type: none"> • SCBA's • Fire investigation equipment • Compressor/Cascade System for Station 32
2006	\$200,000	FEMA Fitness Grant to purchase fitness equipment for all four stations.
2007	\$11,000	DNR grant to purchase equipment to gain better access to vegetation and limited access area fires.
2009	\$198,710	Regional FEMA Grant to purchase a Driver's Simulator. This grant award involved 12 other area Fire Departments. However, NMFR was the one who found and administered the grant.
2010	\$1,200,000	FEMA Grant to construct a new fire station in the City of Menasha
2012	\$25,051	FEMA AFG Rehab Grant to purchase firefighter rehab equipment and a warming/cooling shelter.
2012	\$24,290	AFG Grant to purchase: <ul style="list-style-type: none"> • Mobile cascade system to refill air bottles. • NMFR's Life Safety Inflatable Education Tool
2012	\$36,790	FEMA Regional Smoke Alarm Grant. This grant award involved 3 other area Fire Departments.
	\$1,854,300	



Most of our grant awards have been the result of Shift Commander Dan Schultz's hard work. Per the merger agreement, each City is responsible for maintaining their own fire stations. His hard work saved the City of Menasha taxpayers \$1.2 million through the federal economic stimulus grant. We appreciate his hard work and dedication!

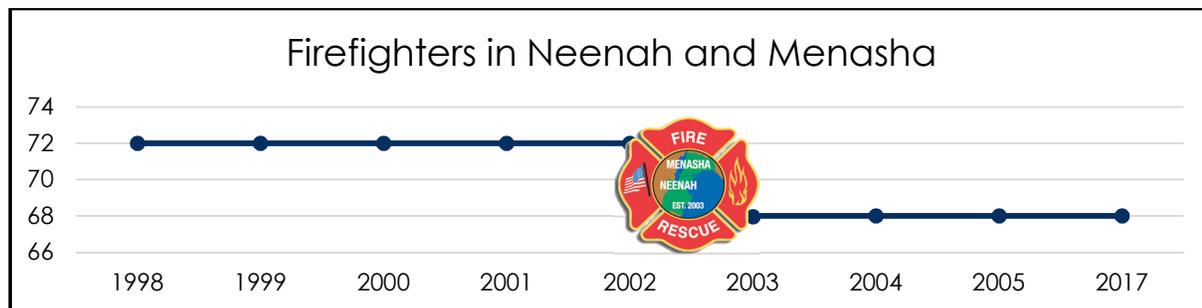


Merger Benefits

We are often asked what the benefits have been for the past 14-years with a merged department.

Prior to the consolidation, the Menasha Fire Department was faced with the possibility of having to hire additional firefighters in order to meet the referenced standards noted below. Neenah Fire Department was already meeting the staffing requirements.

For the past 14 years, we have maintained staffing at 68 members versus 72 members.



Other benefits include:

- As a merged department, we have been able to better meet the NFPA/SPS 330 Standards.
- Structure Fires require – 14 people (minimum) on scene. 3 engines, 1 ladder, 1 command. This is a standard we can meet for every fire.
- We are able to achieve the standards of Fire Department Safety & Health Standards and requirements of NFPA by having four people at each outlying station.
- In 2003, we saved \$320,000 in operating expenses. Most of this was due to the four retirements and their positions not being replaced. Our staffing was reduced from 72 (total positions prior to merger) to 68.
- In 2003, we saved \$935,000 in capital expenses. The City of Neenah needed to spend \$300,000 to place an engine and \$35,000 to replace a command vehicle. The City of Menasha needed to spend \$600,000 to replace a ladder truck. However, with consolidation there was no need for two ladder trucks. Therefore, we didn't need to spend \$600,000 for a new ladder truck. Due to the other equipment that Menasha had we didn't need to spend the money set aside for the other vehicles. Less reserve equipment was necessary which has resulted in lower maintenance costs.
- In 2008, a new rescue pumper was purchased. This combined our jaws equipment into one vehicle and eliminated the need for two heaving duty vehicle for the equipment. One rescue and one pumper. This saved \$200,000.



Training Activities



Training is an important part of our Department as we need to continue to improve and/or maintain our skills. The past two years, we have hired five new firefighters which affected our normal training rotation. In 2016, with the addition of the two new advanced skills to be used during EMS calls, this required additional training before these two services could be implemented. We also purchased the Inforcer™, forcible entry simulator that gives our staff realistic forcible entry scenarios that they will encounter in both emergency and non-emergency situations.



Some of our training includes, but not limited to:

- Terrorism and weapons of mass destruction
- Shore based ice rescue
- Open water rescue
- Fire attack procedures for structure fires designed to increase safety for firefighters and trapped victims
- Advanced skills
- Industrial training exercises
- Dive – open water and ice
- Vehicle extrication training
- Aerial (use of our aerial ladder on Q32)
- Forcible entry
- Mass casualty
- Advanced search & rescue procedures
- EMS skills





Fire Prevention and Education

Occupancy Inspections

NMFR is required, by Wisconsin Statute, to perform fire inspections for businesses and multi-family residential structures within our two Cities. In 2016, the City of Menasha's 2% dues was \$41,880.21 and the City of Neenah's was \$79,309.65. As both Cities see an increase in multi-family and businesses in their communities, our inspection activities continue to increase.

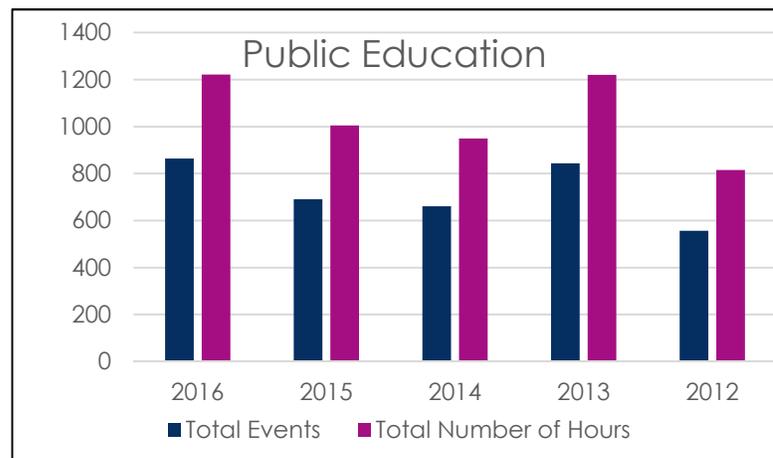


In addition to our inspection activities, we continue with our pro-active fire prevention/public safety education and juvenile fire setter intervention programs. Along with our community involvement.

Public Education

Public Education is a priority for our Department. Through the use of many tools, programs and materials we attempt to use every public contact as an opportunity to provide lifesaving information. Educating the public to protect themselves is the best measure we can take to save lives. Some of these activities include:

- Smoke Alarm Installs
- General Public Relations
- Parades
- Witness Fire Drills
- Witness Fire Evacuations
- Station Tours
- Special Events within Both Communities
- Fire Extinguisher Training
- Ice & Water Safety
- Juvenile Fire Prevention
- Fire Works
- Public Education Program for Grades 1 – 3
- Fifth Grade Then & Now Program
- Preschool & Kindergarten Programs





- Senior High Fire & Dorm Safety for College
- Senior Citizen Presentations
- Business & Industry Safety Fairs
- Back to School Event for Low Income Children
- Community Fest in both Cities
- Open Houses



Our Public Education team has been recognized as a leader in the state for program development and delivery. Focusing on a coordinated message is what makes our programs stand out. Each program builds off of the previous. As children grow, we continue to expand the message always keeping it relevant to the audience.





Administration Team

Year started in
the Fire Service



Kevin Kloehn, Fire Chief

1989

Chief Kloehn has held all positions within the fire service until his promotion to our Fire Chief in June of 2016. He is responsible for the annual budget, Emergency Management and department operations. His duties also include participation in department head functions within both Cities. Kevin reports to the Mayors in both Cities along with NMFR's Joint Finance & Personnel Committee and Joint Fire Commission.



Victor Voss, Deputy Fire Chief

1986

Chief Voss has served in all ranks of the fire department. He was selected to be Deputy Fire Chief in 2015. He is responsible for the day to day operations of NMFR. These duties include the operation, maintenance and staffing of four fire stations, eight front line apparatus and over 15,000 pieces of equipment inventoried by NMFR. He is also provides knowledge and expertise in records management through the use of Firehouse Software.



Mike Sipin, Assistant Fire Chief – Training

1990

Chief Sipin came to NMFR in September, 2007 from the Appleton Fire Department. He is responsible for coordinating, managing, and delivering the training needs of the fire department that includes basic skills for firefighters, drivers, and officers, technical rescue operations (rope, confined space, trench, collapse, and water), new recruit training and preparation, and emergency management exercising and training.



Vernon Green, Assistant Fire Chief – Fire Marshal

1983

Chief Green has been the NMFR Fire Marshal since 2010. A/C Green served as a USAF FF, served on the Austin, TX FD, and Appleton, WI FD. A/C Green manages all aspects of Fire Prevention, Public Education, and Fire Investigations, including six full time Shift Inspectors/Investigators. A/C Green also conducts all plan review for fire alarm and detection, suppression, and other fire and life safety systems.



Tara Theisen, Management Assistant

2006

Tara's main duties are to provide administrative support to Chiefs Kloehn and Voss. Other responsibilities include budget preparation, accounting functions, inventory and purchasing. Coordination and scheduling of public education activities, administration of our social media and department website. She also provides clerical support to the remaining 66 staff members.



How Are We Governed?

Our Department is governed by a unique Table of Organization. The intent of this was to ensure that both Cities had equal representation with the oversight of our department.

Here is an over view of a City organizational chart:

With a consolidated department we have dual reporting relationships in both Cities (i.e. 2 Mayors, 2 City Councils, etc.).

In addition to the dual reporting in both Cities, we also have two additional governing bodies that have oversight for our Department.

The first Administrative Body is our Joint Finance & Personnel Committee.

Responsibilities:

1. Oversight of the day-to-day operations and budgetary matters.
2. Reviews budgetary issues, labor contracts, position vacancies and proposed new positions.
3. Reviews capital outlay items and expenses of \$5,000 and more.

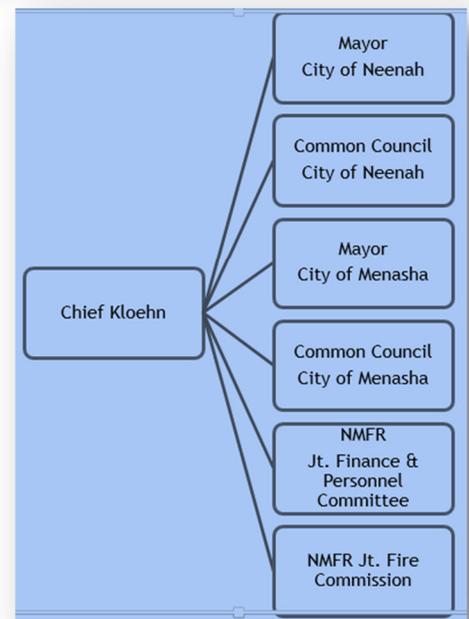
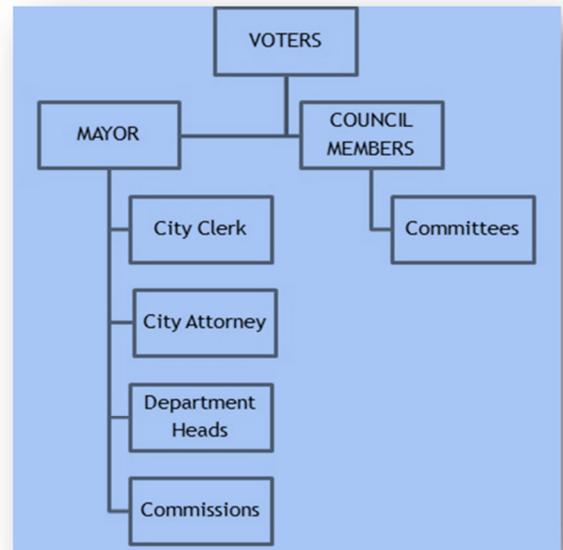
Committee Make-Up: Our Committee is comprised of six alderpersons, three from each City.

1. Council Presidents of both Cities.
2. Alderman Chair of both Cities Finance Committee.
3. Mayor of each City appoints one additional at-large alderperson.

The second Administrative Body is our Joint Fire Commission.

Responsibilities: Hire, discharge and discipline employees.

Commission Make Up: Each City appoints three citizen members to the Commission who serve three year terms.





2016 Joint Finance & Personnel Committee Members:

Ald. Todd Stevenson – Neenah

Ald. Christopher Kunz – Neenah

Ald. Bill Pollnow – Neenah

Ald. Kevin Benner – Menasha

Ald. Mike Keehan – Menasha

Ald. Will Krautkramer - Menasha

2016 Joint Fire Commission Members:

Pat Lewis – Neenah

Mark Keating – Neenah

Kevin McCann – Neenah

Jim Liebhauser – Menasha

Ken Kubiak – Menasha

Jeff Englebert - Menasha

2016 Accomplishments

Over the past 1 ½ years we have experienced many changes. This included the hiring of a new Chief and Deputy Chief. This change has brought the need to evaluate how our entire department operates and look for ways we can improve efficiencies, communication and effectiveness within our department. We began this process in 2016 and will continue to evaluate this in 2017.

- Administration transition with a new Chief and Deputy Chief.
- Hired and trained one new firefighter.
- Re-certification for Emergency Medical Responder.
- Certified to administer Narcan.
- Certified to administer advanced airways.
- Certified to administer tourniquets.
- Implemented a Fire Officer academy to assist with succession planning for the future.
- Began a mentoring program for future Fire Officers.
- Secured alternative funding for our smoke alarm program.
- Worked with Cities of Neenah and Menasha Parks & Recreation Departments to implement a boat launch fee program as an alternate funding source for our Water Rescue service.





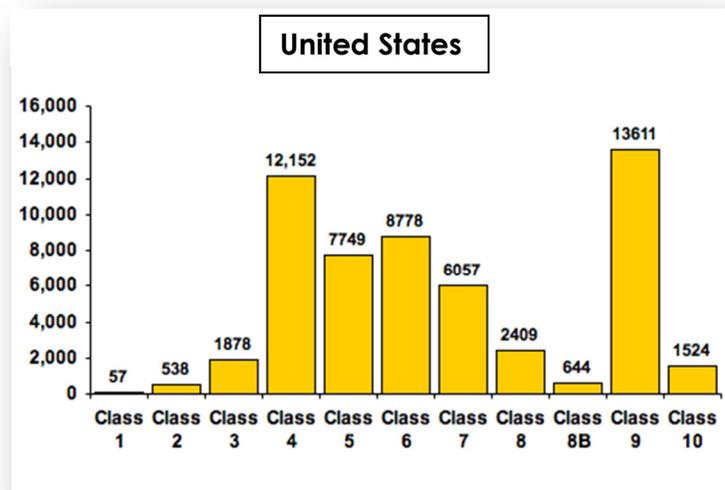
- Secured a cost sharing formula with the Neenah Police Department for the training/burn building prop. Each Department will share this prop for future training activities.
- Completed the final phase for completion of our Strategic Plan.
- Put the new Engine 35 into service and sold the old reserve Pumper.
- Continued our Automatic Aid Agreement with Appleton Fire Department.
- Implemented a new supply ordering system within the Department which has created more efficiency.
- Administrative personnel completed Lean Training sessions.
- Began the implementation of using our records management system (Firehouse) to record maintenance and expenditures for all vehicles and major equipment.
- Worked with Gold Cross Ambulance to implement an alternative funding source for some of the supplies that we use on EMS calls.
- Completion of a Mass Casualty Training exercise with Gold Cross Ambulance.
- Began process of transitioning payroll to Executime and improving efficiency within the payroll process.
- Inventory of all equipment.
- Implemented a billing process to recoup expenses for consumable supplies used at calls.
- Developed a training partner with Menasha Police Department to help with our dive training to help save money on training costs.

Insurance Standards Office – Public Protection Classification

The Cities of Neenah and Menasha and NMFR have been rated a PPC of 2. This rating has a direct impact on the cost to insure home, businesses and property.

How the PPCTM Program Works

The PPCTM (ISO Fire Chiefs Online, 2017) program provides important, up-to-date information about municipal fire-protection services throughout the country. ISO's expert staff collects information about the quality of public fire protection in more than 44,000 fire districts across the United States. In each of those fire districts, ISO analyzes the relevant data and assigns a Public Protection Classification — a number from





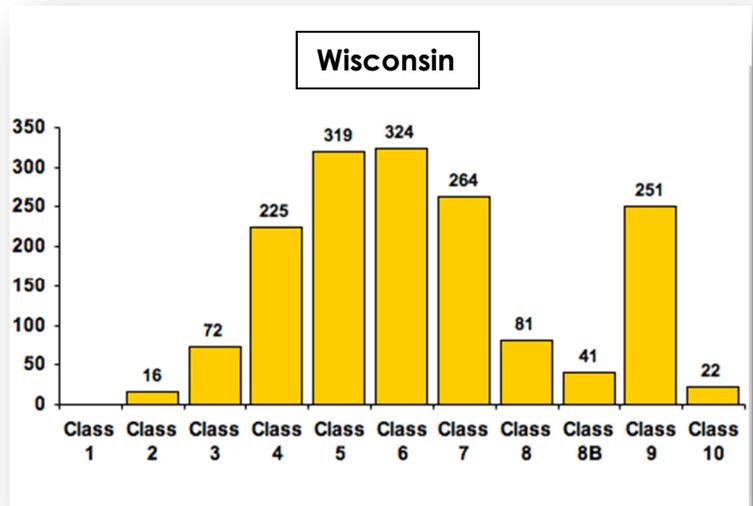
1 to 10. Class 1 represents exemplary fire protection, and Class 10 indicates that the area's fire-suppression program does not meet ISO's minimum criteria.

Virtually all U.S. insurers of homes and business property use ISO's Public Protection Classifications in calculating premiums. In general, the price of insurance in a community with a good PPC is substantially lower than in a community with a poor PPC, assuming all other factors are equal.

In Wisconsin there are no Cities with a rating of "1". Neenah and Menasha are two out of sixteen with a rating of "2".

A community's PPC depends on:

- Fire alarm and communication systems, including telephone systems, telephone lines, staffing, and dispatching systems.
- The fire department, including equipment, staffing, training, and geographic distribution of fire companies.
- The water supply system, including the condition and maintenance of hydrants, and a careful evaluation of the amount of available water compared with the amount needed to suppress fires.





2017 Goals

- Finalize our Strategic Plan and begin implementation of areas that need review/change.
- Continue with our Fire Officer Academy and mentoring programs as part of our succession planning.
- Goal setting and timeline for accomplishments.
- Improve communication with all City officials.
- Professional development of staff.
- Active shooter training in conjunction with area departments.
- Continue implementation of payroll transition to Executime and working on changes within our Records Management System to improve efficiencies.
- Explore opportunities with neighboring communities for contracted services.
- Develop a proactive budget planning process and move away from reactive budgeting for our department.
- Conduct a staffing study to have guidance for our staff and succession planning.
- Continue to review all processes within our Department and look for ways to improve efficiency.
- Conduct a facility needs assessment to review facility efficiencies or lack thereof.
- Have fire stations more visible to community/citizens.
- More presence in both Communities (i.e. attendance at community events, patronize local businesses, etc.)





Additional Information



Our department uses social media to communicate on a daily basis the activities of the fire department. We invite you to “LIKE” our page on Facebook at [neenah-menasha fire rescue](#)



Our website is also an excellent resource for additional information, visit us at www.nmfire.org

Our stations are always open!
We invite you to stop in and visit,
ask questions and meet the crews.



**Neenah – Menasha Fire Rescue
Headquarters
125 E. Columbian Ave
Neenah, WI 54956
920-886-6200**



- i Leadership in Energy and Environmental Design (LEED) is one of the most popular green building certification programs used worldwide.[7] Developed by the non-profit U.S. Green Building Council (USGBC) it includes a set of rating systems for the design, construction, operation, and maintenance of green buildings, homes, and neighborhoods[8] that aims to help building owners and operators be environmentally responsible and use resources efficiently.
- ii A quintuple combination pumper or quint is a fire service apparatus that serves the dual purpose of an engine and a ladder truck. The name quint is derived from the Latin prefix quinque-, meaning five, and refers to the five functions that a quint provides: pump, water tank, fire hose, aerial device, and ground ladders.
- iii 15 years as Front-line apparatus. This benchmark in a fire apparatus life span with NMFR is based off of numerous documents and research done on replacement schedules. Internal maintenance costs and on-going updates to fire apparatus standards are also considered. Outside research and internal experiences support this replacement schedule.
- iv 7500 hours of use – using the hour meter on a fire apparatus is a better measure of the actual use. Mileage alone does not provide a good measure the use of the apparatus. Due to stationary pumping, short trip use, idle time and other factors do not affect mileage but do affect the operating costs due to wear and tear. We use multiple measuring tools to determine the condition of a fire apparatus.
- v CAD (Computer Aided Dispatch) data is the information collected at the 911 center in order to process a 911 call to be dispatched. This data is from the FoxCom database specific to incidents that are initially coded as “Structure Fires”. In many cases NMFR responds and then later determines the call to be something else, however our response is based off of the initial code.
- vi “Paid on Call” Sometimes “Volunteer” is used interchangeably. The true distinction is that one gets paid, and one does not. Where they are actually similar is that they both staff with people that are NOT at a fire station. This is a key difference between “Paid on Call” and career fire departments.