

JOINT MEETING OF LAKE COUNTRY FIRE & RESCUE BOARD & COMMISSION MINUTES

1. Call Joint Meeting of Lake Country Fire & Rescue Board & Commission to Order

City of Delafield Mayor Michele DeYoe called the meeting to order at 6:00 P.M. Lake Country Fire & Rescue (LCFR) Commission Chair Dick Schafer convened the Lake Country Fire & Rescue Commission at 6:00 P.M.

2. Pledge of Allegiance

The Pledge of Allegiance was recited.

3. Roll Call for the Tuesday, January 27, 2015 Joint Meeting of Lake Country Fire & Rescue Board & Commission:

Present

Absent

Michele DeYoe, City of Delafield Mayor
Robert Bellin, Chair of Lake Country Fire & Rescue Board
Rod Stotts, LCFR Board member
Jeff Krickhahn, LCFR Board member
Dick Schafer, Chair of Lake Country Fire & Rescue Commission
Dennis Evinrude, LCFR Commissioner
Brad Stocks, LCFR Commissioner
Rob Manegold, LCFR Commissioner
Brian Gerner, LCFR Commissioner
Cate Rahmlow, LCFR Commissioner (arrived 6:05 P.M.)

Also present:

Sandy Rosch, LCFR Secretary/Treasurer
Kevin Keith, Interim LCFR Fire Chief
Tom Hafner, City of Delafield Administrator/Public Works Director
Tim Aicher, City of Delafield Alderperson District 7
Rich Lartz, Village of Nashotah President
Bob Douglas, Village of Chenequa Police Chief/ Village Administrator
Jo Ann Villavicencio, Village of Chenequa Trustee

4. Welcome and introduction by Delafield Mayor Michele DeYoe

M. DeYoe welcomed all to the meeting, noting it was an opportunity to work together in moving forward to fill the Fire Chief position, to discuss changes in staffing, scheduling and planning and to develop a plan that would allow all present to meet upcoming future challenges cohesively while remaining financially viable and competitive.

5. Introductions so people get to know each other

Introductions were made.

6. Presentation and discussion of preliminary pre-Audit 2014 financials

Kevin Keith, Interim Fire Chief, provided a brief history of his experience. He also provided a presentation including information related to priorities of the departments, incidence stabilization, property conservation, shared services and consideration of future growth. LCFR provided training for all fire, rescue and life safety services and was considered a training leader in the area. LCFR reported a resuscitation rate of 27% that was well above the national average. Any future growth of the

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organization required a 5 Year Plan that would match the needs of the community along with the needs and priorities of the department. A 5, 10 and 20 Year Capital Plan should be developed along with a strategic plan flexible enough to meet changing operational conditions over time. K. Keith then reviewed the current organizational chart of the LCFR as well as the Operations Budget for 2014. Budgeted revenues, expenditures and municipal contributions were shared. Students from Kettle Moraine High School partnered with LCFR in a new program that provided insight into the fire and Emergency Medical Service (EMS) industries. This program also provided hands on experience and recruitment opportunities while building relationships through community involvement. He was hopeful this program could continue to grow.

R. Bellin explained the LCFR operated around the clock on all days of the year with both fire department and paramedic staff on site. Its current operational strategy involved training and operations with teaching of operational skills to others which allowed success of the department to occur in the industry. The cost per capita for running a department of this same approximate size was \$222.27 on average for the state of Wisconsin. Unlike other departments, the LCFR budget relied on revenue sources to reduce per capita cost. In effect, this resulted in 50% revenue savings for taxpayers with a per capita cost of \$111.68 for LCFR. The Board remained committed to providing quality services to all with continued success; however, in the future the dependency on revenue to offset the budget should be reconsidered.

7. Discussion of the hiring process for a new permanent Fire Chief

D. Schafer reviewed the history of the current selection process, noting a draft policy including all input from Commissioners, would be discussed at the LCFR Commission meeting slated for February 10, 2015. If the draft policy were to be approved, subcommittees would then be formed to begin to identify qualifications and questions associated with hiring a new Fire Chief. Various aspects of the general duties, timeline and posting of the Chief position were also shared. Hiring of a new Chief would include LCFR Board and Commission approval. A final offering could take place only with Board support.

R. Stotts suggested conducting a salary study to ensure a competitive range was offered in addition to requesting input from all communities, the LCFR Commission, and personnel so that the qualifications of the recommended chief were aligned with all community needs. The ability to handle potential future consolidations should be included in the evaluation process as well.

8. Discussion of the development of a strategic plan and the potential for reorganization within LCFR

R. Bellin explained training paramedics for operations and allowing them to train others was an asset for LCFR. Many competing department members had been trained by LCFR. Currently the department provided life safety and fire and rescue services with the entire operation staffed with shift commanders operating on three shifts. Future planning could consider a semi-separation in the two operations where each operation would occur with complete staffing for fire and rescue and complete staffing for life safety. Future planning could also include expansion efforts in working with other volunteer departments or additional battalions with an infrastructure supported by a larger organization working together with LCFR. Legal risks, liabilities and concerns would have to be considered as a result of this type of organizational planning and management. Paramedic training and training other departments would continue to provide a viable service to all in Waukesha County and should be marketed as such. Discussion ensued regarding past actions undertaken in attempting to develop a strategic plan for billing and cost overruns. Capital equipment planning could be a potential cost savings as there was duplication of equipment in the local area that could be maximized in the future.

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B. Stocks questioned the change in the anticipated shortfall in the year-end report provided to cities in the fourth quarter of 2014. R. Bellin explained the department had worked hard to control expenses with substantial reorganization internally to control salary expenses. Also forecasts for calls and service requests were anticipated to be less than what actually occurred. Discussion ensued regarding the need to request additional revenue from participating municipalities at this time. The impacts of the revenues generated in the fourth quarter would be realized in the first six months of 2015.

J. Krickhahn questioned whether further reorganization should be considered when looking forward to the duties of a future Fire Chief. Discussion ensued. R. Bellin stated he thought it important to add more full-time people to respond to emergencies instead of having additional management.

M. DeYoe expressed concern regarding learning of potential deficits as the budget process was underway. She thought it important to adequately prepare funding for all aspects of the municipal budget and municipalities should be made aware of ongoing activities of LCFR rather than learning of shortfalls after budget planning process was nearly complete. The history of the budget shortfalls was explained, noting information had been provided on numerous occasions to municipal representatives so shortfalls could be anticipated. D. Schafer proposed improved communication between all with a recommendation to meet three times per year to discuss current status of operations as this would allow feedback and resolution of issues. B. Manegold agreed, noting communication was critical to allocation of resources. B. Stocks expressed concern regarding the fiscal equity of the LCFR budget. R. Lartz provided the history of the decision to fund the department equally. All had put forth their best effort to anticipate the needs of the department in formation; however, the future allowed opportunity to consider doing things differently. All present had the managerial talent to help the LCFR to perform optimally. Communication between volunteer components, administration, and department heads with regular interaction was considered desirable in moving forward.

K. Keith agreed, noting a financial plan was also necessary with numerous opportunities for communication. Improved communication would allow all entities involved to have a better understanding of trends, healthcare obstacles and to provide feedback on operational finances. M. DeYoe agreed. Discussion ensued. Shared services, consolidation, efficiency maintenance and better service to all with the use of interfacility transfers and continued paramedic training were suggested considerations for strategic and financial planning for the LCFR. Consensus was indicated by all present for meeting three times per year. A formal agenda item regarding future meeting schedules and long range planning would be developed for upcoming Board and Commission agendas.

9. Adjournment

D. SCHAFER MOVED TO ADJOURN THE LAKE COUNTRY FIRE & RESCUE COMMISSION. B. MANEGOLD SECONDED THE MOTION. THE LCFR COMMISSION WAS ADJOURNED AT 7:43 P.M.

THERE WAS NO FURTHER BUSINESS THEREFORE THE JANUARY 27, 2015, JOINT MEETING OF LAKE COUNTRY FIRE & RESCUE BOARD & COMMISSION MEETING WAS ADJOURNED AT 7:43 P.M.