



NEENAH – MENASHA FIRE RESCUE 2017 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.



Operations

Fire Stations

NMFR operates with one headquarters station (Station 32, 125 E. Columbian Ave) and three 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 and all are staffed 24/7, 365 days a year. Each station features a duty office, kitchen, restrooms, 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, line staff operates 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 the Menasha Police Department. It was the headquarters for the Menasha Fire Department prior to consolidation. The building is maintained by the City of Menasha with a cost sharing formula. This building has had a few remodeling projects 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. There is a storage mezzanine that were 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 trailer. 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. In 2015, Fox Valley Technical College vacated their portion of this building. The City of Neenah renovated this portion of the building and converted it into a Training Center and their Employee Health Clinic. This description is of only the fire station side of the building and doesn't include the area in the Training Center.

This station houses 1 engine, our special operations truck and trailer, staff cars and Marine 3 in the off season. It also stores one vehicle for the 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. Our firefighters have, at minimum, an Associate's Degree in Fire Science and State of Wisconsin certification Firefighter I, Firefighter II, Fire Inspector I, Driver/Operator – Pumper, Haz Mat Operations, Medical First Responder, and 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
- eight Firefighters

These on duty crew members staff four fire stations within the cities of Neenah and Menasha and this is how we provide 24/7/365 coverage.

Apparatus



NMFR has purchased many of its fire apparatus from Pierce Manufacturing Inc. and they are 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 firefighters.



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 foot 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 150 lb tip load rating and an Akron electric 1,250 gpm aerial nozzle. Its primary response area 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 2034 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 the fall of 2018, this apparatus will be sold and replaced with a new engine.





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 2022.



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 firefighters. 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 firefighters to all areas of the Northwest portions of Lake Winnebago and Little Lake Butte des Morts. During rescues on the ice the boat provides a safe platform to work from and a heated vehicle to treat patients in while returning to shore.





Public Education Trailer

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. In 2017, our public education van was replaced with an enclosed trailer. This trailer was made possible through a donation from Neenah Mayor Dean Kaufert's Annual Charity Golf Outing that helped offset the cost of the trailer purchase. Fire Apparatus and Equipment (FAE) donated the graphics and lettering for 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.

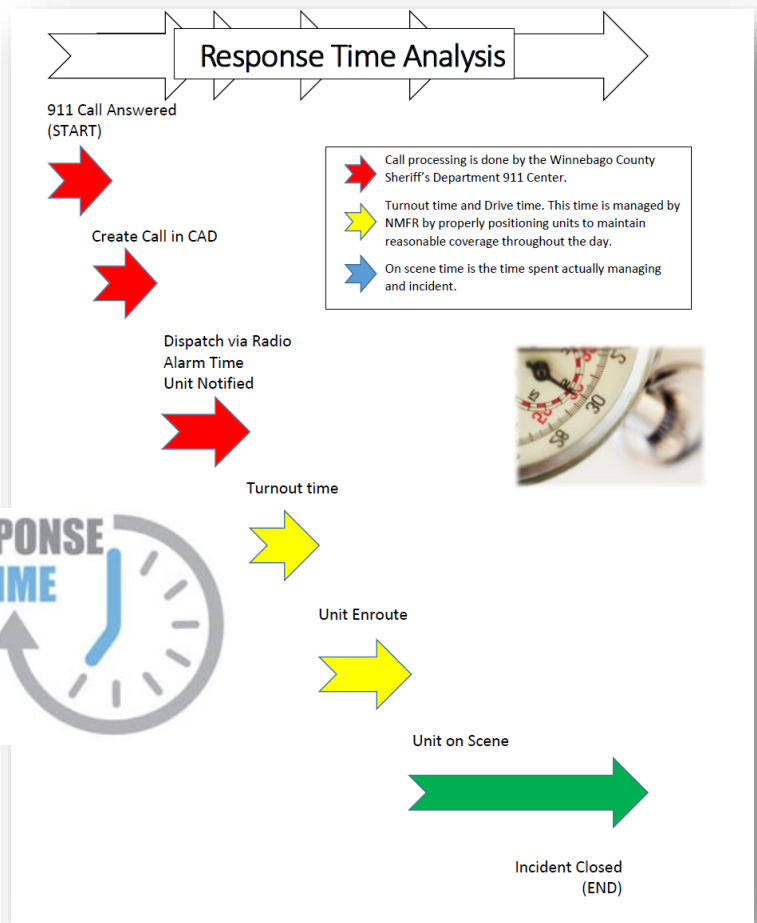
Turnout Time

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 (PPE) on properly. NMFR strives for a 1 minute average turnout time.

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

Unit En-route

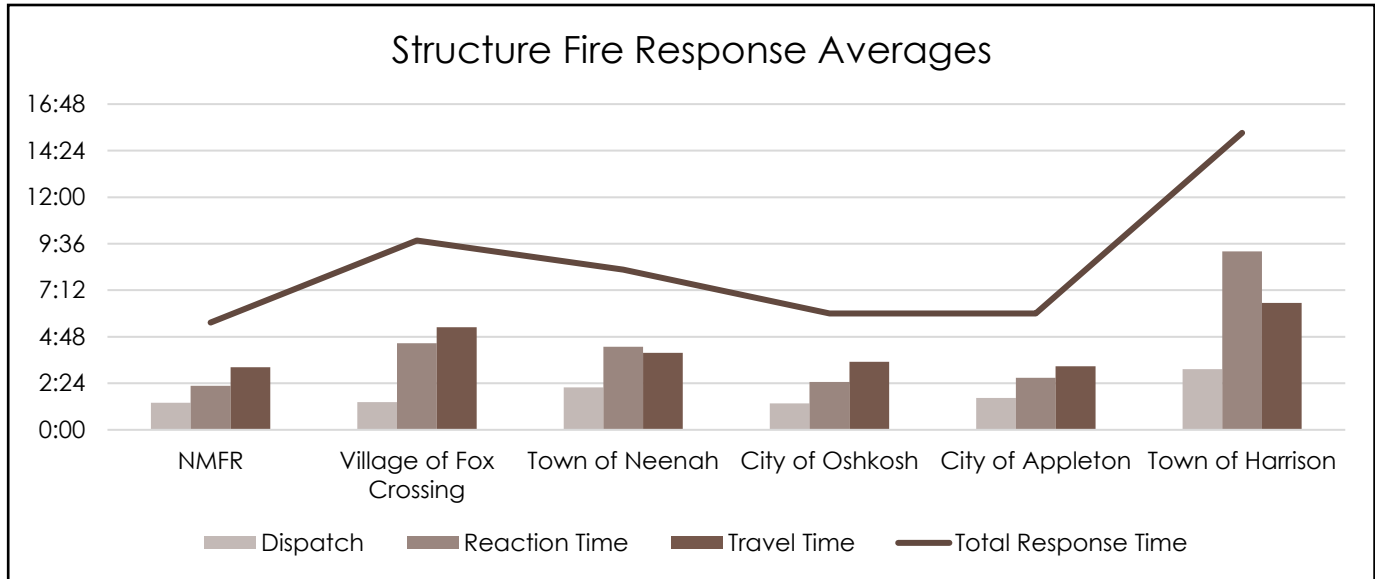
Unit en-route equals drive time. Contrary to what most people think, our fire trucks rarely respond faster than 10 mph. over the posted speed limit. We stop for red lights and stop signs and have to slow down to turn corners and maneuver through traffic. We cannot just "drive faster".





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 reflect how we compare to others in our area. A key reminder is that the Township of Neenah and the Village of Harrison protect their citizens with "Paid on Call"^{vi} staff. The 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	Village of Fox Crossing	Town of Neenah	City of Oshkosh	City of Appleton	Town of Harrison
Start to Dispatch	1:24	1:26	2:11	1:22	1:39	3:08
Reaction Time	0:52	3:02	2:06	1:06	1:02	6:04
Travel Time	3:14	5:18	3:58	3:31	3:17	6:33
Response Time	5:32	9:46	8:16	6:00	6:00	15:19

We see a slight decrease in our average structure fire response data from the previous year of about: 30 seconds. There are many factors that can affect the average. Road conditions, weather, location and staffing are some of these factors.

**WHEN MINUTES MATTER,
SECONDS COUNT!**

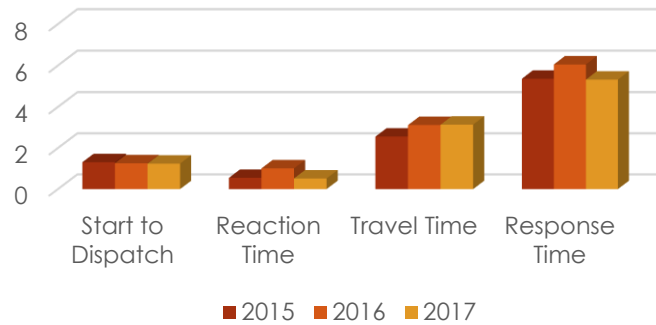


These averages also account for all apparatus responding to the incident. The National standard requires the "first" unit to be on scene between 4 and 5 minutes.

NMFR's average response time of the **First Arriving Fire Truck** for 2017 was

4 minutes and 37 seconds!

NMFR Three Year Comparison



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

IT'S ABOUT TIME

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.

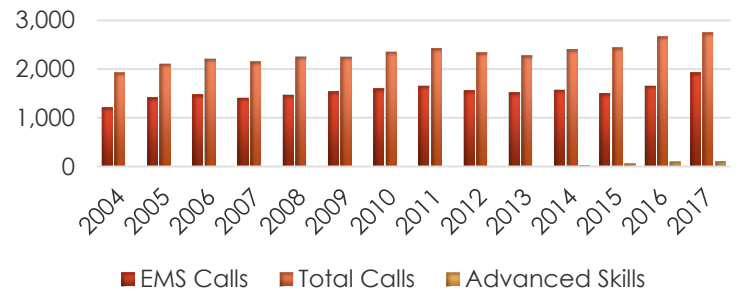


Call Volume Review

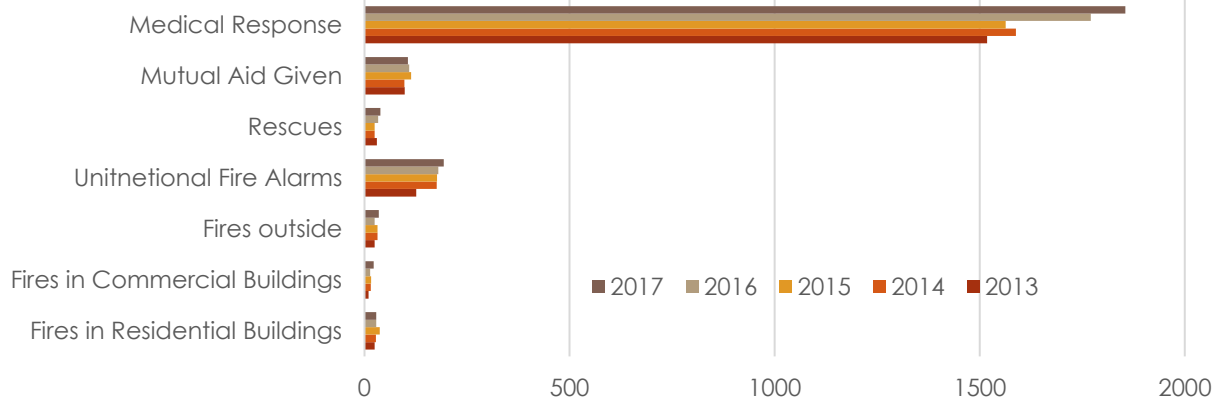
Incident numbers summary for the past 14 years. This is an opportunity for us to follow trends and make comparisons from year to year.



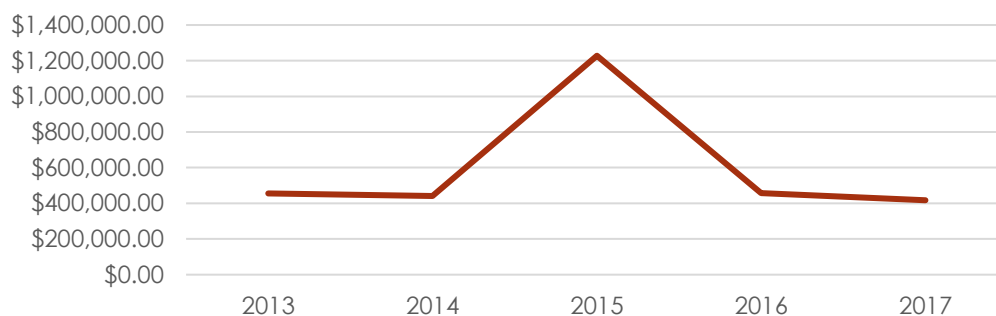
NMFR Call Volume EMS, Advanced Skills all Other



Incident Types Summary 5 year trend



Property Damaged by Fire 5 year trend





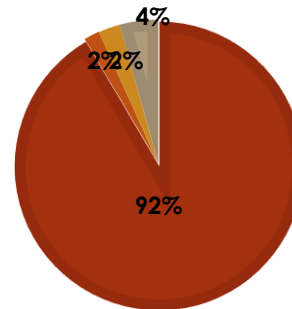
Financial Summary

Budgeting

Our 2017 Operating Budget was \$8,188,334. Of our total budget, 92% of it is used for expenses that were beyond our control.

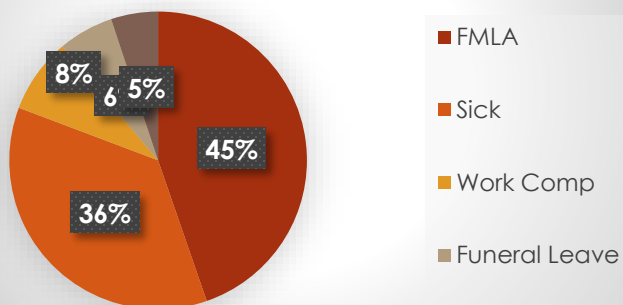
2017 BUDGET

Salaries/Benefits Utilities/Gas/Oil
City Services Remaining Budget



In 2017, we had 2,318 hours of short shift overtime. A majority of these hours were needed to maintain minimum staffing of emergency response personnel.

Short Shift Overtime Hours Breakout



AVERAGE

In 2017, on average, only **9** hours of sick leave were used by each of the 63 line staff members who work 24-hour scheduled shifts. Many used none.



One hundred seventy hours of overtime were saved by hiring a replacement line staff member prior to a retirement. In 2017, we were asked by our Joint Finance & Personnel Committee to provide a cost analysis to determine if we could save money by hiring firefighters prior to a retirement. They are trained and ready to fill the position when the impending retirement happens, versus waiting until after the person retires to hire and complete training. By having the new hire ready it reduced our overtime for 6-8 weeks. The first new firefighter filled a vacated position and the other one filled shifts until the next retirement vacancy.

175 Overtime Hours Savings By Hiring Early Before A Planned Retirement



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 five -part formula was agreed upon in our Merger Agreement and later amended to a four-part formula in 2017. 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 annually by both cities Finance Directors and a new formula is recommended for the upcoming budget year. For example, they will review all of the information from 2017 and adjust the formula for 2019'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 2004, we have been awarded over **\$2.1 million** dollars in grant funds.

Most of our grant awards have been the result of Shift Commander Dan Schultz's hard work. In 2017, we were awarded a \$283,468 grant to replace our Self Contained Breathing Apparatus (SCBA) system. The 2018 Capital Improvement Budget to replace this system was \$368,275. The grant award has saved both Cities a significant amount of CIP money in their 2018 budget.



Although grants have not always been available, NMFR has continued to research alternate funding for many different items and projects. Grants are used to assist each city with their annual budget. Grant funds do not directly go to the fire department.



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.
2017	\$283,468	FEMA Grant to replace our SCBA system that was to go dormant at the end of 2019.
	\$2,137,768	

It's like peanut butter and chocolate. Each is great, but they're better together.

Richard Whitehead



A Consolidated Fire Department

Merger Agreement Changes

In 2017, the first ever amendment to our merger agreement was approved by both City Councils since our consolidation in 2003. These changes included:

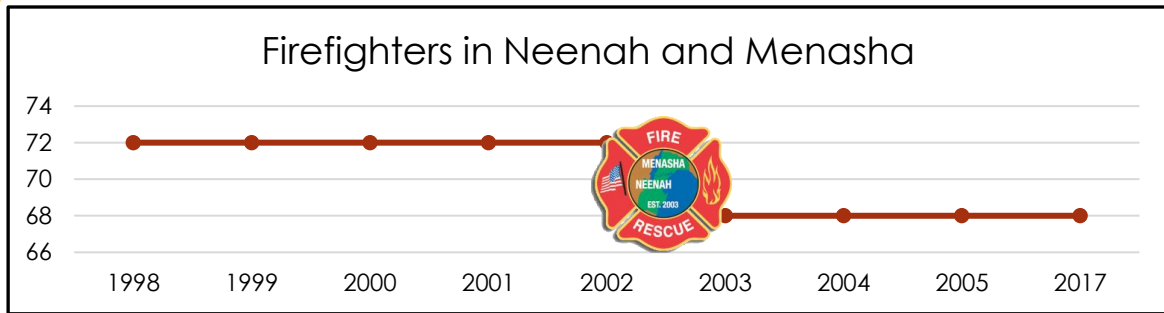
- Changing the financial approval from the Joint Finance & Personnel Committee and both Common Councils for purchases of \$5,000 to \$10,000. This change is consistent with the City of Neenah's purchasing policy, which is what our department is required to follow.
- Change the cost distribution formula from a 5-part formula to a 4-part formula. This change was made to the budget formula in 2014 as both Cities were having a hard time obtaining consistent square footage for all of their buildings.
- Putting a procedure into writing if there is ever a disagreement between both Cities Mayors on how they want to fund our annual budget.



Merger Benefits

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

Prior to consolidation, the Menasha Fire Department was faced with the possibility of having to hire additional firefighters in order to meet the referenced standards noted as shown on the following page. The 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 local, state and national standards for the fire service.
- Structure Fires require – a minimum of 14 firefighters on scene. 3 engines, 1 ladder, 1 command. This is a standard we can meet for every fire.
- We are able to meet the requirement of National Fire Protection Association (NFPA) for staffing by having three - four firefighters 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 already 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 heavy duty rescue engines. This saved \$200,000.

Did you know?

NMFR has its own mechanics to maintain our fleet. They perform warranty work, preventative maintenance and many repairs above their normal duties of being a fire fighter.



Training Activities



Training to the fire service is more like a professional sports person getting ready to play the championship game. Being at our best at ALL times is necessary as we never know when we will have to perform. Our training prepares us to function at the highest possible level when an emergency happens. Creating a "State of Readiness" that the public expects and deserves when we are called upon.



Training is an important part of our department as we need to continue to improve and/or maintain our skills. The past three years, we have hired eight new firefighters which affected our normal training rotation. In 2017, with the addition of two new advanced skills to be used during medical calls, required additional training before these two services could be implemented.

Some of our training includes, but is not limited to:

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



7,712 total hours of training in 2017, which equals an average of 113 hours of training per staff member



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 2017, the City of Menasha's 2% dues were \$45,701.37 and the City of Neenah's was \$85,756.27. As both cities see an increase in multi-family housing and businesses in their communities, our inspection activities continue to increase.

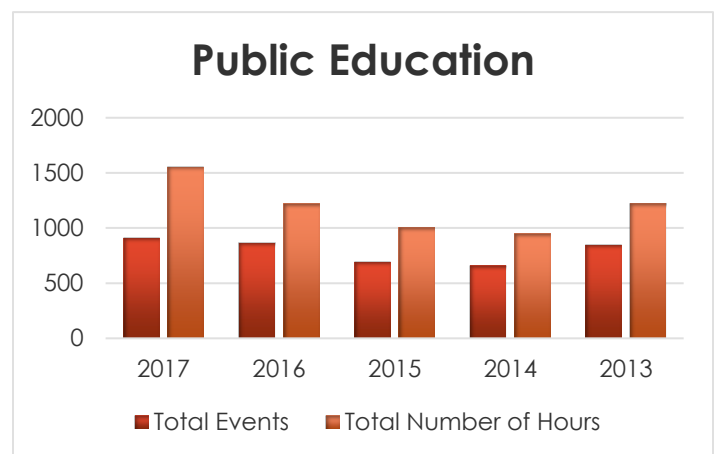
In addition to our inspection activities, we continue with our pro-active fire prevention/public safety education and juvenile fire setter intervention programs.



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.





Did you know, in the next 5-7 years, we will lose one-third of our firefighters to retirement?

1/3!

Preparing for the Future

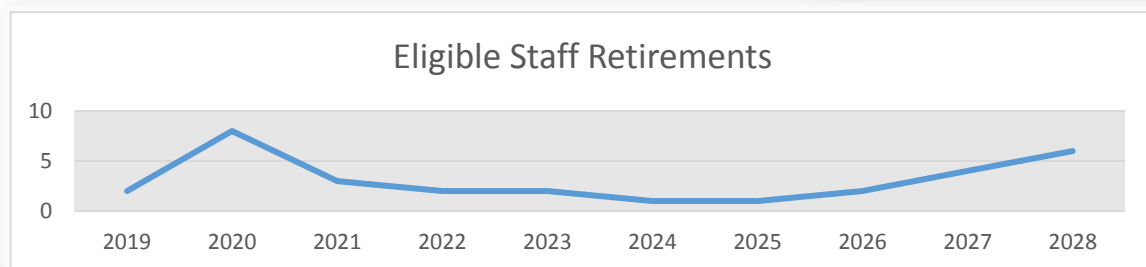
The reality we are facing is a vast array of knowledge and experience will leave our department. While 5-7 years seems to be plenty of time to prepare for new firefighters, it's not.

In 2017, we completed a New Hire Training Task Book. This book:

- Captures the knowledge of completing specific skills a certain way before the knowledge leaves our department.
- Has a standardized training format for all skills so everyone learns the tasks the same way.
- All training material for their entire probationary year is in one place and they can customize this book and make it their own.
- Our expectations for all skills are in one place for them to reference.
- Administration can monitor their progress of training and track their skill levels to see what they may/many not need more training on.
- Identified the core skills they need to complete within a specific time frame during their probationary period.

This book could not have been completed without the hard work of several Administration and line-staff members. Thank you!

*Did you know?
Our new firefighters complete one year of
probationary training?*





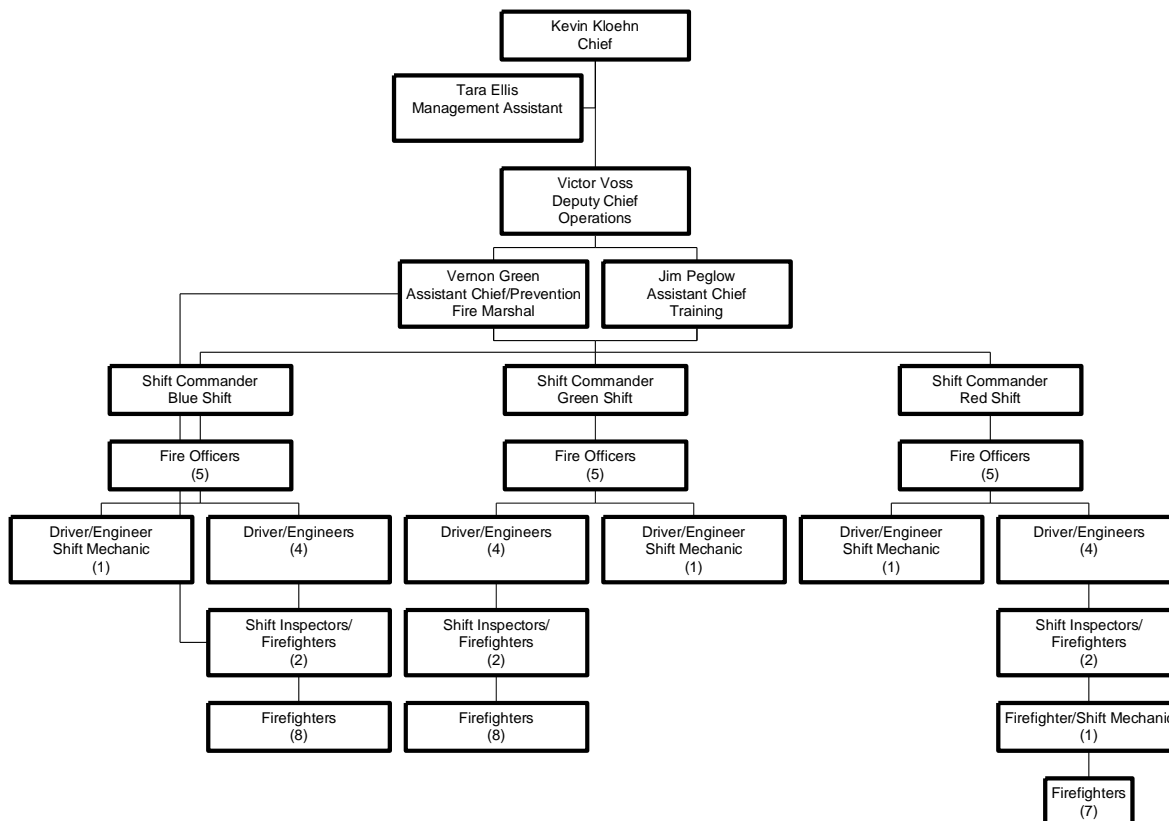
Administration and Governance

On January 1, 2003, Neenah-Menasha Fire Rescue was created through the merger of the Neenah Fire Department and Menasha Fire Department. The table of organization was set at 1 Chief, 3 Deputy Chief's, 1 Secretary and 63 line staff personnel for a total of 68 staff members. However, the total staffing of both Departments was 72 line personnel. The question was raised on how to decrease the staffing to the agreed upon amount without having to lay people off. There were four people who were eligible to retire within a couple of years after consolidation. Therefore, it was agreed upon the reduction in staffing would be realized through not replacing four people after their retirement.

A reduction of four line staff members resulted in an annual savings of \$334,000 in salaries and benefits. This number is based upon the wages and benefits earned at the time of their retirement in 2003.

Through the years the Administrative personnel's job duties/functions have been reviewed and changes have been made to reflect these. Here is our current Table of Organization:

NMFR Organizational Structure





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.



Jim Peglow, Assistant Chief of Training

1994

Chief Peglow has served in all ranks of the fire department. He was promoted to the Assistant Chief of Training in 2018. He is responsible for coordinating, managing and delivering the training needs of the department. These include basic skills for firefighters, drivers and officers, technical rescue operations (rope, confined space, trench, collapse, and water), new recruit training and emergency management exercises 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 Ellis, 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 overview 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 departments' expenditures and budget.
2. Reviews budgets, labor contracts, position vacancies and proposed new positions.
3. Reviews capital outlay items and expenses of \$10,000 and more.

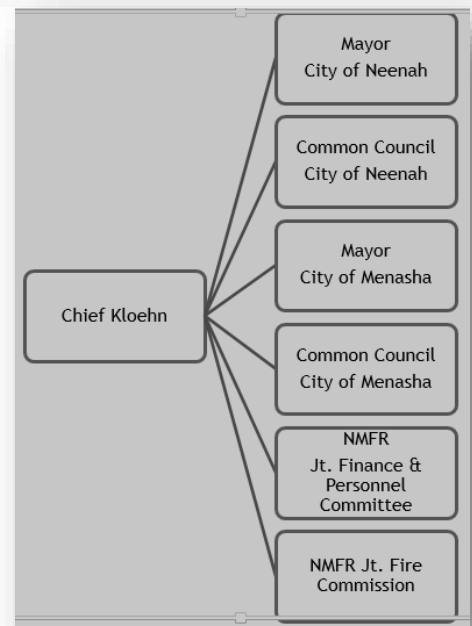
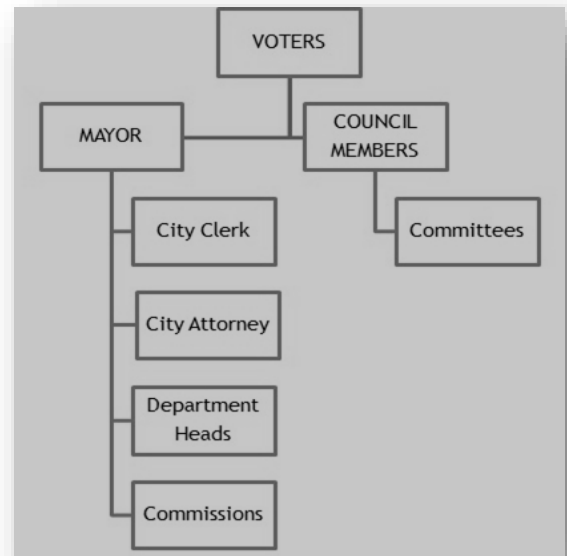
Committee Make-Up: The committee is comprised of six alderpersons, three from each city.

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 the 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.





2017 Joint Finance & Personnel Committee Members:

Ald. Todd Stevenson – Neenah

Ald. Christopher Kunz – Neenah

Ald. Bill Pollnow – Neenah

Ald. Stan Sevenich – Menasha

Ald. Rebecca Nichols – Menasha

Ald. Arnie Collier - Menasha

2017 Joint Fire Commission Members:

Pat Lewis – Neenah

Mark Keating – Neenah

Kevin McCann – Neenah

Jim Liebhauser – Menasha

Ken Kubiak – Menasha

Jeff Englebert - Menasha

2017 Accomplishments

- Completed a joint table top Emergency Operations Exercise with the Cities of Neenah, Menasha and Winnebago County Emergency Management. NMFR is also responsible for the Emergency Operation Centers in both cities.
- Completed Active Shooter Training with the Neenah and Menasha Police Departments.
- Obtained certification to administer aspirin during EMS calls.
- Administrative personnel completed the second phase of LEAN training with the City of Neenah.
- Hired and trained 3 new firefighters.
- Continued automatic aid with the City of Appleton Fire Department.
- Participated in a Water Rescue Team benefit that raised \$1,500.
- Awarded a \$2,500 grant to offset the cost of training new divers.
- Created, and implemented, a new recruitment training task book for new hires.
- Created, and implemented, a new evaluation procedure for new/probationary firefighters.
- Began a project with our Safety Committee for Cancer awareness and reduction.
- Continued the 2nd Annual Fire Officer academy to assist with succession planning.
- Continued the mentoring program for future Fire Officers.
- Secured alternative funding for our smoke alarm program.
- Implemented the new boat launch fee program as an alternate funding source for our Water Rescue service.





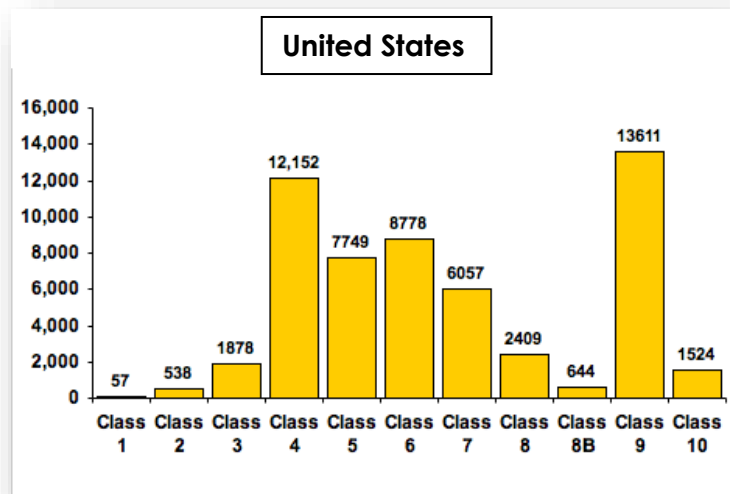
- Secured a cost sharing agreement with the Neenah Police Department for the training/burn building prop. Each Department will share this prop for future training activities.
- Completed the final phase for completion of our Strategic Plan.
- Implemented a new supply ordering system within the Department which has created more efficiency.
- Continued the implementation of using our records management system (Firehouse) to record maintenance and expenditures for all vehicles and major equipment.
- Implemented goal setting and timeline for accomplishments.
- Made fire stations more visible to the community/citizens.
- Increased presence in both Communities (i.e. attendance at community events, patronize local businesses, etc.)

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

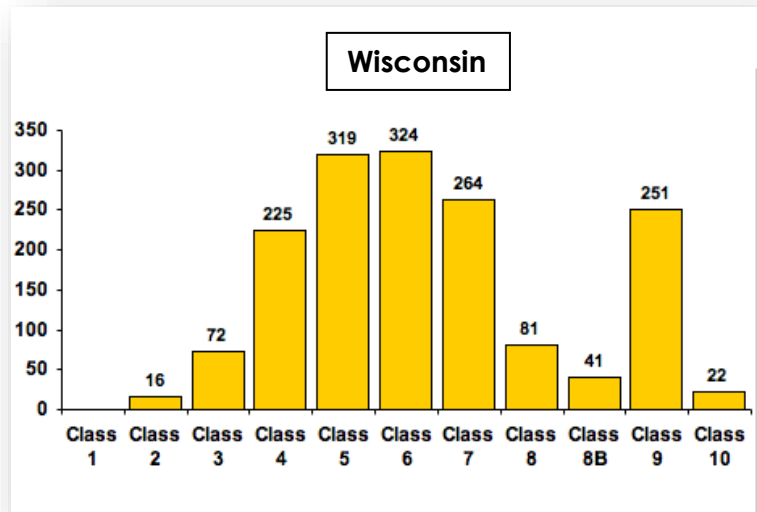
The PPCTM (ISO Fire Chiefs Online, 2017) program provides important, up-to-date information about municipal fire-protection services throughout the country. ISO's expert staff collects information about the quality of public fire protection in more than 44,000 fire districts across the United States. 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.



Annual Pump Testing in 2017



2018 Goals

- Complete Safety Committee initiative for cancer prevention within our department.
- Continue to improve communication with all city officials.
- Professional development of staff.
- Explore opportunities with neighboring communities for contracted services.
- 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.
- Review of our ISO rating.
- Establish office hours for Administrative Staff at Menasha City Hall.
- Continuation of Strategic Planning.
- Continue the Fire Officer Academy and mentoring programs for succession planning.
- Goal setting for Administration staff and Shift Commanders.
- Continued communication with all city staff.
- Put new Engine 36 into service.
- Train and implement new Self Contained Breathing Apparatus System (SCBA).

Recognitions

In 2017, we were honored to receive the:



2017 1st Responder Award
from Gold Cross Ambulance



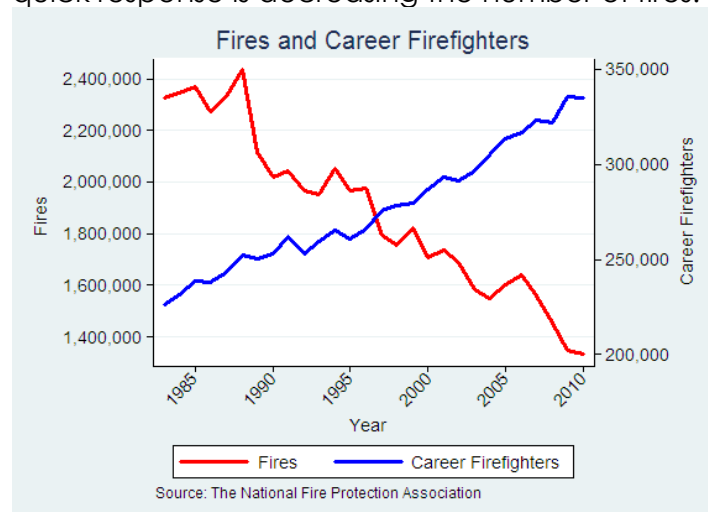
2017 Volunteer of the Year Award from
Doty Island Development Council



Summary

The fire service has many long standing traditions. Pride in ones personal work and commitment has always been valued by firefighters. Our profession is governed by hundreds of National Standards and requirements. NMFR uses national standards as our guiding light when we can. Some do not apply directly to our communities but many do.

Occasionally, we are asked about the need to have career firefighters in Neenah – Menasha. The chart below can be interpreted a number of ways. At first glance it looks like the need for career firefighters is dropping as the number of fires is decreasing. I offer a different explanation. The number of fires is decreasing because firefighters have the staff to prevent fires. Inspections, public education and quick response is decreasing the number of fires.



Our goal every day is to not have to fight a fire. Our efforts in preventing and responding quickly will save more people from a fire than if we have to make a rescue. We budget for and maintain very complex equipment, We train (practice) for thousands of hours per year. We are preparing to respond on a person's worse day. We are focused on perfection when needed. This is the commitment of every person that works at Neenah-Menasha Fire Rescue.

“Residency doesn’t equal commitment”

Firefighters and Police officers reflect the communities they serve at the start of every shift by starting that shift knowing this could be the day they don't go home to their families while protecting those we are sworn to protect. We don't have to live in a community to reflect it, the fact that we are willing to give our lives for that community is our commitment to our community. We also reflect our communities by being very involved with all community activities including civic organizations, our schools and sports programs and many other charities and programs. The reason the Cranston Firefighters supported the legislation is our hope to get more diversity in our department through our recruitment.

Paul Valletta Jr., President-Cranston Firefighters Local 1363



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](https://www.facebook.com/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**



Footnotes

- 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.

