



Common Council

335 South Broadway

De Pere, WI 54115

<http://www.de-pere.org>

Special Untelevised

Revised Agenda

Wednesday, April 23, 2014

5:30 PM

Riverview Conference Room

Pursuant to Wisconsin Statutes 19.84, Notice is hereby given to the public that a Special Untelevised of the **Common Council** of the City of De Pere will be held on **April 23, 2014** at **5:30 PM** in the **Riverview Conference Room, 335 South Broadway Street, De Pere, WI 54115.**

Agenda for Said Meeting

1. Roll Call
2. Study Session to discuss possible functional consolidation opportunities of certain Fire/EMS services with the City of Green Bay Fire Department.
3. Adjournment

Lawrence M. Delo
City Administrator

Any person wishing to attend this meeting who, because of disability, requires special accommodations should contact the Clerk-Treasurer's office at 339-4050 by Noon, the previous day so that arrangements can be made.

Agenda Sent To:

Mayor
City Administrator
Alderspersons
Department Heads
De Pere Chamber of Commerce
TV, Newspaper & Radio Stations
Brown County Library, De Pere Branch
Chief Litton

City of De Pere, Wisconsin

**Request For Common Council Action**

MEETING DATE: April 23, 2014

DEPARTMENT: Fire Department

FROM: Jeffrey Roemer

SUBJECT: Study Session to discuss possible functional consolidation opportunities of certain Fire/ EMS services with the City of Green Bay Fire Department.

Administrator Delo, Chief Roemer and Chief Litton from Green Bay Metro Fire Department (GBMFD) have met several times and have been able to put together a plan for functional consolidation to present to the City Council. This meeting will be a study meeting to review the plan and address any questions and concerns of the Council. The Council will not be asked to make a final decision at this time regarding approving the plan. That decision would take place at a formal Council meeting in May.

ATTACHMENTS:

- Memo to City of De Pere 4-23-14 (DOCX)
- 31914 GBMFD Meeting Notes - Memorandum on study recommendations (DOCX)
- De Pere Options 4-23-14 (DOC)
- Special Council Meeting Documents 4-23-14 (PDF)



“BETTER BY THE BAY”

MEMORANDUM

To: Mayor Walsh and Council Members City of De Pere

From: David Litton, Fire Chief

Date: April 22, 2014

Re: Potential Functional Consolidation with De Pere Fire Department

Late last fall I was contacted by Jeff Roemer who is the contracted Fire Chief for the City of De Pere to gauge our interest in a potential functional consolidation of services within our fire departments. After consulting with Mayor Schmitt, I was given Mayor Schmitt's approval to explore this concept further.

On November 5, 2013 Chief Roemer's company (RW Management) issued a report to the City of De Pere council which discussed various options that De Pere had in regards to the direction of their city fire department. These options included maintaining their existing structure, becoming a "public safety" department similar to the Village of Ashwaubenon and finally to functionally consolidate with the Green Bay Metro Fire Department (GBMFD). RW Management's report has recommended that De Pere pursue the functional consolidation option after studying each of these options.

Since November, Chief Roemer, De Pere's Administrator Larry Delo, myself and members of both fire departments have been discussing what this system might look like and how we would go about making this happen. The areas that have been discussed include the following:

1. Administration – GBMFD would provide administrative oversight to De Pere firefighters and they would remain employees of the City of De Pere.
2. Training – GBMFD personnel would incorporate De Pere's firefighters into our daily training schedule. We would be able to provide training in the areas of officer development, emergency medical services, bi-weekly, quarterly field and leadership, education and development (LEAD) training.

3. Fire Prevention, Education and Investigation – GBMFD personnel could assist De Pere employees in these areas and also provide continuity in training and enforcement of fire code regulations in the region. Staff could be utilized to present education to the public that is consistent in nature.
4. Fire/EMS Operations – We could potentially work very close in regards to maintaining the standard of coverage for each city, while providing expanded coverage to all areas during multi-incident events or large-scale operations.
5. Technical and Water Rescue – GBMFD could provide these types of services to De Pere. There is a significant cost to this type of specialty equipment and training and the sharing of these resources for low frequency but high risk events is an efficient way of operating.
6. Maintenance of Vehicles and Equipment – GBMFD maintenance personnel could perform both preventative and emergency repairs for De Pere. We believe that we could provide this service at a lower cost to De Pere with the work being done by Level 1 Certified Emergency Vehicle Technicians. In those instances where our shop is unable to provide this service because of GBMFD workloads, De Pere would always have the option of using your existing service providers.
7. Group Purchasing and Management of Capital Resources – We believe that there could and would be substantial savings in standardizing equipment and using the combined buying power to leverage better pricing from our vendors. More importantly, we believe that we could eliminate the unnecessary duplication of very expensive capital equipment.

At this point, we have given the City of De Pere 6 options for the beginning of administrative oversight. We feel strongly that this is the first step in what could evolve into the other areas that are listed above. The concept would be to assign one Battalion or Division level Chief Officer from the GBMFD to work with Chief Roemer, Village Administrator Delo and the entire staff of the De Pere Fire Department. The duties would be mutually created and acceptable on both sides to create a team synergy during this initial period. It would be our expectation that this Chief Officer would work the schedule that mirrors Chief Roemer's in order to gain the greatest benefit. Should De Pere choose, we could also add the GBMFD Chief, Assistant Chief, Division Chief of Training and our Division Chief of Emergency Medical Services on a rotating basis for a total of 8 hours per week. This would, in our opinion, provide greater insight into future functional areas of cooperation.

These options are designed to work within the framework of De Pere's current operational budget and provide continuity to both of our departments for a period of six months beginning on July 1 and ending December 31, 2014. Because this concept is new in this region, we feel that this would give both parties the experience necessary to identify the benefits and also to expose potential problems that have not been identified at this point.

Memorandum

To: City Council

CC:

From: Chief Roemer

Date: 4/24/2014

Re: Fire Department Organizational and Consolidation Feasibility Analysis Report

Now that everyone has had a chance to look over the Fire Department Organizational and Consolidation Feasibility Analysis, I would like to have the Council determine the direction they would like me to pursue over the next 6 months. The Report analyzed the current Fire-Rescue Department and made specific recommendations along with an implementation plan for the next several years. I have listed some specifics of the major recommendation below:

FUNCTIONAL CONSOLIDATION WITH GREEN BAY METRO FIRE DEPARTMENT (GBMFD)

Definition – Both organizations would maintain their existence while some department functions are combined.

Potential functional areas:

Fire Prevention – This would combine the GBMFD and De Pere Fire Rescue (DPFR) programs for fire inspections, public education and fire investigations into one program. This could provide better coordination with businesses that have locations both in Green Bay, Allouez and De Pere. It could also provide enhanced public education opportunities. **Financial Impact** – I believe this would be cost neutral depending on the direction of administrative consolidation.

Fire-EMS Operations – Functional consolidation in the area of operations would create the ability to better utilize and coordinate resources as multiple incidents occur. Station move-ups would be easier to make, allowing for balanced protection and response times, as opposed to the current empty station and coverage when concurrent incidents occur. **Financial Impact** – The financial impact here could be significant if the amount of reserve apparatus could be decreased. Potentially \$200,000 – 1,500,000 of bonded funds.

April 24, 2014

Technical Rescue – Technical rescue includes elevated rescue, confined space rescue, rope rescue and building collapse. These are incidents that need a high level of equipment and training and have low level of incidents. GBMFD, DPFR and Bellevue Fire all have technical rescue equipment and trained personnel. Combining these resources would be more effective and efficient. **Financial Impact** - \$10,000 - \$50,000 in related equipment and training expenses.

Water-Ice Rescue – Water and ice rescue is another area that requires special equipment and training. Working with a more coordinated response would allow for a better utilization of equipment and resources. **Financial Impact** – \$15,000 – 150,000 in capital costs for replacement of multiple boats.

Training – Coordinated and organized training is needed if any functional consolidation is to ever be effective. Functionally consolidating training facilities and personnel would allow for the smooth transition of other functional consolidation areas. This capacity of combined departments also provides for dedicated training officers. **Financial Impact** - \$10,000 - \$15,000 in relate overtime and training costs.

Purchasing – Joint purchasing has taken place sporadically over the last several years. Functional consolidation in this area would provide for a much better coordinated effort of joint purchasing, including combined specification committees, better coordination with major equipment needs and purchases. **Financial Impact** - \$5,000 – 1,000,000 in major equipment purchases depending on reserve apparatus decisions and proper joint purchasing.

Staff Functions – Functional consolidation with staff could include the better utilization of personnel for training, public education, inspections, investigations, incident response, daily staffing and standards of coverage. **Financial Impact** - \$20,000 - \$200,000 based on potential changes in staffing needs and overtime costs.

Administration – Administrative staff could be consolidated and could also include the better utilization of personnel for administrative oversight and management of budget, purchasing, human resources, scheduling policies and organization. **Financial Impact** - \$100,000 - \$200,000 of potential direct costs. There would also be the potential for further savings based on how this would affect other areas of functional consolidation.

Discussion and details in each of these areas would take place through administrative meetings with personnel from each community. I have had preliminary meetings with Chief Litton from GBMFD and they are interested to meet and discuss the potential to functionally consolidate the two departments. The recommendations that come out of these meetings would then be presented to both Councils for approval to move forward with an inter-governmental agreement. The Councils would then receive the inter-governmental agreement for final approval.

City of De Pere
Fire Department Administrative Oversight

By Green Bay Metro Fire Department

April 23, 2014

These are options to provide administrative oversight to the City of De Pere Fire Department for an operational period of July 1, 2014 through December 31, 2014. Chief Officers from the GBMFD would also be available to respond emergencies during non-office working periods.

Option #1 \$ 77,220.00

40 Hour Battalion Chief

8 Hour Chief Officer (Chief, Assistant Chief, 2 Division Chiefs - 2 hours/week)

Option #2 \$ 63,500.00

40 Hour Battalion Chief Only

Option #3 \$ 58,100.00

32 Hour Battalion Chief

8 Hour Chief Officer (Chief, Assistant Chief, 2 Division Chiefs - 2 hours/week)

Option #4 \$ 50,800.00

32 Hour Battalion Chief Only

Option #5 \$ 45,400.00

24 Hour Battalion Chief

8 Hour Chief Officer (Chief, Assistant Chief, 2 Division Chiefs - 2 hours/week)

Option #6 \$ 38,100.00

24 Hour Battalion Chief

Green Bay Metro Fire Department

Fire Training Program Outline

- **Daily Training**
 - Delivered by the House Captain or their Designee
 - To be focused on one of the following
 - Basics of the job
 - Apparatus
 - Equipment
 - Station or District Specific equipment/concerns
 - Any GBMFD SOG or protocol
 - Any NFPA standard
 - Any after action report or PIA from a GBMFD incident
 - Any NIOSH report of Death or Injury
 - To be delivered in the station house or district
 - To be any length that the House Captain or their designee deems necessary to deliver the training

- **Bi-weekly Training (comprised of 2 elements)**
 - Lecture
 - Delivered by FD training officer on topic relating to a SOG, JPR, or BC EMS Protocol
 - To be delivered via polycom or at Battalion Training Center (station 2 or station 6) where each Battalion will gather
 - The lecture will be between 30 minutes and 45 minutes in length
 - Utilizing a standardized lesson plan that is in the GBMFD lesson plan template (which follows the ITCO format for ease of use and consistency in class planning and delivery)
 - Hands-on training
 - To be delivered by House Captain or their designee within the station
 - To be 30 to 45 minutes in length
 - Delivered utilizing the GBMFD Lesson Plan Template and will be completed and distributed by the Training Division
 - Company officer is responsible for the delivery of the material

- **Quarterly Training (comprised of 3 elements)**
 - Pre-training lecture/discussion
 - To be delivered/led by the FD training officer
 - To be delivered utilizing polycom
 - Quarterly training exercise
 - To be delivered using GBMFD Rig Rotation Matrix
 - To be 2 hours in length
 - Crews to be out of service or on 2nd call whenever possible
 - Delivered using GBMFD SOG's as a basis for the training
 - 2 of the 4 quarterly training exercises must be multi-disciplined
 1. Fire/EMS
 2. Fire/HazMat
 3. Fire/USAR
 4. EMS/HazMat
 5. EMS/USAR
 6. EMS/Law Enforcement/Fire
 - Delivered utilizing a standardized lesson plan that will be completed by the Training Division
 - FD training officer is responsible for the training and overseen by the DC of Fire Training and Support Services
 - After training "lessons learned" summary
 - To be compiled by the FD training officer
 - To be delivered to the crews via Polycom or in large groups at the GBMFD training centers (Station 2 and Station 6)
 - To be no more than 1 hour in length unless special circumstances warrant additional time.
 - An after training report will be generated that outlines the training, lessons learned, and comments/critiques gathered during the group discussion.

- **Officer Development Training**
 - Delivered to the entire department
 - Topics that will prepare a member for taking on a leadership role within their company or within the department
 - Delivered utilizing expertise from within the organization whenever possible
 - Delivered monthly in a 24 month series that upon delivery of the last topic in the series the program begins again.
 - To be no less than 45 minutes in length and no more than 2 hours in length per topic/per month
 - To be delivered in large group format at the GBMFD Training Centers, via Polycom, or in-person at Station 1 as training needs dictate
 - Will utilize the standardized GBMFD Lesson plan for consistency in delivery as well as documentation of subject matter delivered.

- **Lead Training**
 - Delivered to all Engineers, Lieutenants, and Captains
 - Delivered by the Battalion Chiefs
 - To be no less than 30 minutes in duration and no more than 1 hour in total
 - Topics will be either leadership or tactical and focused on development of greater understanding of our operations.
 - Topics to be selected by DC Training and Support Services
 - The format will be as follows:
 - A 2-3 page article from a trade journal will be selected by the DC Training and Support Services
 1. This article will reflect the operations of the GBMFD or other timely, relevant issues that benefit the department by addressing
 2. The article will be from a reputable source
 - The article will be assigned to a pair of Battalion Chiefs on a selected shift
 1. The BC's will read the article and come up with 5 questions to spark discussion relating to the article
 2. These questions will be submitted to the DC Training and Support Services
 3. The DC Training and Support Services will then give the article and questions to the remaining Battalion Chiefs to read.

- The article will be sent out to all members of the Rank of Engineer, Lieutenant, and Captain to read within the week.
- Within the next two weeks the Battalion Chiefs will gather the crews in their Battalion and hold a training session with the Engineers, Lieutenants, and Captains
 1. The training will be held at Station 2 or Station 6 depending on the Battalion they are in
 2. The article will be discussed
 3. The 5 questions compiled by the BC's assigned the article will be asked and answered in a discussion format
 4. The BC's will then have a discussion period with the Engineers, Lieutenants, and Captains meant to further learning and gauge comprehension on the topic.
- The Battalion Chiefs will then compile an after training report
 1. The report will be distributed to the DC Training and Support Services who will then compile all the reports from each battalion.
 2. The report will be distributed to the Fire Officers within the department.
 3. The Fire Officers will then discuss the LEAD training as well as important points and lessons learned with their crews.

- **Tactics and Command Training (TACT)**

- Computer simulation training at EOC
- Delivered to all members
- Delivered by FD training officer
- Every 6 months
- 2 hours in duration
- Tactics and Strategies driven by our SOG's
- Whenever possible buildings within our jurisdiction used
- Lesson plan required to be filled out by FD training officer
- Crews on 2nd call during training

March 30, 2014 - April 05, 2014

Attachment: Special Council Meeting Documents 4-23-14 (2040 : Study Session to discuss possible functional consolidation opportunities of certain Fire/EMS service)

March 2014							April 2014						
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
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2	3	4	5	6	7	8	6	7	8	9	10	11	12
9	10	11	12	13	14	15	13	14	15	16	17	18	19
16	17	18	19	20	21	22	20	21	22	23	24	25	26
23	24	25	26	27	28	29	27	28	29	30			
30	31												

	30 Sun	31 Mon	1 Tue	2 Wed	3 Thu	4 Fri	5 Sat
	Reboot stat ↻						
7 am		Check "Oil Ch" ↻					
8 00							Bullard TI batt ↻
9 00		ODT Station 2	Exercis	Probati	B.I.T. Ti Polycom Fire Trai	CME Station 1	Prefire plans; GB
10 00		L-2, L-5, L-6;		COMM STAFF MEETIN STATIO 1 CLASSR	RTAC Triage System Training Station 1	Milwaukee Tor ↻	Ladder 461 to NWTC for training NWTC Public Safety Building
11 00					CME Station 1		Extrica Tool Mainte
12 pm							
1 00		ODT Station 6	Hazmat Ops refresher Polycom	Hazmat Ops refresher Polycom	CME Station 1	Hazmat Ops refresher Polycom	
2 00					RTAC Triage System Training Station 1		
3 00					CME Station 1		
4 00				Green Bay Metro Advisory Board			
5 00							
6 00			EN451 Station Tr				
				7:00pm - 7:30pm E			

April 06, 2014 -
April 12, 2014

Attachment: Special Council Meeting Documents 4-23-14 (2040 : Study Session to discuss possible functional consolidation opportunities of certain Fire/EMS service)

April 2014							May 2014						
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
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13	14	15	16	17	18	19	11	12	13	14	15	16	17
20	21	22	23	24	25	26	18	19	20	21	22	23	24
27	28	29	30				25	26	27	28	29	30	31

	6 Sun	7 Mon	8 Tue	9 Wed	10 Thu	11 Fri	12 Sat
	Reboot stat ↻						
7 am			Mak HRA Bloc Dra Stati 1	Mak HRA Bloc Dra Stati 1	Mi HF Blc Dr Stati 1		
8 00		Check "Oil Ch" ↻					
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9 00			ODT Stati 2	ODT Stati 2	OI Sta 2		Extrication Tool Maintenance Checklist L-2, ↻
10 00							
11 00					EN Fir Ba'		
12 pm							
1 00			ODT Stati 4	ODT Stati 6	OI Sta 6	Engine 481 Splasht Trainin NWTC Public Safety Building	
2 00							
3 00							
4 00							
5 00				EN461 Event Rasmussen College 904 S.			
6 00		EN461: FIRE STA STATION 6					

April 13, 2014 - April 19, 2014

Attachment: Special Council Meeting Documents 4-23-14 (2040 : Study Session to discuss possible functional consolidation opportunities of certain Fire/EMS service)

April 2014							May 2014						
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
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13	14	15	16	17	18	19	11	12	13	14	15	16	17
20	21	22	23	24	25	26	18	19	20	21	22	23	24
27	28	29	30				25	26	27	28	29	30	31

	13 Sun	14 Mon	15 Tue	16 Wed	17 Thu	18 Fri	19 Sat
	Reboot stat						
7 am		Check "Oil Ch					
8 00			Fire Station S	Wellness nurse E		RECRUI ACADE TRAINI CLASSR STATIO 1	Bullard TI batt
9 00		L-2, L-5, L-6; C-O Detector: Charge Batter	CME Station 1	CME Station 1	Hazi Teal Stat 8 CP c	Hazma Ops refresh Differer stations see schedul	Extrication Tool Maintenance Checklist L-2,
10 00		CME Polycom			Hazi Teal and Stati 5 & 7	EN4 ASS. WIT FSH AT CHA 205	
11 00			CME Station 1	CME Station 1	Stat 2 CP C		EN451: Preble Optimist 471 SKYLINE BLVI
12 pm							STA 4 and Statio Station 4 Fire Training
1 00			CME Station 1	CME Station 1	EN461: ASSIST LT CRAIG WITH 205 N FISK		
2 00		CME Polycom					
3 00			CME Station 1	CME Station 1			
4 00				EN431:			
5 00							
6 00							

April 20, 2014 -
April 26, 2014

Attachment: Special Council Meeting Documents 4-23-14 (2040 : Study Session to discuss possible functional consolidation opportunities of certain Fire/EMS service)

April 2014							May 2014						
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
		1	2	3	4	5				1	2	3	
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20	21	22	23	24	25	26	18	19	20	21	22	23	24
27	28	29	30				25	26	27	28	29	30	31

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9 00		Hazmat Ops refresh Differer stations see schedul			CME Station 1	LEAD Training Station 2	
10 00							EN461 NWTC
11 00					CME Station 1		
12 pm							
1 00			LEAD Trainin Station	CME Polycom	CME Station 1	Lambeau tour Lambeau const. East side	
2 00						Lambeau Field Lambeau const. East side	
3 00			LEAD Trainin Station	CME Polycom	CME Station 1	LEAD Training Station 6	
4 00							
5 00							
6 00							

April 27, 2014 -
May 03, 2014

Attachment: Special Council Meeting Documents 4-23-14 (2040 : Study Session to discuss possible functional consolidation opportunities of certain Fire/EMS service)

April 2014							May 2014						
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
			1	2	3	4					1	2	3
6	7	8	9	10	11	12	4	5	6	7	8	9	10
13	14	15	16	17	18	19	11	12	13	14	15	16	17
20	21	22	23	24	25	26	18	19	20	21	22	23	24
27	28	29	30				25	26	27	28	29	30	31

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9 00		L-2, L-5, L-6;	CMI Stati 1	Cri op cla for Me DP	EN431: FSH PROGR WITH LT CRAIG BEAUM SCHOO 1505 G/	Prefire plans; GB	Extrication Tool Maintenance Checklist L-2, ☺
10 00		PRI LEA Tral Stati	CMI Stati 1	St 8 CP	ODT Station 2 Fire Training	ODT Station 2 Fire Training	Paratech air b ☺
11 00			Stat 8 CP C	Ha Te Sta 5			
12 pm				St 2 CP		EN481 & AM481	
1 00		LEAD Training Station 6	CME Station 1		ODT Station 6 Fire Training	ODT Station 6 Fire Training	
2 00		ODT Station 6 Fire Training	Station 2 Tour CP Cent				
3 00			CME Station 1				
4 00							
5 00							
6 00							

Average age of fleet		9 years old	Size of Fleet		56 Vehicles	Total Cost of Fleet		\$66,381.97 YTD	Total Maint. Time YTD (hrs)		97.83	Shop Rep. Hrs.		246.50				
Hours Equipment OOS Total		2,921.52 Hours	Total Labor Cost		\$13,860.30 YTD	Total Parts Cost		\$30,798.32 YTD	Total Vehicle Service YTD		164	Field Rep. Hrs.		0.75				
Total Repair Time YTD (hrs)		506.52																
FLEET TOTALS		Total	Average		Total	Average		Total	Average									
Total Repair Time	219.67	3.92	Hours out of service	2,887.40	51.56	Fuel Cost	\$22,132.12	\$395.22										
Total Cost of Service	\$44,249.85	\$790.18	Labor Cost	\$13,451.53	\$240.21	Repair to Maintenance Cost Ratio	3.2:1											
Total Cost of Parts	\$30,798.32	\$549.97	Average age of fleet	9		Cost of fleet per month	\$5,531.83											
Fuel usage (US Gal)	6440.71	115.0126786	Apparatus older than average	20		Total cost of fleet	\$66,381.97											
Total Maintenance Time	64.83	1.16	Total Maintenance Cost	\$10,538.19	\$188.18	Total Repair Cost	\$33,711.66	\$601.99										
Engines		Total	Average		Total	Average		Total	Average									
Total Repair Time	152.92	11.76	Hours out of service	1648.65	126.82	Fuel Cost	\$10,068.79	\$774.52										
Total Cost of service	\$31,895.91	\$2,453.53	Labor Cost	\$8,396.02	\$645.85	Repair to Maintenance Cost Ratio	2.71:1											
Total Cost of parts	\$23,499.89	\$1,807.68	Average Age of Frontline Engines	11		Cost of Engines per month	\$3,497.06											
Fuel usage (US Gal)	2885.04	221.9261538	Average Age of Reserve Engines	17		Total cost of Engines	\$41,964.70											
Total Maintenance Time	36.50	2.81	Total Maintenance Cost	\$8,604.41	\$661.88	Total Repair Cost	\$23,291.50	\$1,791.65										
Ladders		Total	Average		Total	Average		Total	Average									
Total Repair Time	33.08	3.69	Hours out of service	246.00	61.50	Fuel Cost	\$2,986.81	\$746.70										
Total Cost of service	\$3,269.93	\$817.48	Labor Cost	\$2,471.26	\$617.81	Repair to Maintenance Cost Ratio	1.65:1											
Total Cost of parts	\$798.67	\$199.67	Average Age of Frontline Ladders	6		Cost of Ladders per month	\$521.39											
Fuel usage (US Gal)	855.82	213.955	Average Age of Reserve Ladders	20		Total cost of Ladders	\$6,256.74											
Total Maintenance Time	18.33	4.58	Total Maintenance Cost	\$1,235.91	\$308.98	Total Repair Cost	\$2,034.02	\$508.50										
Ambulances		Total	Average		Total	Average		Total	Average									
Total Repair Time	25.25	3.16	Hours out of service	287.25	35.91	Fuel Cost	\$4,403.44	\$550.43										
Total Cost of service	\$2,668.78	\$333.60	Labor Cost	\$1,204.12	\$150.51	Repair to Maintenance Cost Ratio	10.07:1											
Total Cost of parts	\$1,464.66	\$183.08	Average Age of Frontline Ambulances	3		Cost of Ambulances per month	\$589.35											
Fuel usage (US Gal)	1261.73	157.71625	Average Age of Reserve Ambulances	10		Total cost of Ambulances	\$7,072.22											
Total Maintenance Time	2.50	0.31	Total Maintenance Cost	\$241.12	\$30.14	Total Repair Cost	\$2,427.66	\$303.46										
Daystaff Vehicles		Total	Average		Total	Average		Total	Average									
Total Repair Time	17.50	1.25	Hours out of service	270.00	19.2857143													
Total Cost of service	2628.54	\$187.75	Labor Cost	860.64	61.4742857	Repair to Maintenance Cost Ratio	5.85:1											
Total Cost of parts	1767.90	\$126.28	Average Daystaff Vehicle Age	5		Cost of Daystaff Vehicles per month	\$522.26											
Fuel usage (US Gal)	1137.04	81.21714286	Fuel Cost	\$3,638.53	\$259.89	Total cost of Daystaff Vehicles	\$6,267.07											
Total Maintenance Time	7.00	0.5	Total Maintenance Cost	\$383.59	\$27.40	Total Repair Cost	\$2,244.95	\$160.35										
Auxilliary Vehicles		Total	Average		Total	Average		Total	Average									
Total Repair Time	9.25	0.544117647	Hours out of service	435.50	25.6176471													
Total Cost of service	\$3,786.70	\$222.75	Labor Cost	\$519.50	\$30.56	Repair to Maintenance Cost Ratio	50.76:1											
Total Cost of parts	\$3,267.20	\$192.19	Average Auxilliary Vehicle Age	12		Cost of Auxilliary Vehicles per month	\$401.77											
Fuel usage (US Gal)	301.08	17.71058824	Fuel Cost	\$1,034.56	\$60.86	Total cost of Auxilliary Vehicles	\$4,821.26											
Total Maintenance Time	0.50	0.029411765	Total Maintenance Cost	\$73.17	\$4.30	Total Repair Cost	\$3,713.54	\$218.44										
Diesel Fuel Cost per gallon		\$3.49																
Gasoline Cost per gallon		\$3.20																
Current Year		2014																

Mechanic Utilization		Service Totals	Total Time (hrs)
Trevor		60	84.37
Mark		75	95.38
Both		29	114.75
Total		164	294.5

Fire Equipment Totals	
Total Cost of Service	\$0.00
Total Cost of Parts	\$0.00
Total Cost of Labor	\$408.77
Hours OOS	34.12
Repair Time	286.85
Maintenance Time	33.00

Totals		Ratio Field:Shop
Field Repairs	2	1:69
Shop Repairs	138	

Totals	
Chasis Repairs	65
Body Repairs	68
Ratio Chasis:Body	65:68

Hours		Cost
Chasis Repair	156.7166667	\$25,172.69
Body Repair	80.2	\$11,085.74
Ratio Chasis:Body	791666666667:2.685:11085.73816	

Mechanic Utilization	Service Totals	Total Time (hrs)
Trevor	60	84.37
Mark	75	95.38
Both	29	114.75
Total	164	294.50

Fire Equipment Totals	
Total Cost of Service	\$0.00
Total Cost of Parts	\$0.00
Total Cost of Labor	\$408.77
Hours OOS	34.12
Repair Time	286.85
Maintenance Time	33.00

Totals		Ratio Field:Shop
Field Repairs	2	1:69
Shop Repairs	138	

Totals	
Chasis Repairs	65
Body Repairs	68
Ratio Chasis:Body	65:68

Hours		Cost
Chasis Repair	156.7166667	\$25,172.69
Body Repair	80.2	\$11,085.74
Ratio Chasis:Body	791666666667	2.685:11085.7381666667

Apparatus	Year of Manufactur	Make	Model	VIN#	Total Fuel Used	Fuel cost	Total Parts Cost	Total Cost of service	Total Repair Time	Total Hours Out of s	Total Maintenance	Total Maintenance	Total Repair Hours	Total Repair Cost	Age of apparatus
Engine 421	2006	Pierce	Enforcer	4P1CE01T76A006251	298.71	\$1,042.50	\$5,071.61	\$7,005.58	36.00	384.50	10.75	\$3,638.89	25.25	\$3,366.69	8
Engine 431	2012	Pierce	Arrow XT	4P1CA01A1CA012925	526.6	\$1,837.83	\$2.36	\$19.05	0.42	0.00	0.00	\$0.00	0.42	\$19.05	2
Engine 441	2009	Spartan	Metro Star	4S7CU2D988C070828	229.34	\$800.40	\$3,506.37	\$4,112.62	19.13	39.00	0.00	\$0.00	19.13	\$4,112.62	5
Engine 451	2004	Pierce	Dash 2000 2nd Gen	4P1CT02S44A003879	489.91	\$1,709.79	\$3,830.45	\$5,389.88	19.13	410.00	9.25	\$407.40	26.25	\$4,982.48	10
Engine 461	1996	3-D	Gladiator	4S7AT9D02TC022075	436.31	\$1,522.72	\$1,119.59	\$2,005.57	19.08	132.00	8.00	\$565.45	11.08	\$1,440.12	18
Engine 471	2009	Spartan	Metro Flex	4S7CU2D9X8C070829	389.21	\$1,358.34	\$3,295.85	\$4,041.81	16.75	301.15	1.50	\$42.08	15.25	\$3,999.74	5
Engine 481	2007	Pierce	Quantam	4P1CU01S37A007277	99.79	\$348.27	\$3,724.72	\$5,447.03	33.37	168.00	6.50	\$2,227.21	26.87	\$3,219.82	7
Engine 491	1991	3-D	Gladiator	4S7PT9S0XMC003479	192.56	\$672.03	\$12.54	\$271.07	8.00	33.00	0.00	\$0.00	8.00	\$271.07	23
Engine 492	1998	Pierce	Dash 2000	4P1CT02P9WA000832	173.71	\$606.25	\$2,936.40	\$3,544.68	19.17	175.00	0.50	\$1,723.39	18.67	\$1,821.29	16
Engine 493	2002	Pierce	Dash 2000	4P1CT02EX2A002730	27.61	\$96.36	\$0.00	\$0.00	0.00	0.00	0.00	\$0.00	0.00	\$0.00	12
Engine 422	1999	Chevrolet	3500	1GBJK34J5FX045207	12.59	\$43.94	\$0.00	\$0.00	0.00	0.00	0.00	\$0.00	0.00	\$0.00	15
Engine 462	2012	Ford	F-550	1FDOW5HT8DEA27364	8.7	\$30.36	\$0.00	\$58.64	2.00	6.00	0.00	\$0.00	2.00	\$58.64	2
Engine NWTC	1993	3-D	Gladiator	4S7AT9D09PC007031	0	\$0.00	\$0.00	\$0.00	0.00	0.00	0.00	\$0.00	0.00	\$0.00	21
Ladder 421	2010	Pierce	Arrow XT	4P1CA01H4AA011178	372.08	\$1,298.56	\$760.36	\$1,950.99	20.25	168.00	9.50	\$700.93	10.75	\$1,250.06	4
Ladder 451	2005	Pierce	Dash 200 105'	4P1CD01S85A004906	115.5	\$403.10	\$26.31	\$40.97	0.50	0.00	0.00	\$0.00	0.50	\$40.97	9
Ladder 461	2010	Pierce	Arrow XT	4P1CA01HXAA011461	305.44	\$1,065.99	\$12.00	\$1,277.97	12.33	78.00	8.83	\$534.99	3.50	\$742.99	4
Ladder 491	1994	Pierce	Arrow 100'	4P1CA02S7RA000438	62.8	\$219.17	\$0.00	\$0.00	0.00	0.00	0.00	\$0.00	0.00	\$0.00	20
Ambulance 421	2010	Chevrolet	Medtec G4500	1GB9G5B69A1124897	251.46	\$877.60	\$323.97	\$562.95	6.50	86.50	0.75	\$69.56	5.75	\$493.40	4
Ambulance 431	2006	Ford	Medtec E-450 Super Duty	1FDXE45P56DA40519	287.03	\$1,001.73	\$805.18	\$1,448.08	13.00	120.00	0.50	\$59.65	12.50	\$1,388.43	8
Ambulance 451	2015	Chevrolet	Lifeline G4500		0	\$0.00	\$0.00	\$0.00	0.00	0.00	0.00	\$0.00	0.00	\$0.00	(1)
Ambulance 461	2011	Chevrolet	Medtec G4500	1GB9G5BL7A1181413	306.78	\$1,070.66	\$3.53	\$145.21	3.00	0.75	0.75	\$69.56	2.25	\$75.65	3
Ambulance 481	2012	Chevrolet	Wheeled Coach G4500	1GB6G5CL5C1200786	25.8	\$90.04	\$323.03	\$410.84	2.00	8.00	0.50	\$42.35	1.50	\$368.48	2
Ambulance 491	2001	Ford	Talor-Made E-450	1FDXE45F01HB45669	0	\$0.00	\$0.00	\$36.65	1.25	0.00	0.00	\$0.00	1.25	\$36.65	13
Ambulance 493	2006	Ford	Medtec E-450 Super Duty	1FDXE45P66DA40514	293.52	\$1,024.38	\$8.95	\$65.05	2.00	72.00	0.00	\$0.00	2.00	\$65.05	8
Ambulance 494	2006	Ford	Medtec E-450 Super Duty	1FDXE45P16DA44499	97.14	\$339.02	\$0.00	\$0.00	0.00	0.00	0.00	\$0.00	0.00	\$0.00	8
Chief 401	2008	Ford	Explorer	1FMEU73E68UB00856	105	\$336.00	\$7.35	\$35.80	0.50	4.00	0.50	\$35.80	0.00	\$0.00	6
Chief 402	2008	Chevrolet	Trailblazer	1GNDT13S082225053	64.7	\$207.04	\$1,570.41	\$1,975.52	13.00	132.00	0.50	\$55.81	12.50	\$1,919.71	6
Chief 403	2008	Chevrolet	Trailblazer	1GNDT13S282212756	53.8	\$172.16	\$13.29	\$72.56	1.50	2.50	0.50	\$32.52	1.00	\$40.04	6
Chief 404	2011	Dodge	Journey	3D4PH1FG2BT520985	67.43	\$215.78	\$167.39	\$256.88	2.50	120.00	0.50	\$32.78	2.00	\$224.10	3
Chief 411	2009	Ford	Expedition XLT EZ	1FMFK16589EB06592	158.31	\$506.59	\$0.00	\$0.00	0.00	0.00	0.00	\$0.00	0.00	\$0.00	5
Chief 431	2009	Ford	Expedition XLT EZ	1FMFK16579EB27109	139.67	\$446.94	\$2.35	\$101.03	2.50	8.50	0.50	\$39.93	2.00	\$61.10	5
Gator 1	2000	Gator 6x4	John Deer	W006X4X050888	0	\$0.00	\$0.00	\$0.00	0.00	0.00	0.00	\$0.00	0.00	\$0.00	14
Gator 2	2002	Gator 6x2	John Deer	V006X4X075292	0	\$0.00	\$0.00	\$0.00	0.00	0.00	0.00	\$0.00	0.00	\$0.00	12
PickUp 8	2008	Ford	F250 Superduty	1FTSW21548ED92881	88.51	\$283.23	\$0.00	\$0.00	0.00	0.00	0.00	\$0.00	0.00	\$0.00	6
Pickup 10	2010	Chevrolet	2500 Silverado	1GC3KVBG4AF114242	75.34	\$241.09	\$2.26	\$30.65	0.50	0.50	0.50	\$30.65	0.00	\$0.00	4
Utility 405	2008	Chrysler	Town & Country	2A8HR54P08R642595	65.27	\$208.86	\$0.00	\$0.00	0.00	0.00	0.00	\$0.00	0.00	\$0.00	6
Training 406	2011	Chevrolet	Colorado	1GCHTCFE4B8132908	40.45	\$129.44	\$0.00	\$0.00	0.00	0.00	0.00	\$0.00	0.00	\$0.00	3
EMS 407	2005	Chevrolet	Yukon XL	3GKGK26UX5G287871	135.68	\$434.18	\$0.00	\$0.00	0.00	0.00	0.00	\$0.00	0.00	\$0.00	9
Investigation 408	2014	Chevrolet	Traverse LS	1GNKVFE0EJ308593	0	\$0.00	\$0.00	\$96.06	3.00	0.00	3.00	\$96.06	0.00	\$0.00	0
Investigation 409	2011	Dodge	Journey	3D4PH1FG4BT520986	64.44	\$206.21	\$1.97	\$30.37	0.50	0.50	0.50	\$30.37	0.00	\$0.00	3
Investigation 410	2008	Chrysler	Town & Country	2A8HR54P28R129591	78.44	\$251.01	\$2.88	\$29.71	0.50	2.00	0.50	\$29.71	0.00	\$0.00	6
Fire Marshal 411	1996	Ford	Medtec E-450	1FDLE40F1THB09689	33.03	\$115.27	\$151.50	\$287.17	3.50	24.00	0.00	\$0.00	3.50	\$287.17	18
Van 411	2008	Chevrolet	Express	1GAHG39K081208298	41.88	\$134.02	\$0.00	\$0.00	0.00	0.00	0.00	\$0.00	0.00	\$0.00	6
Water Rescue 421	2004	Chevrolet	2500HD Silverado	1GCHK24U94E185468	14.03	\$44.90	\$0.00	\$19.03	0.50	0.50	0.00	\$0.00	0.50	\$19.03	10
Tech Rescue	2005	Chevrolet	Kodiak C4500	1GBE4E1245F525319	0	\$0.00	\$0.00	\$0.00	0.00	0.00	0.00	\$0.00	0.00	\$0.00	9
HazMat 451	2000	American Lafrance	FL-60	1FVABPAK81HH89872	0	\$0.00	\$40.00	\$150.00	0.00	2.00	0.00	\$0.00	0.00	\$150.00	14
HazMat 452	1991	Nissan	UD-1800	JNAME08JINGE65343	0	\$0.00	\$669.05	\$759.47	0.00	49.00	0.00	\$0.00	3.00	\$759.47	23
Command 411	2011	Ford	F-750	3FRPF7FC8BV565679	0	\$0.00	\$0.00	\$0.00	0.00	0.00	0.00	\$0.00	0.00	\$0.00	3
Fire Boat	2006	M & S	Fire & Safety LC26		0	\$0.00	\$0.00	\$0.00	0.00	0.00	0.00	\$0.00	0.00	\$0.00	8
Zodiac 2	2004	Zodiac Internationa	G380 FB	XDC3892SL304	0	\$0.00	\$0.00	\$0.00	0.00	0.00	0.00	\$0.00	0.00	\$0.00	10
Fire Safety House Truck	1997	Ford	F250		0	\$0.00	\$0.00	\$0.00	0.00	0.00	0.00	\$0.00	0.00	\$0.00	17
Light Tower	2003	Power Manufacturing		LH 4030S3L	0	\$0.00	\$0.00	\$0.00	0.00	0.00	0.00	\$0.00	0.00	\$0.00	11
Gen Set	1989	Kohler	20RZ261	252352	0	\$0.00	\$0.00	\$0.00	0.00	0.00	0.00	\$0.00	0.00	\$0.00	25
MSU 10	2006	Ford	Medtec E-450 Super Duty	1FDXE45P86DA44502	212.14	\$740.37	\$2,406.65	\$2,571.04	2.75	360.00	0.50	\$73.17	2.25	\$2,497.87	8
Foam 1	2004	United Plastics Fab	AFT-500	1S9RT162740407162	0	\$0.00	\$0.00	\$0.00	0.00	0.00	0.00	\$0.00	0.00	\$0.00	10
Foam 2	2008		S.N. CCN059491	5NHUCC22091059491	0	\$0.00	\$0.00	\$0.00	0.00	0.00	0.00	\$0.00	0.00	\$0.00	6