

POLICE AND FIRE COMMISSION AGENDA
TUESDAY, MAY 14, 2024
7:00 PM
BOARD ROOM, MUNICIPAL BUILDING, 210 COTTONWOOD AVENUE

Roll Call

Pledge of Allegiance

1. Consideration of a motion to approve the Police and Fire Commission Minutes of April 9, 2024.
2. Fire Department Update and Monthly Report
3. Police Department Update and Monthly Report
4. Consideration of a motion to recess to closed session pursuant to State Statutes §19.85 (1)(c), considering employment, promotion, compensation or performance evaluation data of any public employee over which the governmental body has jurisdiction or exercises responsibility to interview candidate(s) for Firefighter/EMT. [ROLL CALL VOTE]
5. Motion to reconvene in open session, to take action if necessary, with respect to the preceding closed session.
6. Discussion of Fire Department staffing proposal
7. Adjournment

Sandee Policello
Village Clerk

Notice: Please note that upon reasonable notice, efforts will be made to accommodate the needs of disabled individuals through appropriate aids and services. For additional information or to request this service, contact Sandee Policello, Village Clerk, at 262/367-2714. The Municipal Building is handicap accessible.

**Village Of Hartland
Board of Police & Fire Commission
Meeting Minutes
Tuesday, 09 April 2024
1900 hours
Board Room, Municipal Building, 210 Cottonwood Avenue**

1900 hours meeting called to order by Commission President Rebholz.

Commission Secretary Riesinger read the roll for attendance,
Present: Commissioners Rebholz, Deboer, Riesinger, Little, Leisemann.
In attendance: Fire Deputy Chief Peter Walker, Police Chief Torin Misko, Attorney Joel Aziere.

Pledge of Allegiance led by Commission President Rebholz.

1. Consideration of a motion to approve the Board of Police and Fire Commission minutes for the meeting of 12 March 2024,
 - 1.1 Motion by Commissioners Leisemann | Deboer to approve the Board of Police and Fire Commission minutes for the meeting of 12 March 2024 – carried.
2. Fire Department business report: Fire Deputy Chief Peter Walker.
3. Police Department business report: Police Chief Torin Misko.
4. Commission President Rebholz requested a motion to recess to closed session pursuant to State Statutes §19.85 (1)(g), for the purpose of conferring with legal counsel for a government body who is rendering oral or written advice concerning strategy to be adopted by the body with respect to litigation in which it is or is likely to become involved.
 - 4.1 Motion by Commissioner Leisemann | Little to recess to closed session, unanimous vote – carried,

1930 hours entered closed session, discussion on Board of Police & Fire Commission Rules & regulations.

- 4.2 Motion by Commissioners Leisemann | Deboer to exit closed session, and on said motion there being no further business to come before the Village of Hartland Board of Police and Fire Commission adjourned meeting by unanimous vote – carried,

2123 hours meeting adjourned.

Respectfully submitted,

Mark Riesinger
Commission Secretary

Christopher Rebholz
Commission President

Hartland Fire Department



2024 – 2027 Strategic Plan



Facilitated and prepared by
Five Bugle Training & Consulting, L.L.C.



Bruce A. Fuerbringer, M.S., EFO
W6095 Rock Creek Rd.
Mondovi, WI 54755
(715) 577-8944

Contents

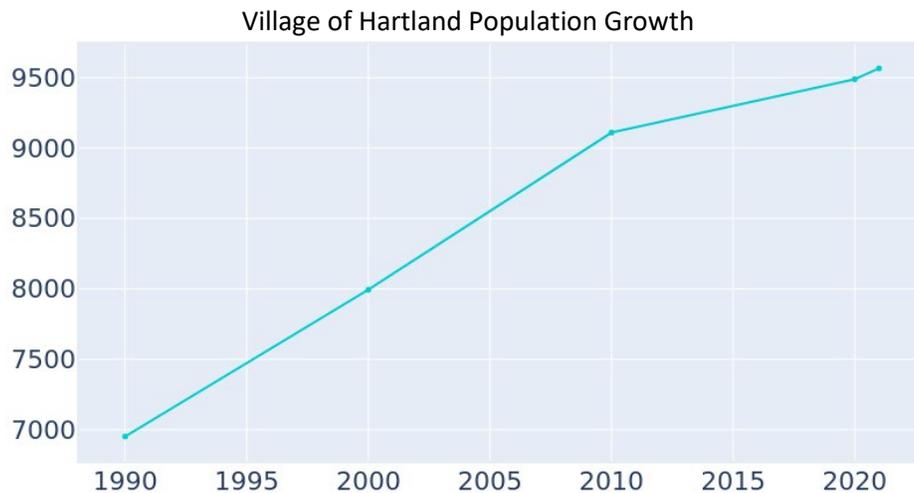
Executive Summary.....	4
PART I: Introduction and Overview.....	7
Acknowledgements.....	7
2024 – 2027 STRATEGIC PRIORITIES	7
Part II: Department History, Programs and Services	8
Department Mission, Vision, and Guiding Values	8
Current Status/Strategic Issues and Challenges	9
Strategic Plan Methodologies	10
PART III: VILLAGE/DEPARTMENT DEMOGRAPHICS & STASTICS	10
PART IV: WAUKESHA COUNTY FIRE AND EMS STUDY - 2018	12
Regionalization, Mergers and Contracting	12
PART V: CURRENT SITUATION DRIVING OPERATIONAL CHALLENGES.....	12
Challenge #1 – Staffing	13
Challenge #2 – Response Times.....	15
Challenge #3 – Recruitment and Retention.....	15
Challenge #4 – Facilities.....	17
Challenge #5 – Fiscal Resources.....	18
Phased In Hiring Viewpoint.....	18
PART VI: FIRE CHIEF POSITION	18
PART VII: TIMELINE	19
PART VII: 2024 – 2027 Strategic Goals.....	20
Key Performance Indicators.....	20
Strategic Goal # 1	20
Strategic Goal # 2	21
Strategic Goal # 3	21
Strategic Goal #4	22
Strategic Goal #5.....	23
Strategic Goal #6.....	23
Conclusion.....	23
Appendix A: Response Times Example	25
Appendix B: Scheduling Example	27

Executive Summary

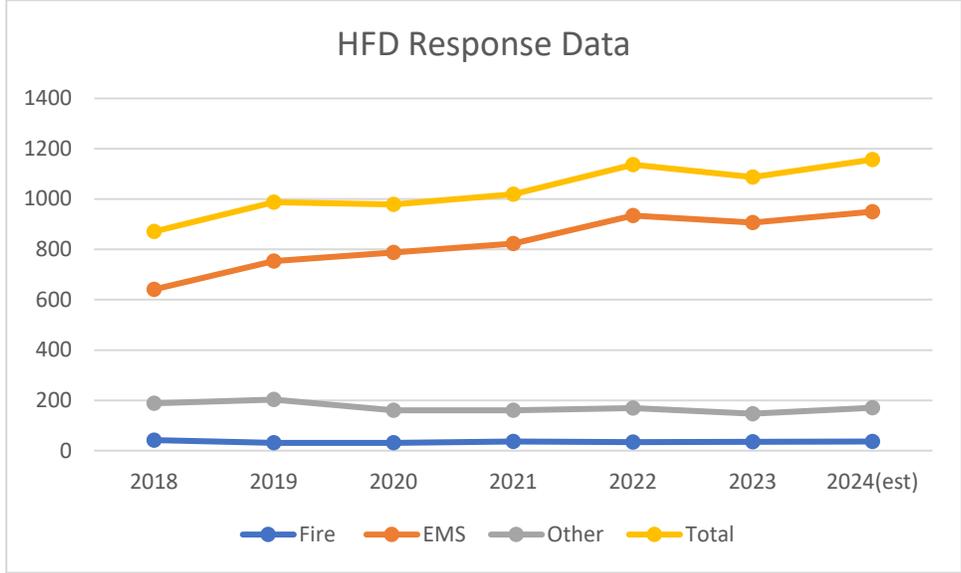
The Village of Hartland, although established in 1892, had served as a transportation hub for area business and recreation since the Milwaukee and Watertown Railroad reached it in 1854. The fire service played an early role in protecting the area as well, and the Fire House facilities were used for Village board meetings until the first Village Hall was completed in 1930. Today the Village continues to be known as “A Great Place to Live,” and while it continues to offer the charm of a small town, it has also continued to grow at a modest, but steady rate.

The Hartland Fire Department (HFD) was a completely volunteer fire department until it began evolving into a part-time paid department in November 1978 and hired its first full-time fire chief in 2014. For decades, local volunteer citizens of the Village served as the foundation of the HFD, comprising most of the fire department staffing. Over the years, the HFD has come to rely on volunteers and employees, both full-and part-time, that live outside Village limits to meet staffing requirements, with only about 20% of the fire department roster living within Village limits.

Steady growth, both in terms of population and business development, has resulted in an accompanying increase in demand for Village fire department services, primarily emergency medical services (EMS), not unlike other fire departments across the state and nation.



Year	Population	Rank in US	Growth Rate
2023	10,084	3,236	0.9%
2020	9,501	3,247	0.4%
2010	9,110	3,156	1.3%
2000	7,994	3,239	1.4%
1990	6,952	3,259	—



The Hartland Fire Department (HFD) is evolving from a historically volunteer department to a paid-on-premises and now includes a contingent of full-time firefighter/paramedics in addition to a full-time fire chief and administrative assistant. In addition to meeting increased service demands, the HFD recognizes the importance of continuing to evolve into a progressive department that continuously strives to improve service delivery to its citizens. The Village has made continued efforts to ensure the HFD has excellent equipment and tools with which to respond to emergencies, and a *Capital Improvement Plan* (CIP) has been developed to ensure that equipment is updated before it becomes ineffective or obsolete.

Progressive efforts will continue to be accomplished by increasing the number of full-time professional firefighters/emergency medical personnel and relying less on paid-on-premises personnel. Doing so also increases the stability of the workforce and reduces the on-boarding costs and training of new part-time personnel that is currently required due to turnover. Another demonstration of the Department’s dedication to increased professionalism and quality is including area chief fire officers as promotional assessors. Finally, the Department’s dedication to the Strategic Planning process and workforce development efforts is developing a culture of professional excellence and mutual respect that is further developing throughout the fire departments of Waukesha County.

Achieving desired base service levels for fire protection and emergency medical services will allow the HFD to focus even more on the professional development of its personnel. Four strategic priorities have been developed to help achieve this. These priorities represent the target areas for continued improvement as well as the fiscal challenges that face the Village of Hartland due to property tax levy restrictions the State continues to impose:

1. Operational Effectiveness
2. Community Involvement
3. Workforce Development
4. Financial Sustainability

Through extensive interviews with both internal and external stakeholders, and in-house leadership/process development training, the following strategic goals for 2024-2027 were developed:

- I. In 2024, complete a Strategic Human Resource Management Plan (SHRMP) based on 90-day, 1-year, and 3-year goals that include addressing staffing, retention, and succession planning; Identify payroll and fiscal strategies to support the SHRMP.
- II. Review and reorganize department positions as needed to maximize resources to increase operational and administrative effectiveness and help make the HFD the fire department of choice in recruiting efforts.
- III. Develop a Social Outreach Program that addresses current and future Department recruiting efforts as well as community service needs based on increasing candidate/customer diversification and changing population demographics.
- IV. Continue to investigate opportunities for the regional sharing of services that will improve the Department's ability to meet increased service demands.
- V. Identify EMS trends and related broad-based deliverables to help address the community's current and future medical needs.
- VI. Conduct a thorough inventory and review of the HFD capital fleet and response equipment to determine appropriateness, practicality to meet response and mitigation needs, age, quality, and practical investment.

The greatest challenge the HFD continues to face is adequate and consistent staffing to avoid relying on mutual aid to respond to calls that occur concurrently or within a short timeframe. The Village was able to hire two (2) additional personnel in early 2024 due to an increase in State provided funding for emergency services. Of the 3 applicants, two were still in paramedic school and one was a trained paramedic. The student hired cannot provide consistent staffing hours at this point, and the trained paramedic is being used to fill in for another medic that is on leave for an undetermined period. Therefore, the HFD has not yet seen the benefits of the two additional positions, outside of potentially being in even worse scheduling shape if they had not been able to be hired.

There is a point at which municipalities with combination fire departments experiencing continuous growth in call volumes must decide if they can continue to provide effective service, or if the transition to a fully staffed career fire department is warranted. The Village of Hartland has reached that point.

Transitioning to a career fire department will come with a cost factor and may require a local referendum to gain the support of the citizens. Several other municipalities in Waukesha County who were in similar situations as the Village of Hartland, have successfully passed a referendum to support and grow their fire departments. This strategic planning process has resulted in the sense that the citizens and leadership of the Village of Hartland would also support such a referendum, if needed, to improve the service delivery capacity of the HFD.

A career fire department would not only significantly improve service delivery both now and into the future, but it would also help cement the Village's strong sense of identity and autonomy, which could be compromised by attempts at consolidation or creating a fire district with other fire departments. History has shown that once a municipality gives control of their emergency services away, it can become fiscally costly and difficult to get back.

PART I: Introduction and Overview

The Village of Hartland, although established in 1892, had served as a transportation hub for area business and recreation since the Milwaukee and Watertown Railroad reached it in 1854. The fire service played an early role in protecting the area as well, and the Fire House facilities were used for Village board meetings until the first Village Hall was completed in 1930. Today the Village continues to be known as “A Great Place to Live,” and while it continues to offer the charm of a small town, it has also continued to grow at a modest, but steady rate.

The HFD is looking to plan responsibly for future service demand, including current industry trends for expanded paramedic community services, and in their role as an area service provider in terms of mutual aid and MABAS (Mutual Aid Box Alarm System). The Village has the fiscal options of bonding or going to a referendum to secure funding for fire department operational improvements. Several other area municipalities, as well as other Wisconsin communities have successfully used a local referendum to authorize taxing above the current tax levy limitation imposed by the State.

Acknowledgements

The successful completion of this strategic plan would not have been possible without the candid and enthusiastic input of many stakeholders. Five Bugle Training & Consulting, LLC would like to thank and acknowledge the following individuals and groups that supported and played a significant role in developing this project:

- Fire Chief Dave Jambretz
- Village Manager Ryan Bailey
- Village Board President Jeff Pfannerstill
- Deputy Fire Chief Peter Walker
- Julianne Konen, Administrative Assistant, HFD
- Dr. Timothy Westlake, Medical Director
- Village of Hartland Village Board
- Neighboring/Area Fire Chiefs
- Internal and External Stakeholders

2024 – 2027 STRATEGIC PRIORITIES

The multi-faceted approach to the strategic planning process (stakeholder interviews and survey, professional development training/input and discussions with leadership) have identified four categories of strategic priorities, which the strategic goals were developed from:

1. Operational Effectiveness
2. Community Involvement
3. Workforce Development
4. Financial Sustainability

Part II: Department History, Programs and Services¹

The Hartland Volunteer Fire Department was organized in November 1893. Monies used to buy equipment, vehicles, and gear were collected by fire contracts and raised through dances, an annual picnic, and donations. In 1958 the Village of Hartland took over the Fire Department as the governing body, and to this day the Village provides a base budget for fire department operations and is supplemented by the Hartland Firefighter's Association which hosts separate fundraisers to purchase equipment not covered by the Village budget process. Examples include extrication equipment, upfitting command vehicles, important EMS upgrades and other high-ticket items. When the Emergency Medical Service (EMS) was added to the department in November 1978, the Volunteer Firefighters and EMTs then became paid on-call members responding to fire and rescue calls. The Fire Department has been in operation for 130 years.

The Hartland Fire Department has 54 members, including Chief Officers, Firefighters, Paramedics, and Emergency Medical Technicians (EMT). The Department is an Advanced Life Support (ALS) ambulance service licensed by the State of Wisconsin as a Paramedic Service. This goal was reached in March of 2018. The Fire Department has seven (7) full-time positions consisting of a fire chief, administrative assistant, four full-time firefighter/paramedics (two of which are in officer roles), and one full-time firefighter/EMT. All operations function out of one station located at 150 Lawn Street. The station is staffed 24 hours a day, 365 days a year by dedicated professionals. The station staffing is subsidized by part-time members who work 12 or 24-hour shifts along with paid-on-call members who respond to the station during an emergency.

Per Wisconsin SPS 314.01(13)(b)4 requirements, the Department provides a fire prevention program that educates over 700 students in the Village of Hartland and completes over 615 fire inspections annually. The HFD continues to support the community at many events throughout the year, provides EMS standby for varsity football games at both High Schools in their response area and participates in public education programs.

Department Mission, Vision, and Guiding Values

Hartland Fire Department Mission Statement:

“The mission of the Hartland Fire Department is to protect life and property by providing emergency services with highly trained, responsible, and committed personnel for those in need in our community and surrounding areas.”

A mission statement states the current and future objectives of the organization, and must align with its mission, strategic planning, culture, and guiding core values.

The Department's Vision Statement...

“The vision of the Hartland Fire Department is to continuously deliver high quality care and advanced emergency services in our community and surrounding areas by engage emergency personnel through leadership, higher education, and experience.”

¹ Village of Hartland Webpage, <https://www.villageofhartland.wi.gov/130/About-Us>

...supports the mission statement and represents the Department's core values, the most important believes and ingrained principles that guide the HFD's actions; working cooperatively with each other and those we serve, always adhering to a sound code of moral and ethical conduct.

HFD Core Values as identified by its personnel:

- **Respect...** Accepting someone as they are and for who they are, even when they are different from us in some way or differ from us in opinion.
- **Professionalism...** Characterized by attire, attitude (reflected by behavior), communication and dedication (reflected by participation).
- **Communication...** Habits of communication; how we connect with others, exchange ideas and feelings, and resolve conflicts.
- **Family...** Beliefs, ethics, and priorities that provide a moral compass for the department.
- **Honesty...** Moral character to continue to strive to the highest level of ethical conduct.
- **Commitment...** A pledge to give your time and energy to something you believe in.
- **Continuous Learning...** Seek opportunities for professional development through education and growth.
- **Preparedness...** Proactivity, responsiveness, punctuality, reliability, resilience, resourcefulness.
- **Growth...** Embracing new challenges, seeking out opportunities, and continuous improvement.
- **Structure...** The Departmental system organized by a pattern of relationships, expectations and the process to effectively meet the needs of the Department.

Current Status/Strategic Issues and Challenges

The greatest strategic challenge the HFD faces at this time is attaining and maintaining the personnel and infrastructure resources required to meet the increasing service demand levels the Village is experiencing. Call volume has increased over 30% over the period of 2018 – 2023, using the high call total of 2022. (Figure 1.0).

There are several other issues that also impact the HFD strategic planning effort at this time, including but not limited to, fewer paid-on-premises and part-time firefighters, filling open medic positions that occur as individuals choose to take positions with other fire departments, securing sufficient firefighter numbers for daytime responses, and recruiting and retention. To be sure, these are the same challenges that many other fire departments across the State are facing as well. The HFD has chosen to proactively address the challenges by creating a strategic plan that focuses on creative goals and strategies to reduce their impact while still working on continuous service delivery improvements.

Having consistent on-duty staffing of 5 to 6 firefighter/medics will allow HFD to more closely align staffing with the National Fire Protection Association **Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments** (NFPA 1710) recommendations and eliminate the risk exposure that currently exists when circumstances leave the engine unstaffed or driven to the scene with only one or two personnel.

Strategic Plan Methodologies

The methodology utilized for the 2024-2027 Strategic Plan followed the industry standard process. Forbes² defines the steps as:

- 1) Assess Industry and Customer Trends
- 2) Complete SWOT Analysis on Your Business
- 3) Define Your Mission and Vision
- 4) Define Your Organizational Goals
- 5) Identify Department Division Level Objectives
- 6) Determine Staffing
- 7) Budget and Financing Needs

The balance of the information that this strategic plan utilizes is based on information provided by the HFD relating to operational and managerial improvements that would best serve the fire department in moving forward.

The impact of various sources and standards, including the Center for Public Safety Excellence (CPSE), the Insurance Service Office (ISO) Rating Schedule, the National Fire Protection Association (NFPA), Local Fire Protection/Inspection Ordinances and State of Wisconsin Statutes and Administrative Code are considered influencing industry rules/laws or standards in the development of a strategic plan.

PART III: VILLAGE/DEPARTMENT DEMOGRAPHICS & STASTICS

The Village of Hartland has seen modest growth over the last decade, with the population increasing over 9% from 9110 (2010) to 10,084 (2022), with approximately 20% being persons 65 years and over³. The median sale price of a home in Hartland was \$695K in November 2023, up over 46% over the past year.

Village Population. 5-Year Growth

2019: 9,286
2020: 9,501
2021: 9,434
2022: 9,946
2023: 10,084

Information obtained from the Village Building Inspector's office, building permits have ranged from 175 issued in 2019 to a high of 295 in 2021, an increase of approximately 59% for that period. Permits have averaged 218 per year over the past five years, with residential buildings including new single and multi-family dwellings accounting for approximately 20% of total building permits. There has been about 1

² <https://www.forbes.com/sites/georgedeeb/2018/12/04/the-top-6-steps-of-strategic-planning/?sh=6d64c6635b25>

³ <https://www.census.gov/quickfacts/hartlandvillagewisconsin>

new commercial project initiated each year over the same timeframe. New housing developments include senior citizen living facilities and a popular convenience store chain that is known to increase traffic within its service area. Future development may favor apartment complexes, both of which will result in a higher density of populous requiring municipal (fire department) services.

In both terms of population and construction, the Village is demonstrating a consistent pattern of growth and increase in property values.

The HFD has hired 2 additional line personnel in 2024 to increase its full-time number of firefighter/medics to 5 working out of a single station that houses a primary and reserve engine, a 101 ft. aerial/quint, a primary and reserve ambulance, and other supporting apparatus including a brush truck, tender, and command vehicle. As indicated in the previous section, calls for service have increased over 30% from 2018 - 2023 (871 calls to the high year of 2022's 1137calls). 2024 is on track to log over 1000 calls for service again as well.

INCIDENT TYPE	2018	2019	2020	2021	2022	2023
Fire	42	31	31	36	34	35
EMS/Rescue	641	753	788	823	934	906
False Alarms	50	48	51	57	51	45
Mutual Aid (Given)	45	48	44	44	55	36
Hazmat Responses	3	11	6	6	5	2
Other Hazardous Responses	35	37	29	27	31	21
All Other Responses	55	59	30	26	27	33
TOTAL:	871	987	979	1019	1137	1089

Mutual Aid	2018	2019	2020	2021	2022	2023	TOTAL/NET
Received	28	48	55	52	68	56	307 +35 rec. vs. prov.
Provided	45	48	44	44	55	36	272
Total	73	96	99	96	123	92	579

PART IV: WAUKESHA COUNTY FIRE AND EMS STUDY - 2018

It is worth noting that Hartland is not the only municipality facing challenges in providing fire and EMS services. In 2015, Waukesha County Executive Paul Farrow sent a letter to county municipalities noting that “Emergency services are expensive and necessary to provide the level of safety residents in our communities have come to rely on...” and subsequently commissioned a study facilitated by Fitch & Associates, LLC to investigate ways that fire and EMS services may be provided in a more cost-effective and efficient manner. The Village of Hartland was one of the participating municipalities in that study.⁴

Among the various factors covered in the study were several pertinent to this strategic planning process, namely the distribution of demand within Waukesha County and staffing, recruitment, and retention. The study notes on page 5, “It is clear that...Hartland, Lisbon, Merton, and Sussex have the highest concentrations (of calls, and) ...shows the highest likelihood of concurrent calls.”

Regionalization, Mergers and Contracting

The study’s overall recommendations focus on the regionalization of services – suggestions that do not appear to have gained widespread traction within the county currently, nor in the foreseeable future. The exceptions are the Western Lakes and Lake County fire departments, which have regionalized services and expanded their service areas since the 2018 study. Regionalization, mergers, or contracting emergency services from other agencies come with their own challenges, depending on the organizations involved and their end goals. Some contracting organizations want complete control of the operation, without input from the community they are contracting to, while many municipalities want to have a say in how operations are run if they are paying for the service. Besides the lack of internal control, the community tends to lose their previous infrastructure over time, and should they become dissatisfied with the service or see costs increase, they are generally unable to “ramp back up” to provide the service internally again without significant start-up costs.

Regionalization of services does have the potential to be more cost effective and efficient due to factors such as borderless responses. The communities involved however, must all be able to agree on the structure of the service and where the primary responsibility for managing it will lie. Many communities are hesitant to give up control of critical emergency services.

PART V: CURRENT SITUATION DRIVING OPERATIONAL CHALLENGES

The Hartland Fire Department is facing four (4) fundamental operational challenges:

- I. Staffing challenges to meet both current service demands and growing future demands.
- II. Recruitment and retention of high-quality job candidates.
- III. Facilities to accommodate current operational and administrative needs, as well as any future demand created by staffing increases.
- IV. Financial resources to implement the solutions to meet the challenges.

⁴ <chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://www.waukeshacounty.gov/globalassets/county-executive/waukesha-executive-summary-combined-final--june-15-rev-updated.pdf>

The strategic challenges facing the HFD and potential remedies for each are discussed below:

Challenge #1 – Staffing

Staffing challenges facing the HFD have improved marginally in the period this strategic plan was being developed. Thanks to additional State funding, the HFD has been able to hire an additional two (2) full-time positions. By placing the new personnel on a 40-hour workweek, the HFD increased daytime staffing to a total of four (4) line personnel. This allows for an additional person to accompany the ambulance when needed, leaving a driver for the engine, should that resource be required. It could also allow for a 3-person engine response to a fire call, with one person bringing the ambulance as an on-site resource. It still does not allow for the full response that 5 or 6 on-duty personnel would bring, but it is a step in the right direction. If vacancies created by personal time off benefits are not filled via overtime or part-time staffing, it will again reduce depth of response capabilities, as the challenge of most members working and living outside of the Village will continue to create response barriers and increase the reliance on mutual aid to subsidize staffing shortages. In a January 12, 2023 memo to the Village board, Chief Jambretz noted that membership coming directly from Village residents dropped from a high of 43 (nearly 80% of the Department) in 2012 to 12 (less than 25% of the Department) in 2022. However, currently approximately 30 personnel live within a 5–10-minute response time from the fire station. When available to respond, their proximity provides a favorable response time, but ultimately, as with all volunteer fire departments, a timely response relies on their availability.

In addition to the staffing depth to cover daytime absences, another aspect is having sufficient staffing to ensure consistent scheduling without regularly relying on a small number of people able and willing to fill open evening and weekend shifts. Retention of trained staff is an issue that the HFD has been dealing with for some time. The HFD has experienced a total of 74 resignations, retirements, terminations, or inactive personnel since 2018, or an average rate of 12.3 positions per year since 2018, while reporting hiring only 78 replacements over the same timeframe. These are recruits that need to be outfitted and trained every year, which is a demand on time and the budget.

Year	2018	2019	2020	2021	2022	2023
New Empl.	5	7	23	12	13	18
Resigned Inactive Retired Terminated	13	17	10	11	13	10

Providing 24/7 full-time staffing of one ambulance and one fire engine would require approximately 18-line personnel, working a 3-shift, 24 hr. shift model and considering personal time off benefits. If this is the ultimate goal for the Village, strategies to increase the fire department roster an additional 13-line positions will need to be considered. If the Village wishes to have 2 full-time administrative personnel instead of just the fire chief, then it would need to hire 14 personnel. The added staff and 24-hour work schedule would allow the HFD to more closely comply with staffing, response and operational standards established by the National Fire Protection Association’s *NFPA 10* and/or *NFPA 20*, which were created as industry standards for “front line” staffing of fire apparatus with the safety and health of firefighters in mind, as well as the effectiveness of fireground operations.

With the addition of two full-time positions in 2024, the HFD is at the point of either taking the next step of a full-time fire department or committing to the current model of a full-time daytime department,

relying on part-time and paid-on-premises evening and weekend staffing. Going the latter route will bring along with it the continued management ‘baggage’ of dealing with “hit and miss” part-time and POP staffing, as well as the training issues that are creating the many current challenges the HFD is facing today. It may also become more expensive and therefore more difficult to move to a full-time fire department in the future.

Waukesha County Fire & EMS Study Reference:

Again, in referencing the Waukesha County Fire & EMS Study of 2018, similarities were observed in conditions at that time when compared to the current strategic planning study. Both documents note the below conditions regarding fire and EMS response in the county and village, respectively:

- Staffing models do not appear to provide the “stability desired in order to meet the current and future demands of the community.”
- “Multiple agencies reported that staff members are working part-time for multiple departments.
- “Almost all departments reported that firefighters do not live in the community they serve anymore, diminishing the ability to rely on those firefighters to respond from home thus relying on the minimal staffing at the fire station.”
- The firefighters working at multiple departments also reduce the ability to rely on those firefighters to return for significant emergency events.”
- “...these firefighters working part-time at multiple departments eventually get hired full-time at a fire department and now multiple departments lose a trained firefighter.
- “Departments have also reported finding themselves in a battle between departments for staff based on their pay and benefits.
- “...additional investment in career staffing will likely be necessary to provide a reliable response model to meet the current and future community demands for service. This investment in career staff has already been occurring in many of the departments.
- Coordinating pay rates and benefits between county departments may benefit all departments.

Strategy: Staffing issues can be addressed through administrative strategies and an initiative to create a full-time fire department.

- ✓ Estimate the cost factor to increase staffing by 14 personnel to create a full-time fire department. It is anticipated that a roster of 21 total personnel, including the fire chief, assistant fire chief, and administrative assistant will provide sufficient operating depth to staff an EMS and fire apparatus as well as provide other core services (such as fire inspections), and allow for effective management of a department that size.
- ✓ Initiate a campaign including a significant public education component, to put forth a local referendum in the Spring of 2025 create a full-time, 24/7 fire department that provides the Village with both a fully staffed ambulance and fire engine.
- ✓ It has been reported by some that there are a number of HFD members that do not sign up for shifts on a regular basis or work more than a minimum number of hours. Establishing a standard for hours worked and reviewing the system that members use to schedule work shifts will help ensure greater equity in sharing workload and encouraging the coverage of open shifts.

Challenge #2 – Response Times

Response times are tied to the staffing challenge in so far as concurrent call occurrences and fire-related calls. The HFD displays acceptable 1st call response times for the vast majority of its EMS calls. When a 2nd EMS call comes in while the 1st unit is already committed to another incident, response times can be varied. If sufficient qualified personnel are at the station and a 2nd ambulance can respond immediately, the response time will be consistent with the average. If, however, only one person is at the station and they take the ambulance, relying on another qualified medic to arrive via POV, then the response should be considered not only ineffective, but potentially harmful to the patient unless everything works out just right – that is to say a second qualified medic arrives at the same time as the ambulance so that patient care is not compromised. If there is a lack of qualified medics (such as a basic EMT when a Paramedic is required), then it is better to request mutual aid from both a patient care perspective as well as a liability issue. The fire department cannot advertise ‘Paramedic’ service and have the ambulance labeled as such, if it is not staffed by at least one paramedic.

Response times for fire-related calls should improve significantly, as should the effectiveness of the 1st on-scene engine or truck. Currently the ability to drive fire apparatus to the scene is dependent on staffing at the station and how quickly POP personnel can get to the scene. While there is always the possibility that a shift crew may all be committed to EMS calls with both ambulances, having 5 or 6 personnel at the station available to respond throughout a 24-hour shift will notably improve the likelihood of a 3-4 person engine being available to respond immediately when the need arises.

Challenge #3 – Recruitment and Retention

Recruitment and retention challenges have become a significant challenge for all fire departments in recent years, both career and volunteer. In past decades, the application and testing process was a very competitive process with limited openings per candidate. In recent years, career fire departments have found themselves competing with other fire departments for the best candidates, and there is a current trend of fire departments lowering their pre-requisite requirements for applying for a position. For example, where paramedic certification is a requirement for ALS fire departments, others have lowered it to EMT-B with the offer to train the candidate to paramedic level if hired.

Volunteer fire departments have a longer history of recruitment and retention issues, as they rely on people who may already have a full-time job to work for the fire department in addition to their other commitments. With the increased certification and continuing training requirements that state and federal standards either require or encourage, it can be difficult for individuals to juggle the demands of work, family, and a part-time commitment to a fire department. In these circumstances a number of factors can influence the recruitment and retention of volunteer/paid-on-call and/or part-time firefighters and paramedics. These factors may include, but are not limited to, commitment to the community they serve, the culture of the fire department – if it is inviting or not, and other factors such as pay and benefits, if any.



While the HFD has enjoyed a stable workforce of 20 paid-on-premises line officers over the past decades, it has experienced significant turnover in its rank-and-file positions, both full-time and part-time. During the period of 2012 – 2023 the fire department experienced 50 resignations, 22 of which were members leaving for the opportunity of full-time employment, or improved employment opportunities. 28 other individuals resigned for various reasons. In total, this represents a statistical turnover of almost 100% when considering the HFD has a roster of approximately 50 members/employees.

The HFD has a history of below average pay for the area but has been working on improving that aspect with a recent increase in wages occurring in 2023. Below is a sampling of data obtained from the 2023 Wisconsin State Fire Chiefs Association (WSFCA) annual Salary survey. The accuracy of the information is dependent on the accuracy submitted by the fire chief of the department when the information was provided. The intent is to show competitive salaries around Hartland for firefighter positions. Population and call volume are 2022 figures. It also shows what some other Wisconsin communities about the size of Hartland are paying firefighters.

City	Population	FF Range	Fire Calls	EMS Calls
<i>Hartland</i>	<i>9,946</i>	<i>\$44,778 - \$59,184</i>	<i>203</i>	<i>934</i>
Western Lakes	34,211	\$55,750 EMT-B \$62,674 (EMT-P)	660	2240
Wauwatosa	48,000	\$53,184 –(EMT-B)	3498	5314
Pewaukee		\$47,380		
Brookfield – Town	10,000	\$49,504	400	900
Sussex	12,000	\$52,003		
Other	Statewide	Examples		
Monona	7,543	\$54,118		
Rhineland	8,303	\$58,416		
Merrill	10,000	\$64,426		

Portage	10,581	\$56,844		
---------	--------	----------	--	--

Strategy: Recruitment and retention efforts would best focus on 1) the culture of the HFD, maintaining an environment that motivates and attracts both career-oriented individuals as well as local part-time/paid of premises staff to support operations; and 2) establishing a competitive pay schedule that would help prevent candidates from going to a different community that pays significantly more.

Challenge #4 – Facilities

The HFD operates out of one fire station located at 150 Lawn Street. The original station, built in 1964, received an addition with wings in 1974. As the first Paid-on-Premises 12-hour night staffing occurring in 2016, it is safe to assume that the station was not designed or built with 24-hour staffing on premise in mind. EMS was added in 1978, which brought with it space needs for ambulances and associated equipment in addition to the fire response equipment already in place.



Fire apparatus and equipment has increased in size, sophistication, and quantity over the past decades, resulting in the need for larger spaces to accommodate everything. The fire service has grown faster than many fire stations over the past 60 years. The HFD is no exception and has worked to make use of all available space to accommodate response needs. The Village of Hartland is working with an architect on the expansion project in conjunction with other facility considerations for the police department and Village Hall. It is an ongoing process. The timing of the construction project, estimated at 12 – 24 months, does not, however, coincide with the more immediate needs of increased staffing.

Strategy: With increasing staffing being the determined priority, find a creative solution to house additional personnel in the current station until the fire station expansion project is completed. With one additional dorm space currently available at the fire station, moving storage from the fire station to the Survive Alive house and rearranging available space at the fire station could allow for an additional 2 bunk spaces, allowing for a total of five (5) on-duty personnel overnight, be they full time or paid-on-premises.

Challenge #5 – Fiscal Resources

The key to success for any major fire department initiative is community support and the fiscal resources required to achieve it. There are several options available to municipalities, any one, a combination of, or all of which could be considered to support the goals of the strategic plan, and the cost/benefit of each will need to be analyzed by Village leadership.

Strategy: Using the current five (5) full-time employees as a base, seeking funding options including but not limited to:

1. Local referendum authorizing an increase in property taxes to support additional hiring of 13 personnel to support a daytime engine crew of 3 or support a 2nd EMS response when needed.
2. Utilizing the municipal bonding process to secure funding to hire 13 additional personnel in a measured annual effort to ultimately obtain a fire department roster level of 18-line positions.
3. Apply for the “Staffing for Adequate Fire and Emergency Response Grants” (SAFER), which provides financial assistance to municipalities over several years to support increased firefighter staffing levels. This approach will allow the Village to phase in the cost factor associated with the above strategies to fiscally support the fire department as the SAFER funding diminishes.

Phased In Hiring Viewpoint

The phasing in of hiring over a period of years, while an attractive fiscal strategy to reduce the impact of hiring additional personnel, does not work in Hartland’s case. With 5 full-time personnel, the HFD still cannot fully staff one ambulance and one fire engine during daytime hours, as 3 of the 5 full-time staff needing to work a 24/48-hour schedule in order to provide 24/7/365 paramedic staffing. In addition, there are staffing ‘holes’ between 0600-0800 hrs. and 1600-1800 hrs. on weekdays when only two people (1FT and 1PT) are on duty.

Adding a couple of personnel each year is not a practical answer to providing 24-hour coverage and would be an added challenge to schedule and manage. The Village is seeking both an economical solution and the ability to have the fire department managed in such a way as to increase professionalism and provide consistent response quality in terms of response times. Having full-time staff on a 24-hour shift has been demonstrated throughout the fire service over the past millennia as the best way to accomplish these goals.

In addition, taking the leap to a fully staffed 24-hour service fire department eliminates the need for developing a strategy to continue funding efforts to achieve that status in the future. With unknown future challenges that may face the Village, there is always the possibility that politics will want to meddle with public safety and delay the implementation of critical fire department services, when the demand for those services continues to increase annually.

PART VI: FIRE CHIEF POSITION

There are several factors that will impact a transition to a career fire department in terms of the fire chief position. The current fire chief is in what is considered his ‘retirement window’ – the period from when he is eligible to receive a retirement pension to the final date he is willing or able to work until. In

this case the ‘window’ is an approximately 12 – 24-month period as of this report. By this time, regardless of the direction the HFD is taking, a new fire chief will need to be hired.

In the event there is a successful initiative to move to a career fire department, there are several actions that will need to be completed prior to its implementation. Modifying the fire station physically to temporarily accommodate additional shift personnel is one requirement, and designing a 24-hour shift schedule, along with policy, procedures and standard operational guidelines for a career department are other requirements. Finally, the hiring of career personnel will also need to be completed.

The first actions – modifying the fire station physically, can be accomplished, or at least initiated, by the current HFD leadership. Creating the needed shifts, work schedule and administrative and emergency procedures would best be accomplished by a fire chief with career experience.

Therefore, the Village would do well to initiate the hiring process for a career fire chief so that the individual could be in place approximately 6-months prior to the career transition to give them time to acclimate to the current situation and complete/finalize the needed tasks to complete the transition. The current fire chief has expressed his willingness to assist in the transition in any way he can, and his willingness to retire at the point over the next 12-24 months when the Village is ready to hire a career chief.

PART VII: TIMELINE

Strategies that support establishing and/or maintaining a fire department culture that attracts new candidates and retains employees can be initiated immediately through administrative controls and strengthening initiatives.

Increasing staffing and securing the fiscal resources can begin once sufficient action steps are in place to support that initiative. The hiring of two additional personnel in 2024 is the beginning step to accomplish this, providing additional, though limited line support and allowing for increased administrative work to be done by reallocating hour previously committed to line work.

Transitioning directly to a full-time 24-hour fire department cannot be done in stages. Attempting to piecemeal a system together to allow for the phased-in hiring of 13 personnel, as mentioned above, would require a complex scheduling and management effort, fraught with potential issues. Therefore, it is the recommendation of this strategic plan study that the transition to a full-time, 24-hour fire department would be in the best interest of all involved, and ultimately provide the greatest and most cost-effective solution to the current public safety need for fire department services, particularly 911 generated calls for service.

Planning for a Spring 2025 referendum to enable this move would give the Village and the fire department almost a year to prepare for it and provide community education efforts to support the referendum. It would also give the fire department time to apply for the SAFER grant to secure funding to help with the transition. If successful, a summer 2025 timeframe would be appropriate for the hiring of a career fire chief.

PART VII: 2024 – 2027 Strategic Goals

Note: Each strategic goal should be evaluated to determine the need for, and practicality of, considering the potential for transitioning to a career fire department within the next 21 months. Some of the goals will be appropriate for the current situation and will benefit current operations, while others will be impacted by where the HFD finds itself 12 months from now. They may be taken on at that time, or wait until a career fire chief is hired, who can provide guidance on how to best address those strategic goals.

Key Performance Indicators:

Key Performance Indicators (KPI) are the elements of the plan that express what you want to achieve by when. They are quantifiable, outcome-based statements that are used to measure if goal progress is on track to meet its objectives.

The following are the Strategic Goals and KPI's resulting from the 2023 – 2028 strategic planning process:

Strategic Goal # 1: Prepare fiscally and logistically to hire 13 additional personnel to staff an ambulance with 2 EMT-P's and an engine with 4 firefighter-EMT's (which includes one officer) for a total of 18-line staff. Personnel to staff a 3-shift, 24-hour schedule. Goal to include a public education component supporting the fiscal initiative.

KPI's:

- 120-day:
 - Propose wages plan that will compete with area fire departments to the extent that the HFD will be an attractive position.
 - Decide upon the type of 24-hour shift schedule that best fits the HFD (ie: 24/48 schedule, 48/96 schedule, Kelly Schedules)⁵
 - Research and prepare funding options for Village Manager to include referendum, bonding, and SAFER grant proposals, keeping referendum steps timeframe in mind. The goal is to have a Spring 2025 referendum if one is needed.
 - Prepare proposal for housing additional staff at existing fire station, utilizing other spaces for storage, etc. as temporarily required.
 - Present a plan for how other logistics will be handled (additional turnout gear, living quarters, etc.).
 - Develop a public education program and presentation proposal to support fiscal initiatives.
- 1-Year (June 2025):
 - Complete station modifications.
 - Complete recruitment and hiring process.
- 2-Year

⁵ <https://firefighterconnection.com/understanding-a-firefighter-work-schedule/>

- Review operations to determine effectiveness of staffing structure and building modifications.
- Prepare written analysis report, including future recommendations.
- 3-year
 - Implement, if needed, recommendations brought forth in Year 2.

Strategic Goal # 2: By 2025, complete a Strategic Human Resource Management Plan based on 90-day, 1-year, 2-year and 3-year goals that include addressing HFD communications, training, retention, health and safety needs, and succession planning (as appropriate).

KPI's:

- 90-day:
 - Form a Strategic Human Resource Team
 - Implement a group message to be sent to all staff from the command staff and chief meetings regarding items that impact the entire Department.
 - Review team created for SOG updates/revisions.
- 1- year:
 - Strategic Human Resource Plan completed with approval from leadership to begin implementation.
 - Communications plan for full fire department completely developed.
 - Full review and revisions completed for SOG's.
 - Training plan implementation for monthly review of SOG's, with the goal of completing a total review of SOG's on a 12-24 month basis.
- 2-year:
 - Initial phases of Strategic Human Resource Management plan implemented – including, but not limited to, complete succession planning, leadership development plan, promotions plan, evaluation of staff.
 - Fully implemented communications plan.
- 3-year:
 - Fully implemented and operating Strategic Human Resource Management Plan.

Strategic Goal # 3: Reorganize positions to maximize resources to increase operational and administrative effectiveness and help make the HFD the fire department of choice in recruiting efforts.

Note: This strategic goal would be appropriate for consideration in stages. Any ambiguity or concerns regarding the effectiveness of current department positions should be evaluated at this time, as the HFD will continue to operate under its current structure for at least the next 18-24 months. If and when the status of the HFD changes, it would

be appropriate to re-visit this goal taking into consideration any new department structure.

KPI's:

- 90-day: Develop/Update position description with purpose statement and objectives for full-time positions.
- 1-year:
 - Fire Chief position description completed and submitted to the Village Manager and the Police & Fire Commission for approval.
 - Review, evaluation, and position descriptions of staff and line officer positions completed.
 - Potential re-assignment of responsibilities and consideration of re-organization options.

Strategic Goal #4: Develop a Social Outreach Program that addresses current and future department recruiting/onboarding efforts for part-time and POP personnel as well as community service needs based on increasing candidate/customer diversification and changing population demographics.

Note: This strategic goal would be appropriate for consideration in the event the Village does not move towards a career fire department, as the need for PT and POP personnel will continue. If the Village moves to a career department, then this strategic goal would only be appropriate if there is insufficient interest on the part of existing PT and POP personnel to supplement staffing in support of the career staffing.

KPI's:

- 90-day:
 - Establish a community outreach/recruiting development team.
 - Form a team to review onboarding and begin to develop a program to reflect annual rotation of team members; address any perceived shortcomings of current program.
- 6-month:
 - Community Outreach goals identified, and strategies identified for development.
 - Recruiting strategies researched and brought forward for discussion/development.
- 9-month:
 - Community Outreach plan developed and approved for implementation.
 - Recruiting initiatives developed and implemented.
 - Social media presence established.
 - Revised onboarding program fully implemented.
- 12 – 18 months:
 - Fully implemented community outreach program.
 - Review of Recruiting Initiative performance for effectiveness.

Strategic Goal #5: Identify EMS trends and related broad-based deliverables to analyze the community's current and future medical needs.

Note: This goal may be best left to be initiated by the new fire chief to best align with current industry trends and departmental resources. Otherwise, it could be undertaken sooner if it is decided to maintain HFD's current structure.

KPI's:

- 90-day: Establish an EMS committee to identify and study community-based EMS trends across the county/region/state and country. Include local EMS stakeholders including the medical community and hospital administration.
- 6-month:
 - Identify current EMS trends, both emergent and non-.
 - Meeting with leadership to discuss.
 - Hold shift meetings to discuss; provide feedback to leadership.
- 1-year:
 - Have new EMS trends identified and implementation strategies developed.
- 18-month: Full implementation of updated EMS delivery strategies.

Strategic Goal #6: Conduct a thorough inventory and review of the HFD capital fleet and response equipment to determine appropriateness, practicality to meet response and mitigation needs, age, quality, and practical investment.

Note: This strategic goal may be best left to be initiated by the new fire chief to best align with current industry trends and departmental resources to staff and maintain capital pieces and equipment. If the initiative to move to a career fire department does not occur, then the recommendation is to hire a professional fire service consultant to lead the review and make recommendations for any adjustments.

KPI's:

- 90-day: Create three teams, one fire based, one EMS based and one specialty equipment to perform the inventories.
- 9-months: Review inventories and based on industry experts' input, determine appropriate type and trim level for capital fleet, type and numbers of fire, EMS and specialty equipment required for response needs.
- 1-year: Review capital improvement plan with recommendations for retaining, modifying or replacing capital fleet and response equipment.

Conclusion

The Hartland Fire Department has a rich and proud history of serving the community for over a century. Local volunteers have answered the call selflessly and provided emergency and non-emergency fire, and more recently EMS services, as well as community fire inspections and fire education/community service work in a competent and professional manner.

The Village of Hartland and its surrounding area have grown over the decades and calls for emergency responses and non-emergency services have increased proportionally. Maintaining the capacity to respond to these service calls has been a growing challenge over the years, forcing the HFD to increasingly rely on mutual aid services when multiple calls occur in a short timeframe. While utilizing mutual aid is not uncommon for any fire department, when it becomes a standard practice to underwrite staffing shortages, it subsidizes local staffing levels at the providing department's expense.

There is a point at which municipalities experiencing growing emergency services needs must decide if the current needs, and recognizing probable increasing future needs, warrants transitioning from a combination professional fire department to a career professional fire department. The Village of Hartland has reached that point.

There is a cost factor to do so, which requires community support. Other communities in Waukesha County who have found themselves in a similar situation have successfully taken the issue to municipal referendums, allowing them to invest in the personnel resources required to meet service demands. If an attempt to improve the service capacity of the HFD does not occur, and the Village continue to rely on its neighbors through mutual aid, then it may find that those neighbors – particularly those whose citizens have invested in their fire departments – may become reluctant to subsidize the Village's fire department responses through mutual aid, instead of the Village supporting itself.

This strategic planning process has resulted in the sense that the citizens and leadership of the Village of Hartland would also support such a referendum, if needed, to improve the service delivery capacity of the HFD. A career fire department would also help cement the Village's strong sense of identity and autonomy, which could be compromised by attempts at consolidation or creating a fire district with other fire departments. History has shown that once a municipality gives control of their emergency services away, it can become fiscally costly and difficult to get back.

The strategic goals within this plan provide the Village and HFD with guidance on strategies for transitioning to a career fire department and improving organizational management now. There is flexibility in how the goals are managed and achieved, whether the Village chooses to move forward with change or not.

Appendix A: Response Times Example

Basic Incident Number (FD1)	Basic Incident Date Time	Basic First Arrived At Scene Apparatus ID	Basic Last Apparatus Arrived At Scene Apparatus ID	Apparatus Resource Dispatch To Arrival In Minutes
24-001	01/01/2024 00:01:58	HLFM43	HLFM43	7
24-00197	03/13/2024 17:07:04	HLFM43	HLFT43	5
24-00199	03/14/2024 12:27:18	HLFM43	HLFM43	3
24-002	01/02/2024 09:25:52	HLFM43	HLFM43	4
24-00201	03/15/2024 01:09:37			
24-00203	03/15/2024 06:04:00			
24-003	01/02/2024 11:31:30	HLFM43	HLFM43	4
24-004	01/02/2024 16:10:18	HLFM43	HLFM43	5
24-005	01/02/2024 07:10:53	POV	POV	24
24-006	01/03/2024 04:36:28	HLFM143	HLFM143	4
24-007	01/03/2024 08:31:10	HLFM43	HLFM43	7
24-008	01/03/2024 15:10:15	HLFM43	HLFM43	6
24-009	01/03/2024 19:13:53	HLFE43	HLFM143	
				5
				9
				28
24-010	01/03/2024 21:35:53	HLFE43	HLFM43	9
				10
				11
24-011	01/04/2024 12:16:23	HLFM43	HLFM43	
				4
24-012	01/04/2024 18:26:19	HLFM43	HLFM43	4
24-013	01/05/2024 13:51:20	HLFM43	HLFM43	4
24-014	01/06/2024 07:34:43	HLFM143	HLFM43	4
24-015	01/06/2024 12:17:37	HLFM143	HLFM143	5
24-016	01/07/2024 02:41:00	HLFM43	HLFM143	5
24-017	01/07/2024 03:09:57	HLFM143	HLFM143	6

24-018	01/08/2024 08:58:25	HLFM43	HLFM43	3
24-019	01/08/2024 09:07:59	HLFU43	MA BLS	8
				10
				13
24-020	01/08/2024	HLFM43	HLFM43	6

Appendix B: Scheduling Example

					<p>Mar 1</p> <p>Hartland Full-Time/Day Station Lt. Jonathan Quint (FF/M 06:00-18:00) FT</p> <p>06:00-06:00 Angie Hanson (FF/EMT) 06:00-18:00 Lt. David Pabelick (FF/MP 18:00-06:00)</p> <p>Hartland POC Staff Battalion 43</p> <p>Time Off Amy Mattox (FF/MPO/Leave) 06:00-06:00 Bryan Thomas (FF/MP Vacation) 06:00-06:00</p>	<p>2</p> <p>Hartland Full-Time/Day Station Robert Graser (FF/MPO/P 06:00-06:00) FT</p> <p>06:00-06:00 Hartland POC Staff Battalion 43</p> <p>06:00-06:00 Lt. David Pabelick (FF/MP 06:00-06:00) Jazzmin</p> <p>Time Off Griffin Casper (FF/MPO/E 06:00-06:00) Military Drill Lt. Jonathan Quint (FF/M 06:00-06:00) Personal Time</p>
<p>3</p> <p>Hartland Full-Time/Day Station D/C Kajib Sharp (FF/M)</p> <p>06:00-06:00 FT</p> <p>06:00-06:00 Hartland POC Staff Battalion 43</p> <p>06:00-06:00 Lt. Nick Shimel</p> <p>Time Off Griffin Casper (FF/MPO/E 06:00-06:00) Military Drill</p>	<p>4</p> <p>Hartland Full-Time/Day Station D/C Kajib Sharp (FF/M) 06:00-18:00 FT</p> <p>00-06:00 Peter Kroening (FF/M 06:00-18:00) Conner Neustadt (FF/ 06:00-18:00) Bryan Thomas (FF/M 18:00-06:00)</p> <p>Hartland POC Staff Battalion 43</p> <p>0-06:00 18:00 Time Off Bryan Thomas (FF/MPO/ 06:00-18:00) Vacation Time Amy Mattox (FF/MPO/FI/ 06:00-06:00) Leave</p>	<p>5</p> <p>Hartland Full-Time/Day Station Lt. Jonathan Quint (F)</p> <p>06:00-06:00 FT</p> <p>06:00-06:00 Jazzmin Wetzel (FF/E)</p> <p>06:00-18:00 Hartland POC Staff Battalion 43</p>	<p>6</p> <p>Hartland Full-Time/Day Station D/C Kajib Sharp (FF/M) 06:00-06:00 FT</p> <p>06:00-06:00 Joseph Gryszkiewicz</p> <p>06:00-18:00 Hartland POC Staff Battalion 43</p>	<p>7</p> <p>Hartland Full-Time/Day Station Bryan Thomas (FF/M)</p> <p>06:00-11:30 FT</p> <p>06:00-18:00 Eric Roos (EMT/FF/M)</p> <p>06:00-18:00 D/C Kajib Sharp (FF/M 11:30-15:00) Bryan</p> <p>Michael Miller (EMT) 18:00-06:00</p> <p>Time Off Amy Mattox (FF/MPO/FI/ 06:00-06:00) Leave Bryan Thomas (FF/MPO/ 11:30-15:00) Class</p>	<p>8</p> <p>Hartland Full-Time/Day Station Bryan Thomas (FF/MPO/ 06:00-18:00) Griffin Casper (FF/MPO/E 06:00-06:00) Norah Farrar (FF/EMT) 06:00-18:00 Lt. David Pabelick (FF/MP 18:00-06:00)</p> <p>Hartland POC Staff Battalion 43</p> <p>Time Off Lt. Jonathan Quint (FF/M Vacation Time) 06:00-06:00</p>	<p>9</p> <p>Hartland Full-Time/Day Station D/C Kajib Sharp (FF/M)</p> <p>06:00-06:00 FT</p> <p>06:00-06:00 Hartland POC Staff Battalion 43</p> <p>06:00-06:00 Lt. Jason Elger (FF/MPO/ 06:00-18:00) Samuel</p> <p>Trades Emma Cepulis (FF/EMT) 06:00-18:00 For Alysa</p> <p>Time Off Emma Cepulis (FF/EMT) 06:00-18:00 Sick Leave</p>
<p>10 †</p> <p>Hartland Full-Time/Day Station Bryan Thomas (FF/MP 06:00-06:00) FT</p> <p>06:00-06:00 D/C Peter Walker (FF/MP 06:00-14:00) HFD Officer</p> <p>06:00-06:00 Chris Tump (FF/EMT) 06:00-06:00</p> <p>Trades Emma Cepulis (FF/EMT) 18:00-06:00 For Bryan</p> <p>Time Off Amy Mattox (FF/MPO/FI/ 06:00-06:00) Leave Capt. Josh Orgas (FF/MP 06:00-06:00)</p>	<p>11</p> <p>Hartland Full-Time/Day Station Lt. Jonathan Quint (FF 06:00-06:00) Bryan Thomas (FF/M 06:00-06:30) PT</p> <p>06:00-06:00 00-06:30 06:30</p> <p>0-06:00 06:30 Conner Neustadt (FF/ 06:30-18:00)</p> <p>Hartland POC Staff Battalion 43</p> <p>00-06:00 Lt. Lee Godgluck (FF/MP 18:00-06:00) Jacob Notch (FF/EMT) 18:00-06:00 Firefighter FR</p>	<p>12</p> <p>Hartland Full-Time/Day Station D/C Kajib Sharp (FF/M)</p> <p>06:00-06:00 FT</p> <p>06:00-06:00 Jazzmin Wetzel (FF/E)</p> <p>06:00-18:00 Hartland POC Staff Battalion 43</p> <p>18:00-06:00 Capt. Sue Jambretz (EMT 18:00-06:00) Eric Roos (EMT/FF/MPO)</p>	<p>13</p> <p>Hartland Full-Time/Day Station Bryan Thomas (FF/M)</p> <p>06:00-06:00 FT</p> <p>06:00-18:00 Eric Roos (EMT/FF/M)</p> <p>06:00-18:00 Griffin Casper (FF/MP)</p> <p>18:00-06:00 Hartland POC Staff</p> <p>Time Off Amy Mattox (FF/MPO/FI 06:00-06:00)</p>	<p>14</p> <p>Hartland Full-Time/Day Station Lt. Jonathan Quint (F 06:00-06:00)</p> <p>Griffin Casper (FF/MP 06:00-06:00) Andrew Hein (FF/MP 06:00-18:00)</p> <p>Hartland POC Staff D/C Peter Walker (FF/MP 18:00-06:00) Lt. Lee Godgluck (FF/MP 18:00-06:00) Lt. David Pabelick (FF/M 18:00-06:00) Firefighter FR</p>	<p>15</p> <p>Hartland Full-Time/Day Station D/C Kajib Sharp (FF/M)</p> <p>06:00-06:00 FT</p> <p>06:00-06:00 Angie Hanson (FF/EM 06:00-18:00)</p> <p>Hartland POC Staff Battalion 43</p> <p>Trades Samuel Wood 18:00-06:00 (EMT) For Peter Kroening (FF/</p>	<p>16</p> <p>Hartland Full-Time/Day Station Bryan Thomas (FF/MP 06:00-06:00) FT</p> <p>06:00-13:00 Griffin Casper (FF/MP)</p> <p>13:00-17:00 FT</p> <p>17:00-06:00 Hartland POC Staff Battalion 43</p> <p>06:00-14:30 Lt. Pat</p> <p>Trades Eric Roos (EMT/FF/MPO) 06:00-06:00</p> <p>Time Off Amy Mattox (FF/MPO/FI/ 06:00-06:00) Leave</p>
<p>17</p> <p>Hartland Full-Time/Day Station Lt. Jonathan Quint (FF)</p> <p>06:00-06:00 FT</p> <p>06:00-06:00</p>	<p>18</p> <p>Hartland Full-Time/Day Station D/C Kajib Sharp (FF/M) 06:00-06:00 FT</p> <p>00-06:00 06:00 Peter Kroening (FF/M)</p>	<p>19</p> <p>Hartland Full-Time/Day Station Bryan Thomas (FF/M)</p> <p>06:00-06:00 FT</p> <p>06:00-06:00</p>	<p>20</p> <p>Hartland Full-Time/Day Station Lt. Jonathan Quint (F 06:00-06:00)</p> <p>Griffin Casper (FF/MP 06:00-06:00) Andrew Hein (FF/MP 06:00-06:00)</p>	<p>21</p> <p>Hartland Full-Time/Day Station D/C Kajib Sharp (FF/M) 06:00-06:00 FT</p> <p>06:00-18:00 Eric Roos</p>	<p>22</p> <p>Hartland Full-Time/Day Station Bryan Thomas (FF/MP 06:00-06:00) Griffin Casper (FF/MP 06:00-10:00) Conner Neustadt (FF/</p>	<p>23</p> <p>Hartland Full-Time/Day Station Lt. Jonathan Quint (FF)</p> <p>06:00-06:00 FT</p>