

**ADDENDUM NO. 1 TO LEASE AGREEMENT
BETWEEN THE CITY OF BARABOO AND THE BARABOO
DISTRICT AMBULANCE SERVICE
"ADDENDUM"**

The parties, The City of Baraboo ("City") and the Baraboo District Ambulance Service ("BDAS"), entered into a lease agreement signed November 2, 2020 by the City and October 29, 2020 by BDAS. The City is in the final stages of planning for the construction of a new Fire Station and believes that the colocation of the Baraboo Fire Department and BDAS long-term would be the most effective means for maintaining the highest level of services and minimizing the costs to both organizations. As such, the City needs to make a decision to move forward and must know before they begin design of the new facility if they are to include BDAS or not. The purpose of this Addendum is, if adopted, to convey that commitment to both parties.

NOW THEREFORE IT IS AGREED AS FOLLOWS

The Lease Agreement is hereby amended as follows:

- 1.1 Leased Premises. Shall be updated upon completion of the project to define the area designated for BDAS use and City use as well as the address of the new facility. Exhibit A will also be updated to incorporate those changes. This shall be documented as an Addendum to this Lease when known.

- 1.3 Term. This Lease shall be valid on the date of full execution by both the City and BDAS. The term of the Lease shall be the 2nd day of November 2020, a date mutually agreed upon by the Fire Chief and BDAS Chief/Director ("Start Date"), and shall remain in full force and effect through twenty (20) years past the occupancy date of the new facility. This Lease may be extended beyond the End Date only with mutual written agreement by both Parties. Occupancy date of the new facility shall be a date mutually agreed upon by the Fire Chief and BDAS Chief/Director when known and shall be documented as an Addendum to this Lease.

- 4.1 At Will. This lease may be terminated at any time for any reason by mutual consent of both parties.

- 6.2 Building Insurance. The language shall be updated to reflect the new facilities to be leased and shall be documented as an Addendum to this Lease when known.

8.0 Review of Joint Ventures/Operational Efficiencies. The parties agree to participate in a review/study of the organization and operations of both the City of Baraboo Fire Department and BDAS. The review shall provide analysis on the operations of both organizations operating independently within the new facility, joint areas which may serve as an overlap between operations, and as one combined organization/joint Fire & EMS district. The study will be used as a basis to make recommendations to both the City and BDAS, and incorporated into the design of the new facility. Expenses related to this study shall be the responsibility of the City of Baraboo.

CITY OF BARABOO


Casey Bradley, City Administrator

Date

Brenda Zeman, City Clerk

Date

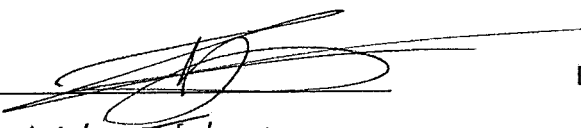
BARABOO DISTRICT AMBULANCE SERVICE

Sign:  _____

Date: 3/24/2021

Print: Timothy Stieve

Title: Commission President

Sign:  _____

Date: 3/24/2021

Print: Caleb Johnson

Title: Chief / EMS Director

PROPOSAL FOR

COMPREHENSIVE
ANALYSIS OF FIRE
AND EMS SERVICES

City of Baraboo, Wisconsin



CPSM[®]

CENTER FOR PUBLIC SAFETY MANAGEMENT, LLC
475 K STREET NW STE 702 • WASHINGTON, DC 20001
WWW.CPSM.US • 616-813-3782



Exclusive Provider of Public Safety Technical Services for
International City/County Management Association



Center for Public Safety Management, LLC

March 18, 2021

Casey Bradley
City Hall
101 South Blvd.
Baraboo, WI 53913

Dear Mr. Bradley:

The *Center for Public Safety Management, LLC, (CPSM)* as the exclusive provider of public safety technical assistance for the International City/County Management Association, is pleased to submit this proposal to the City of Baraboo, Wisconsin for an analysis of fire/EMS services. The CPSM approach is unique and more comprehensive than ordinary accreditation or competitor studies.

In general, our analysis involves the following major outcomes:

- Conduct a data-driven forensic analysis to identify actual workload. This forms the basis for determining what is driving overtime; workloads; and service demands;
- Identify and recommend appropriate staffing and deployment levels for every discrete operational and support function in the departments.
- Examine the department's organizational structure and culture;
- Perform gap analysis, comparing the "as is" state of the department to the industry's best practices;
- Recommend a management framework to ensure accountability, increased efficiency and improved performance;
- Determine staffing analysis using workload and performance for fire and EMS departments.

Baraboo, a city of 12,000 and a district that approaches 25,000, is looking at a variety of options as it approaches the deployment and delivery of fire and EMS services.

Organizational studies have been done on both the EMS and fire (2013 and 2017). CPSM will review those studies as they may relate to options available to the communities.

The EMS operates under a district model with the City holding 60% ownership and paying the majority of costs. The Fire Department is owned by the City but serves almost the same constituents as the EMS district.

Options that CPSM will look at include: status remains the same; opportunities for consolidation; creation of a district that provides fire and EMS. Questions that will be looked at by the CPSM team will include whether operational costs can be reduced with support for any of the options using existing city departments (HR, finance, etc.); how a new facility for which property has been selected will incorporate fire and EMS; financing any of the options that are reviewed; and long-term planning for accomplishing the options.

The EMS works with the fire district but has experienced high turnover and there is a question as what a combination of the EMS and fire would look like. What would be the benefits of combination and what would be the detriments to the community.

During discussions, dispatch is a concern and CPSM will meet with the Sheriff's department and dispatch center to incorporate possible needed improvements. CPSM will also engage all of the elected officials in each of the entities that may be participants in the selected options. Depending on COVID, these listening sessions and interviews can be conducted via Zoom or Teams; CPSM team will also attempt to engage while on the ground for as many as possible.

This proposal is specifically designed to provide the local government with a thorough and unbiased analysis of emergency services in your community. We have developed a unique approach by combining the experience of dozens of emergency services subject matter experts. The team assigned to the project will have hundreds of years of practical experience managing emergency service agencies, a record of research, academic, teaching and training, and professional publications, and extensive consulting experience from hundreds of projects completed for municipalities nationwide. The team we assemble for you will be true "subject matter experts" with hands-on emergency services experience, not research assistants or interns.

ICMA has provided direct services to local governments worldwide for almost 100 years, which has helped to improve the quality of life for millions of residents in the United States and abroad. My colleagues at CPSM and I greatly appreciate this opportunity and would be pleased to address any comments you may have. I can be reached at 616-813-3782 or via email at twieczorek@cpsm.us.

Sincerely,



Thomas J. Wieczorek
Director
Center for Public Safety Management. LLC

THE ASSOCIATION & THE COMPANY

International City/County Management Association (ICMA)

The [International City/County Management Association \(ICMA\)](#) is a 103-year old, non-profit professional association of local government administrators and managers, with approximately 13,000 members located in 32 countries.

Since its inception in 1914, ICMA has been dedicated to assisting local governments and their managers in providing services to their citizens in an efficient and effective manner. ICMA advances the knowledge of local government best practices with its **website**, www.icma.org, publications, research, professional development, and membership.

Center for Public Safety Management (CPSM)

The ICMA [Center for Public Safety Management](#) (ICMA/CPSM) was launched by ICMA to provide support to local governments in the areas of police, fire, and Emergency Medical Services. (www.cpsm.us)

The Center also represents local governments at the federal level and has been involved in numerous projects with the Department of Justice and the Department of Homeland Security. In 2014 as part of a restructuring at ICMA, the Center for Public Safety Management (CPSM) spun out as a separate company and is now the exclusive provider of public safety technical assistance for ICMA. CPSM provides training and research for the Association's members and represents ICMA in its dealings with the federal government and other public safety professional associations such as CALEA, PERF, IACP, IFCA, IPMA-HR, DOJ, BJA, COPS, NFPA, etc.

The Center for Public Safety Management, LLC maintains the same team of individuals performing the same level of service that it had for ICMA. CPSM's local government technical assistance experience includes workload and deployment analysis, using our unique methodology and subject matter experts to examine department organizational structure and culture, identify workload and staffing needs as well as industry best practices.

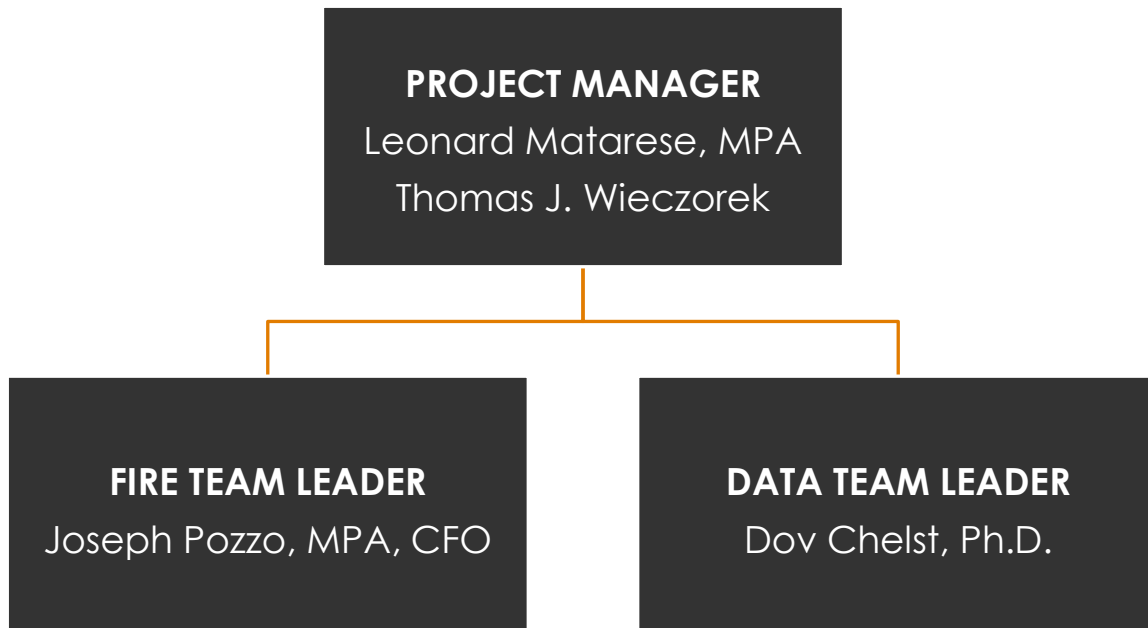
We have conducted over 346 such studies in 43 states and provinces and 246 communities ranging in population size 8,000 (Boone, IA) to 800,000 (Indianapolis, IN).

PROJECT STAFFING – FIRE/EMS

The proposal will look at the fire and EMS services serving the City of Baraboo and the surrounding fire district as well as EMS services. CPSM is working on a project with the U.S. Fire Administration that is focused on how fire services (and EMS) can continue to be provided in volunteer agencies when volunteer ranks are dwindling.

Matt Zavadsky is the president of the National EMT Association and who is currently serving as liaison to several federal committees on the future of EMS in the United States. The goal is to develop recommendations that will enable it to produce the outcomes necessary to provide critical emergency services consistent with the community's financial capabilities. The team will consist of a Project Manager, two Team Leaders and several senior public safety Subject Matter Experts selected from our team specifically to meet the needs of the community.

The fire/EMS management organizational chart for the project includes the following Key Team Members



PROJECT MANAGERS

LEONARD A. MATARESE, MPA, ICMA-CM, IPMA-CP

Managing Partner

BACKGROUND

Mr. Matarese is a specialist in public sector administration with expertise in public safety issues. He has 44 years' experience as a law enforcement officer, police chief, public safety director, city manager and major city Human Resources Commissioner. He was one of the original advisory board members and trainer for the first NIJ/ICMA Community Oriented Policing Project which has subsequently trained thousands of municipal practitioners on the techniques of the community policing philosophy over the past 18 years. He has managed several hundred studies of emergency services agencies with attention to matching staffing issues with calls for service workload.

Recognized as an innovator by his law enforcement colleagues he served as the Chairman of the SE Quadrant, Florida, Blue Lighting Strike Force, a 71 agency, U.S. Customs Service anti-terrorist and narcotics task force and as president of the Miami-Dade County Police Chief's Association – one of America's largest regional police associations. He represents ICMA on national projects involving the United States Department of Homeland Security, The Department of Justice, Office of Community Policing and the Department of Justice, Office Bureau of Justice Assistance. He has also served as a project reviewer for the National Institute of Justice and is the subject matter expert on several ICMA / USAID police projects in Central America. As a public safety director, he has managed fire / EMS systems including ALS transport. He was an early proponent of public access and police response with AEDs.

Mr. Matarese has presented before most major public administration organizations annual conferences on numerous occasions and was a keynote speaker at the 2011 annual PERF conference. He was a plenary speaker at the 2011 TAMSEC Homeland security conference in Linköping, Sweden and at the 2010 UN Habitat PPUD Conference in Barcelona, Spain.

He has a master's degree in Public Administration and a bachelor's degree in Political Science. He is a member of two national honor societies and has served as an adjunct faculty member for several universities. He holds the ICMA Credentialed Manager designation, as well as Certified Professional designation from the International Public Management Association-Human Resources. He also has extensive experience in labor management issues, particularly in police and fire departments. Mr. Matarese is a life member of the International Association of Chiefs of Police and of ICMA.

PROJECT MANAGER

THOMAS WIECZOREK

Director, Center for Public Safety Management; retired City Manager Ionia, MI; former Executive Director Center for Public Safety Excellence

BACKGROUND

Thomas Wieczorek is an expert in fire and emergency medical services operations. He has served as a police officer, fire chief, director of public safety and city manager and is former Executive Director of the Center for Public Safety Excellence (formerly the Commission on Fire Accreditation International, Inc.).

He has taught numerous programs for the International City-County Management Association, Grand Valley State University, the National Highway Traffic Safety Administration (NHTSA), State of Michigan's Transportation Asset Management Council, for the National Fire Academy, and

Grand Rapids Community College. He often testified for the Michigan Municipal League before the legislature and in several courts as an expert in the field of accident reconstruction and fire department management. He is the past-president of the Michigan Local Government Manager's Association (MLGMA, now MME); served as the vice-chairperson of the Commission on Fire Officer Designation; served as ICMA's representative on the International Accreditation Service (IAS), a wholly owned subsidiary of the International Code Council (ICC); and currently serves on the NFPA 1710 career committee and NFPA 1730 committee.

He worked with the National League of Cities and the Department of Homeland Security to create and deliver a program on emergency management for local officials titled, "Crisis Leadership for Local Government Officials." It has been presented in 43 states and has been assigned a course number by the DHS. He represents ICMA on the Emergency Management Assistance Compact (EMAC) Board and other fire service participation areas. He has been serving with a committee through the U.S. Fire Administration that is looking at recruitment and retention of volunteers in the fire service.

He received the Mark E. Keane "Award for Excellence" in 2000 from the ICMA, the Association's highest award and was honored as City Manager of the Year (1999) and Person of the Year (2003) by the Rural Water Association of Michigan, and distinguished service by the Michigan Municipal League in 2005.

DATA ASSESSMENT TEAM – PROJECT LEADER

DOV CHELST, PH.D.

Director of Quantitative Analysis

BACKGROUND

Dr. Chelst is an expert in analyzing public safety department's workload and deployment. He manages the analysis of all public safety data for the Center. He is involved in all phases of The Center's studies from initial data collection, on-site review, large-scale dataset processing, statistical analysis, and designing data reports. To date, he has managed over 140 data analysis projects for city and county agencies ranging in population size from 8,000 to 800,000.

Dr. Chelst has a Ph.D. Mathematics from Rutgers University and a B.A. Magna Cum Laude in Mathematics and Physics from Yeshiva University. He has taught mathematics, physics and statistics, at the university level for 9 years. He has conducted research in complex analysis, mathematical physics, and wireless communication networks and has presented his academic research at local, national and international conferences, and participated in workshops across the country.

SENIOR PUBLIC SAFETY SUBJECT MATTER EXPERT -- GIS

DAVID MARTIN, PH.D.

Senior Researcher in the Center for Urban Studies, Wayne State University

BACKGROUND

Dr. Martin specializes in public policy analysis and program evaluation. He has worked with several police departments to develop crime mapping and statistical analysis tools. In these projects, he has developed automated crime analysis tools and real-time, dashboard-style performance indicator systems for police executive and command staff. Dr. Martin teaches statistics at Wayne State University. He is also the program evaluator for four Department of Justice Weed and Seed sites. He is an expert in the use of mapping technology to analyze calls for service workload and deployments.

SENIOR PUBLIC SAFETY DATA ANALYST

PRISCILA MONACHESI, M.S., B.A.

BACKGROUND

Priscila Monachesi is a Senior Data Analyst with CPSM and has worked on over 40 data analysis projects for city and county public safety agencies. She has over ten years' experience as a Project Leader/Senior System Analyst in auto manufacturing and financial systems.

She has a M.S in Statistics from Montclair State University, a B.A. in Economics from Montclair State University, and a Technical Degree in Data Processing from Pontifícia Universidade Católica in Brazil.

PUBLIC SAFETY DATA ANALYST

SHAN ZHOU, PH.D.

BACKGROUND

Dr. Shan Zhou specializes in the analysis of police data. Shan brings extensive experience in scientific and clinical data analysis. Prior to CPSM, she worked as an associate scientist at Yale

School of Medicine. Shan has a MS in Business Analytics and Project Management from University of Connecticut and a PhD in Cell biology, Genetics and Development from University of Minnesota.

PUBLIC SAFETY DATA ANALYST

XIANFENG LI, PH.D.

BACKGROUND

Dr. Xianfeng Li is a professional computational scientist and certified SAS programmer with a wealth of knowledge and research experience in Complex System Modeling, Data Analysis, and Statistical Physics. He is highly qualified in various coding programs and has earned numerous data science certifications. He previously worked as a Research Associate and Postdoctoral Fellow. Dr. Li earned his Ph.D. and master's degree in Polymer Science within the Institute of Chemistry from the Chinese Academy of Sciences in Beijing. He earned his bachelor's degree in Chemistry at Jilin University in Changchun.

PUBLIC SAFETY DATA ANALYST

LEAH BALTER, BA

BACKGROUND

Leah Balter has a background in applied mathematics and previously worked as a Supplemental Instruction Leader for Calculus I and II before becoming an Assistant Property Supervisor. Her skill set includes proficiency in various programming languages such as C++, R, and MATLAB. Ms. Balter has strong written and oral communication skills and is an adept multitasker with high attention to detail. She earned her B.S. in Applied Mathematics from the University of California, Los Angeles.

SENIOR PUBLIC SAFETY DATA ANALYST

SARITA VASUDEVAN, M.S., M.S., MBA

BACKGROUND

Sarita Vasudevan specializes in data analysis and database design to analyze public safety agencies. Sarita has worked on over 45 projects for police and fire departments across the United States. Prior to CPSM, Sarita worked as a Vice President with the Corporate Technology group at Morgan Stanley, as a senior implementations consultant with the Global Solutions Delivery group at Ariba Inc. and as a Technical manager in the Consultancy Services group at Oracle Corporation.

Sarita Vasudevan has a M.S in Statistics from Rutgers University, a M.S. in IEOR from the University of California, Berkeley and an MBA from the Indian Institute of Management, Calcutta.

SENIOR PUBLIC SAFETY DATA ANALYST

SARAH WEADON, B.A.

BACKGROUND

Sarah Weadon has over 15 years' experience consulting with local, state, and federal government agencies in the areas of data and geospatial analysis, database and application development, and project management. She has worked with over 40 public safety agencies across the U.S. and Canada, providing data and geospatial analysis of response times, call trends, and station locations. Her skill in understanding the results of the analyses in the broader context of each client's budget, political, and overall reality, supports the development of practical, actionable recommendations. Ms. Weadon holds a bachelor's degree in Classical Languages.

PUBLIC SAFETY DATA ANALYST

RYAN JOHNSON, B.A.

BACKGROUND

Ryan Johnson is a new addition to the CPSM data analyst team, specializing in the analysis of fire data. He has helped complete fire analysis projects for several cities and has handled ad hoc requests for modeling optimum staffing levels for police departments. Ryan brings experience in financial data analysis from the telecom expense industry, where he was the lead analyst for four clients; 3 fortune 500 companies and the Top Architectural Engineering Firm in the country. He also brings experience in spatial analytics from his time with Homeland Security. Ryan has a B.S. in Economics from Georgia State University and he is completing his M.A. in Economics from Rutgers University.

OPERATIONS ASSESSMENT TEAM – FIRE AND EMS UNIT

SENIOR MANAGER OF FIRE AND EMS

CHIEF JOSEPH POZZO, MPA, CFO

Currently the Assistant Director of Human Resources for Volusia County, Florida; Former Deputy Director, Volusia County Department of Public Protection; former Director and Fire Chief, Volusia County, Florida, former Fire Chief, Loudon County, Virginia, former Fire Chief Portsmouth, Virginia.

BACKGROUND

Joe has a thirty-eight (38) year career in public service. Since 2015, Joe has served as the Assistant Director of Human Resources for Volusia County, Florida (3,200 employees), where he manages the employee relations, benefits administration, and occupational health services functions and teams, as well as assist the Human Resources director with the management and negotiation of six collective bargaining agreements/units. Joe is also deeply involved in developing and implementing the County's Diversity and Inclusion initiative.

Joe took a leave of absence in 2014 from the Center for Public Safety Management to assist the City of Port Orange, FL transition the fire department from the city's public safety administrative model. While in Port Orange, Chief Pozzo was responsible for the reformation of the fire department to include the operations and management of this career department that delivers fire, EMS first response, and emergency management services to over 56,000 citizens living within 27 square miles.

Joe has served as the Deputy Director of the Department of Public Protection Volusia County, Florida, where he was responsible for the day-to-day operations of Fire, EMS, Emergency Management, Medical Examiner, Beach Safety, Corrections, and Animal Services. He was formerly Fire Chief of Volusia County Fire Services, where he developed and implemented a service model designed to introduce EMS transport into the agency, incorporate fleet efficiencies, and enhance the wild land/urban interface efforts.

Prior to Chief Pozzo's appointment in 2010 in Volusia County, he served as the Chief of the Loudoun County Department of Fire and Rescue. This agency is a combination fire and rescue system providing fire, rescue, and emergency management services in one of the fastest growing counties in the nation. The fire and rescue system during Chief Pozzo's tenure provided these services to over 275,000 permanent residents living in 520 square miles of diverse suburban and rural area located within the National Capital Region. Fire, Rescue and Emergency Management services were executed through 450+ career staff and over 1400 volunteer members operating out of nineteen stations.

Prior to his appointment with Loudoun County, Chief Pozzo served as Chief of the Portsmouth Fire, Rescue and Emergency Services Department. This agency is one of the oldest professional departments on the eastern seaboard and served over 95,000 residents during Chief Pozzo's tenure. Chief Pozzo also served in the City of Virginia Beach, Va. Fire Department for 19 years reaching the level of Battalion Chief prior to embarking on his career as a Fire Chief/Director.

Joe holds a Master of Public Administration degree from Troy University where he graduated with honors, a B.A. in Public Administration from Saint Leo University and several associate degrees including an AAS in Fire Science and Protective Services and numerous technical certifications. He holds the **Chief Fire Officer Designation** from the Center for Public Safety Excellence and is a

Certified Professional in Human Resources through the Society of Human Resource management (SHRM).

SENIOR MANAGER OF FIRE AND EMS

CHIEF MIKE IACONA, MPA (RET.)

Retired Fire Chief/Director Flagstaff Fire Department, Flagstaff Arizona; former Director and Fire Chief, Orange County, Florida Fire Rescue Department.

BACKGROUND

Chief Iacona has 38 years of fire service experience, with the last 17 years as Fire Chief. He currently serves as fire chief for the City of Flagstaff, Arizona and has held this position since 2002. Prior to this, he was the Director of Orange County Fire Rescue, Florida, which included oversight of the County's emergency management functions. In addition to duties associated with fire chief, he has served in various capacities, rising through the ranks from fire fighter/paramedic to chief fire officer. Mike has led a fire training division, was the Chief of Operations, served as Emergency Manager in EOC Operations, was Chief Negotiator in multiple IAFF Contract deliberations. He has supervised the development of several fire master plans, was a volunteer fire fighter coordinator, led multiple fire code adoption processes, oversaw personnel and payroll functions and implemented fire impact fees. He also has wildland fire experience, supervising a fuel management program, the adoption of a Wildland Interface Code, and the adoption of a Community Wildfire Protection Plan (CWPP).

Chief Iacona holds a master's degree in Public Administration and did his undergraduate work in Urban Planning at Florida Atlantic University, in Boca Raton, FL. He is a graduate of the National Fire Academy's Executive Fire Officer Program and attended The Program for Senior Executives in State and Local Government at the Harvard Kennedy School.

SENIOR ASSOCIATE

GERARD J. HOETMER, MPA

Retired Executive Director of Public Entity Risk Institute, Fairfax, Virginia

BACKGROUND

Gerry Hoetmer is an expert in fire services, emergency management, and risk management. He served as the founding executive director of the Public Entity Risk Institute, a nonprofit organization that provided training, technical assistance, and research on risk management issues for local government and other public and quasi-public organizations. During his tenure as executive director he was a member of the National Academy of Sciences Disaster Roundtable. Prior to his position as executive director at PERI, Mr. Hoetmer worked at ICMA for 19 years, most recently as the director of research and development. He has written extensively on local government emergency management, the fire service, code enforcement, and risk management issues.

Seminal works include the first report to Congress on fire master planning and the first edition of *Emergency Management: Principles and Practices for Local Government*. In addition to providing expert testimony before Congress and local arbitration boards on fire staffing and scheduling issues, Mr. Hoetmer represented ICMA on the NFPA 1500 Standard on Occupational Safety and Health; NFPA 1201, the Standard for Providing Emergency services to the Public; and the NFPA 1710, Standard for the Organization and Deployment of Fire Suppression Operations,

Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments. Mr. Hoetmer has developed and conducted training programs and seminars at FEMA's Emergency Management Institute and the National Fire Academy in Emmitsburg, Maryland.

He holds a bachelor's from the State University of New York, New Paltz and the Master of Public Administration degree from the University of Colorado at Denver.

SENIOR ASSOCIATE

CHIEF JOHN (JACK) BROWN (RET.), BA, MS, EFO

Director, Arlington County Office of Emergency Management, Retired Assistant Chief Fairfax County Fire & Rescue Department

BACKGROUND

Jack Brown's 40-year public safety career includes 29 years with the Fairfax County, Virginia Fire & Rescue Department, where he retired as Assistant Fire Chief of Operations. He served in several operational and staff positions, including the Office of the Fire Marshal where he attained NFPA certification as a Fire Inspector II and Fire Investigator. As an investigator, he conducted post fire and post blast investigations, assisting in the prosecution of offences involving arson and illegal explosives. He served as a Planning Section Chief and Task Force Leader for the Fairfax County Urban Search and Rescue Task Force (VA TF-1). He deployed to Nairobi, Kenya as Plans Chief in response to the 1998 embassy bombing and as Task Force Leader on a deployment to Taiwan in response to an earthquake in 1999.

Upon his retirement from Fairfax County in 2000, he became the Assistant Chief for the Loudoun County Department of Fire, Rescue and Emergency Management, where he led a team of firefighters to the Pentagon on 9/11 and assisted the Arlington County Fire Department as the initial Planning Section Chief for the incident. Jack served as Planning Section Chief on a Northern Virginia multi-jurisdictional emergency management task force that reestablished the New Orleans Emergency Operations Center just after Hurricane Katrina. He retired from Loudoun County in 2006 to pursue a career in emergency management.

Brown retired from the Coast Guard Reserve as a Chief Warrant Officer 4, specializing in port safety and security, with 33 years of combined Army and Coast Guard Reserve service. After 9/11, he served on active duty for 47 months, including 15 months in the Middle East. He received the Bronze Star Medal for actions in Baghdad, Iraq while supporting combat operations during Operation Iraqi Freedom.

Brown holds a bachelor's degree in Fire Science Administration from the University of Maryland and a master's degree in Quality Systems Management from the National Graduate School, Falmouth, Massachusetts. He is a 1997 graduate of the National Fire Academy's Executive Fire Officer Program at the National Emergency Training Center, Emmitsburg, Maryland. He has been an adjunct professor at the Northern Virginia Community College and the University of the District of Columbia in the Fire Science curriculums. He is a graduate of the Executive Leadership Program in the Center for Homeland Defense and Security at the Naval Postgraduate School, Monterey, California.

ASSOCIATE

DEPUTY CHIEF JAMES L. MAUNEY, (RET.)

Former Deputy Fire Chief, Volusia County, Florida; Former Deputy Operations Supervisor, Volusia County Emergency Management; Former Fire Chief, Lake County Fire & Rescue, Former Director of the Emergency Services Institute; Volusia County Fire Services.

BACKGROUND

Jim has a thirty (30) year career in public safety, beginning as a State Trooper with the Florida Highway Patrol. Since his retirement from Volusia County, Jim has embarked on a post-retirement career where he develops and conducts specialized training that includes incident command and management; wild land/urban interface suppression and defensible communities; design, development, implementation, and evaluation of emergency response exercises; firefighter principles and practices; fire company officer leadership, continuity of operations planning, and hazardous materials. Jim is certified in the Homeland Security Exercise Evaluator Program (HSEEP), and conducts training supported by the Department of Justice, State of Florida, National Wildfire Coordinating Group, FEMA, NIMS.

As an Assistant Chief with Volusia County, FL, Jim trained Florida's first wildland fire crew in 1994; the Volusia County Fire Service Firewalkers. These 30 certified firefighters were trained in wildland firefighting tactics, Florida fuels topography, and weather. In 1998 the team was instrumental in saving lives, businesses, and homes in Volusia County during what is still recognized as "*the most complex fire in America's history*". During this incident, Jim served as the Area Commander for the 6 weeks, managing resources for 968 individual wildland fires totaling 147,000 acres.

Jim is a subject matter expert in the concepts for determining the risks associated with the wild land/urban interface and Firewise Community development. Jim also has extensive experience in the principles and practices of Emergency Management. During Jim's career in Emergency Management, he coordinated operations with sixteen (16) municipalities to incidents within the County during fifty (50) plus federally declared disasters. Jim maintains his Florida Department of Law Enforcement certifications and serves as a law enforcement Reserve Sergeant in Lake Helen, Florida.

Jim has completed coursework at the National Emergency Training Center in Emmitsburg, MD, and holds numerous technical and instructor certifications in fire, emergency medical services, law enforcement, emergency management, incident command, Homeland Security, and firearms.

ASSOCIATE

CHIEF MARK I. PILAND, MPH, EFO

Fire Chief, City of Frisco, Texas

BACKGROUND

Mark I. Piland is the Fire Chief for the City of Frisco, Texas, one of the fastest growing cities in the United States. Previously, Piland served as the Fire Chief for Volusia County Fire Services in Volusia County, Florida and as Shift Commander in Operations for the Virginia Beach Fire Department in Virginia Beach, VA. He also served on Virginia Task Force 2, a FEMA Urban Search and Rescue Team as Task Force Leader, East Coast Task Force Leader Representative, and Incident Support Team Leader with deployments to the Pentagon, Katrina, and Haiti.

Piland also served as a Principal Member on NFPA Technical Committee 1981 *Standard on Open Circuit Self Contained Breathing Apparatus* for seven years. Piland was recently selected to represent the International Association of Fire Chiefs (IAFC) at the NFPA Forum, a think tank of fire service leaders brought together to discuss and make recommendations for the protection of the fire service as well as the life and safety protection needs of society.

Piland possess a Master of Public Health from Eastern Virginia Medical School, and a Bachelors of Psychology from Old Dominion University and is a graduate of the National Fire Academy's Executive Fire Officer Program, The Executive Leaders Program at the Post Naval Graduate School, Center for Homeland Defense, and Senior Executives in State and Local Government from The Kennedy School at Harvard.

ASSOCIATE

CHIEF PETER J. FINLEY, JR. (RET.), BA, EFO

Retired Chief of Department City of Vineland Fire Department and Winslow Township Fire Department. Past President NJ Career Fire Chiefs Association.

BACKGROUND

Pete Finley's 36-year career in the fire and emergency services includes 28 in a career capacity with several different fire departments. He has served as Chief of Department for two New Jersey Fire Departments, most recently the Winslow Township Fire Department where, significant among other accomplishments, he was responsible for the planning, establishment and initial deployment of the career component of the department as it transitioned from fully volunteer to combination status. Prior to that he served for more than 20 years with the City of Vineland Fire Department holding every operational rank (Firefighter, Fire Prevention Specialist, Captain, Deputy Chief, Fire Chief) including 4 ½ years as Chief of Department. In this position he initiated significant changes within the department including implementing numerous improved operational and safety initiatives, updating and modernizing equipment, providing the department's first ever formal officer training and development program, and, significantly increasing the capabilities of the regional hazardous materials and special operations response team. During his tenure, the department received more than one million dollars in various grants. He formerly commanded the Vineland Rescue Squad gaining significant EMS operations and command experience, and completing a complete overhaul of that organization's operations.

Chief Finley currently serves as an Adjunct Professor in the Fire Science Program at Camden County College. In addition, since his retirement, he has been involved in conducting numerous fire department operational readiness and organizational evaluations including several under the auspices of the United State Coast Guard related to domestic port security assessments. He has also been involved in the development and administration of several fire service promotional examinations and assessment processes.

Chief Finley received his Associate in Applied Science degree from Atlantic Community College in New Jersey and earned his Bachelor of Science degree in Fire Science/ Administration from the University of Maryland. He is a 2003 graduate of the National Fire Academy's Executive Fire Officer Program earning an Outstanding Research Award for his 2002 paper titled, "Residential Fire Alarm Systems: The Verification and Response Dilemma". He has earned more than two dozen state and national fire service certifications, most of them the highest level attainable. Chief Finley has been a member of several fire service organizations and served on numerous committees throughout his career. In 2008 and 2009 he served as President of the New Jersey Career Fire Chiefs Association, a professional association that represents and advocates for the interests of the state's full-time professional fire chiefs and the fire service in general. From 2003-

2005 he was a member of the Training and Education Committee of the Governor's Fire Service and Safety Task Force.

EMS TEAM

EMS TEAM LEADER

MATT ZAVADSKY, MS-HSA, NREMT

Chief Strategic Integration Officer, MedStar Mobile Health Care, Operations Manager Rural Metro Ambulance Service-Orlando Fla.

BACKGROUND

Matt has 39 years' experience in EMS and holds a master's degree in Health Service Administration with a Graduate Certificate in Health Care Data Management. He is a frequent speaker at national conferences and has done consulting in numerous EMS issues, specializing in mobile integrated healthcare, high performance EMS system operations, public/media relations, public policy, EMS economic models and EMS research.

Matt is the Chief Strategic Integration Officer at [MedStar Mobile Healthcare](#), the Public Utility Model EMS agency that provides exclusive emergency and non-emergency EMS and Mobile Integrated Healthcare services for Fort Worth and 14 other cities in North Texas. MedStar provides advanced life support ambulance service to 436 square miles and more than 1 million residents and responds to over 150,000 calls a year with a fleet of 60 ambulances.

Coming to MedStar in 2008 as the Operations Director, Matt has helped guide the continued development and implementation of numerous innovative programs with healthcare partners that have transformed MedStar fully as a Mobile Integrated Healthcare (MIH) provider, including high utilizer, CHF readmission reduction, observational admission reduction, hospice revocation avoidance, 9-1-1 nurse triage programs and partnerships with home health agencies. He is also the co-author of the book "[Mobile Integrated Healthcare – Approach to Implementation](#)" published by Jones and Bartlett Publishing.

Matt is the President of the National Association of EMTs and chairs their EMS Transformation Committee. He is also Adjunct Faculty for the University Of North Texas Health Science Center, Department of Health Management and Policy, as well as an appointed committee member to the Joint Commission's Home Care Professional and Technical Advisory Committee (PTAC) and the Lewin Group's Hospital Outpatient Quality Reporting (HOQR) Program Stroke and AMI Expert Work Group, developing metrics for use in value-based purchasing measures for emergency departments.

PROJECT SCHEDULE

Milestone 1 – Full execution of the agreement

Agreement will identify Project Launch date.

Milestone 2 – Project Launch

We will conduct an interactive telephone conference with local government contacts. Our project leads will launch the project by clarifying and confirming expectations, detailing study parameters, identifying agency point of contacts and commencing information gathering.

Milestone 3a – Information Gathering and Data Extraction – 30 Days

Immediately following project launch, the operations leads will deliver an information request to the departments. This is an extensive request which provides us with a detailed understanding of the department's operations. Our experience is that it typically takes an agency several weeks to accumulate and digitize the information. We will provide instructions concerning uploading materials to our website. When necessary, the lead will hold a telephone conference to discuss items contained in the request. The team lead will review this material prior to an on-site visit.

Milestone 3b – Data Extraction and Analysis – 14 Days

Also, immediately following the project launch the Data Lead will submit a preliminary data request, which will evaluate the quality of the Computer Aided Dispatch (CAD) system data. This will be followed by a comprehensive request for data from the CAD system to conduct the response and workload analysis. This request requires a concerted effort and focused response from your department to ensure the timely production of required for analysis. Delays in this process will likely extend the entire project and impact the delivery of final report. The data team will extract one year's worth of Calls for Service (CFS) from the CAD system. Once the Data Team is confident the data are accurate, they will certify that they have all the data necessary to complete the analysis.

Milestone 3c – Data Certification – 14 days

Milestone 4a – Data Analysis and Delivery of Draft Data Report – 30 days

Within thirty days of data certification, the analysis will be completed and draft, unedited data reports will be delivered to the departments for review and comment. After the data draft reports are delivered, an on-site visit by the operations team will be scheduled.

Milestone 4b – Departmental Review of Draft Data Report – 14 days

The departments will have 10 days to review and comment on the draft unedited data analysis. During this time, our Data team will be available to discuss the draft reports. The Department must specify all concerns with the draft reports at one time.

Milestone 4c – Final Data Report – 10 days

After receipt of the department's comments, the data report will be finalized within 10 days.

Milestone 5 – Conduct On-Site Visit – 30 days

Subject matter experts will perform a site visit within 30 days of the delivery of the draft data report.

Milestone 6 – Draft Operations Report – 30 days

Within 30 days of the last on-site visit, the operations team will provide a draft operations report to the departments' point of contact. Again, the departments will have 10 days to review and comment.

Milestone 7 – Final Report 15 days

Once the departments' comments and concerns are received by CPSM the combined final reports will be delivered to the City within 15 days.

TOTAL ELAPSED TIME: 105 – 135 days

THE CPSM APPROACH – FIRE/EMS

Data Begins at Dispatch

CPSM begins all its projects with a forensic analysis on the performance of the organization as recorded in the Computer Aided Dispatch System. The CPSM analysis provides the department with a comprehensive report that combines the CAD data with the National Fire Incident Reporting System (NFIRS) records.

The resulting data study CPSM completes will gather and analyze data on the efficiency and effectiveness of the current deployment on the fire runs. Resource utilization will be quantified for concentration, location, and unit utilization.

The study will also analyze fire call data to provide a comprehensive review of how fire services are delivered to the community including a detailed analysis of workloads and response times. The analysis of the workloads should begin with an in-depth study of the types of calls handled and their severity. The goal of this data gathering would be to explicate the fundamental nature of the fire challenge faced by the Fire Department.

The study will pay special attention to fires reported in residences or buildings. Some examples of questions to be answered as a part of the study include: What was the average response time of the first arriving fire suppression unit capable of deploying extinguishing agent? How long did the engine companies work at the scene?

For each call type, we will determine the time spent on-scene and the manpower personnel who worked the scene. This data will be aggregated to determine an overall average total time spent on fire calls per 24-hour period and by shift for each engine company. It will document any dramatic variations by time of day and day of week as well as seasonal variations. It will also require the review the department's non-emergency productive hours that fire personnel carry out between emergency calls. The study will also analyze data to determine the proportion of calls and the associated workload that arise within the community's borders compared to mutual aid calls.

Response time is an important statistic in emergency service systems. We will determine:

- Average response time of first arriving fire suppression unit capable of deploying extinguishing agent.
- Distribution of response times for different call categories
- Response time for the second arriving engine company, where possible

We will also identify and review calls that experienced unusually long response times or times that exceed adopted Standard of Response Coverage.

Operations Review

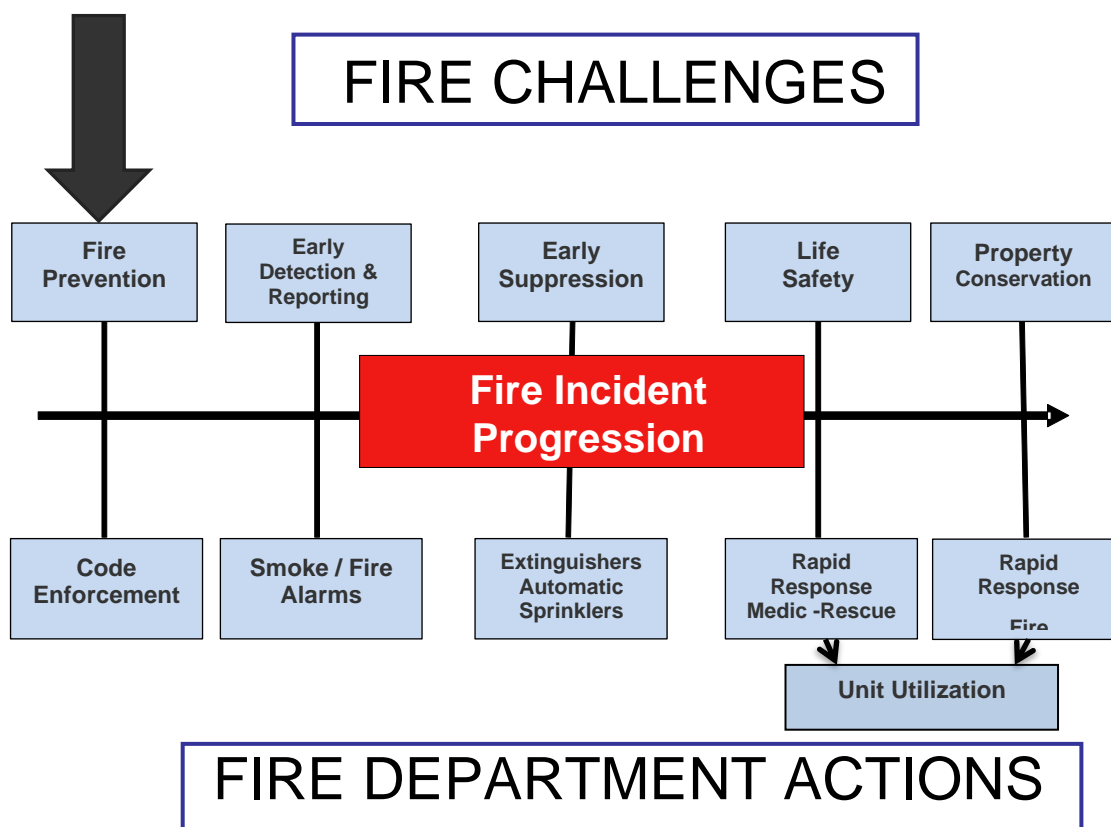
Using information analyzed by the data team, an operational assessment by CPSM technical experts will be conducted to evaluate the deployment of emergency resources.

The CPSM team will evaluate equipment, maintenance, records, policies, procedures, mapping, implemented technology and innovations, facilities, training, and staff to create recommendations for future service delivery.

The team may meet with elected and appointed officials as well as identified community leaders to determine the outcome they are seeking from deployment of resources.

Observations and recommendations will be developed around key performance and analysis areas in the completion of the report and include:

- Comprehensive Data Analysis
 - Incident Type Workload
 - Response Time
 - Unit Workload
 - Analysis of Busiest Hour
- Governance and Administration
 - Organizational Structure
 - Organizational Leadership
 - Staffing and Deployment
 - External Relationships
- Organizational Behavior/Management/Processes (review existing studies and determine applicability to selected options)
 - Time Allocation of Staff
 - Organizational Communication
 - Strategic Planning
 - Performance Measurement
- Financial Resources (Operating and Capital Resources)
- Programs (To include fire suppression, EMS, fire prevention, public education, fire investigation, technical rescue, hazardous materials, emergency management, and other service delivery programs)
- Risk Management/All hazards approach to community protection
- ISO/Accreditation Benefit Analysis
- Management and deployment of volunteers and career employees
- Station location analysis



Using GIS technology, we will review the current locations of deployed equipment and stations with recommendations developed for the future. Key to making these determinations will be response time for dispatched units and call density.

The CPSM data team has created a methodology for determining resource utilization that quantifies the maximum and minimum deployment of personnel and equipment. It is unlike any other approach currently used by consultants and is indicative of the desire by CPSM to deliver the right resources at the right time.

Fire Suppression Services

Fire departments staff their stations and train their personnel to respond to a wide array of fire and vehicular accident emergencies. In addition, many departments use the long intervals between calls for service for a variety of fire prevention, training, and station activities.

Research in the United Kingdom as well as by FEMA has shown that the most cost-effective approach to fire deployment is the elimination of calls. If a call is received, eliminating hazards decreases the risk faced by first responders and may result in a more positive outcome. These preventive strategies should include building effective code enforcement and fire prevention activities as well as strong public education programs promoting smoke detectors fire extinguisher use and placement in homes and businesses.

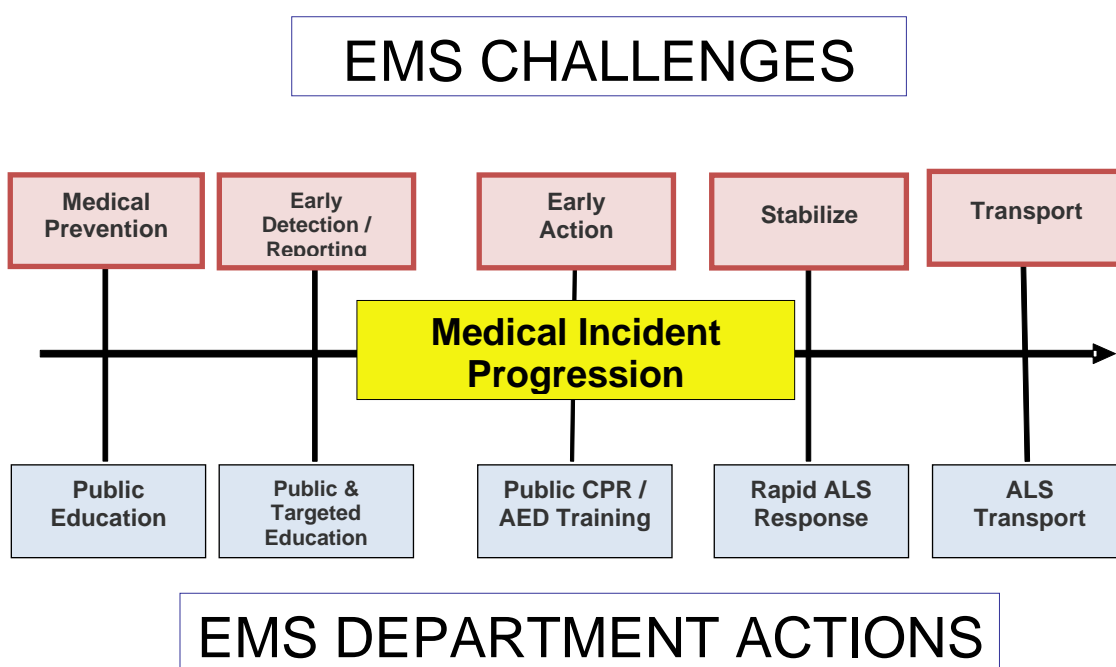
The effort may also include early fire suppression using automatic sprinkler systems and other fire protection systems. These prevention and response challenges are illustrated below. CPSM will review operations, particularly prevention efforts which represent a paradigm shift for most departments.

EMS

Emergency Medical Services

The role of EMS and its deployment methodology is changing – rapidly – in this COVID-19 pandemic. CPSM is monitoring several departments across the country and they are reporting more “at home” deaths from strokes and heart attacks, possibly the result of delaying transport to hospitals for care in the early onset of events. Heart attacks and strokes are also up for transport to emergency rooms across the country as people avoid hospitals and emergency treatment. Departments are also challenged with operating in a continual “hazmat-like” situation with emphasis on decontamination of equipment, facilities, and staff.

Fire Departments provide emergency medical services in addition to fire suppression duties. In this project, we will analyze EMS call data to provide a comprehensive review of emergency



medical services including a detailed analysis of workloads and response times. The analysis of the workloads will begin with an in-depth study of the types of calls handled and their severity. The goal is to explicate the fundamental nature of the emergency medical challenge faced by the community’s Fire Department. We will pay special attention to the most critical emergencies such as heart attack and serious vehicular accidents. We will also look at the level of EMS care being provided and evaluate the options and impacts of providing EMS care at the EMT, Intermediate or Paramedic levels.

For each call type, we will determine the time spent on-scene and the manpower personnel who worked the scene. These data will be aggregated to determine an overall average total time spent on fire calls per 24-hour period for each ambulance company and the unit hour utilization (UHU). We will also determine how much EMS calls contribute to the workload of fire engine companies since they also respond to most calls. We will document any dramatic variations by time of day and day of week as well as seasonal variations.

Response time is an important statistic in emergency service systems. We will determine not only average response time but also the distribution of response times for different call categories. We will also identify and review calls that experienced unusually long response times.

FIRE ANALYSIS OF RESOURCE EXHAUSTION

Fire departments often speak of the “worst case scenario” or “resource exhaustion” when developing staffing and deployment plans. A comprehensive all-hazard Standard of Response Coverage plan requires resource exhaustion to be addressed. An agency can never staff for the worst-case scenario, because whatever situation can be envisioned, there can always be a more serious event that can be planned.

What is needed to make staffing and apparatus decisions is a clear understanding of what levels of demand can reasonably be expected over specific periods of time in a specific jurisdiction. For example, what are the busiest calls for service times over a one-year period and what levels of staffing and apparatus were needed to handle this workload?

To answer this question requires a detailed analysis of calls for service, broken down minute by minute, identifying which units were busy and how many units remained available to respond to a new call for service. More sophisticated analysis can take into consideration available mutual aid resources.

There is significant variability in the number of calls from hour to hour and the frequency of simultaneous or overlapping calls. One special concern relates to the fire resources available for the highest workload hours. We tabulate the data for each of 8760 hours in the year. We identify how often the fire department will respond to more than a specified number of calls in an hour. In studying call totals, it is important to remember that an EMS run typically lasts, on average, a different amount of time than a fire category call and this will vary depending upon whether EMS transport is provided.

Example of “Resource Exhaustion”

What follows is an example of a CPSM study of a fire department with 17 units staffed all the time. For most of these high-volume hours, the total workload of all units combined is equivalent to 3 or fewer units busy the entire hour. For the ten highest volume hours, 0.1% of the hours, the total workload exceeded 3 hours. These high-volume hours occurred between 10 a.m. and 9 p.m.

The hour with the most work was between 1000 and 1100 on September 12, 2009. The 21 calls involved 34 runs (a “call” is an incident and a “run” is a unit response). The combined workload was 417 minutes. This is equivalent to 7 firefighting units being busy the entire hour. However, in the City there are 17 units staffed all the time. During the worst portion of the hour, there were always at least 5 units still available to respond immediately. Only 5 of the 17 units were busy more than 30 minutes during this hour.

The hour with the most calls was between 1400 and 1500 on October 13, 2009. The 23 calls involved 28 runs. The combined workload was 379 minutes. This is equivalent to between 6 and 7 firefighting units being busy the entire hour. However, in the city there are 17 units staffed all the time. During the worst portion of the hour, there were always at least 7 units still available to respond immediately. Only 3 of the 17 units were busy more than 30 minutes during this hour.

Table 1. Frequency Distribution of the Number of Calls

Number of Calls in an Hour	Frequency
0-5	6397
6-10	2263
11-15	98
16 or more	2

Observations:

- A total of 6,397 hours (73%) in a year have received 0-5 calls.
- A total of 2,263 hours (25.8%) in a year have received 6-10 calls.
- A total of 100 hours (1.2%) in a year have received 11 or more calls.

Table 2. Top Ten Hours with the Most Calls Received

HOURS	Number of Calls	Number of Runs	Total Busy Minutes
13-Oct-2009 1400	23	28	379
12-Sep-2009 1000	21	34	417
20-Jun-2009 2000	15	16	252
02-Feb-2009 1900	15	16	213
10-Jul-2009 1000	14	15	226
15-Feb-2009 1900	14	20	317
29-Jul-2009 1700	14	18	274
23-Feb-2009 1100	14	15	180
17-Mar-2009 1500	14	17	193
01-Mar-2009 1800	13	14	185

Table 3. Deployed Minutes by Unit for the Hour between 10 a.m. and 11 a.m. on 12-Sep-2009

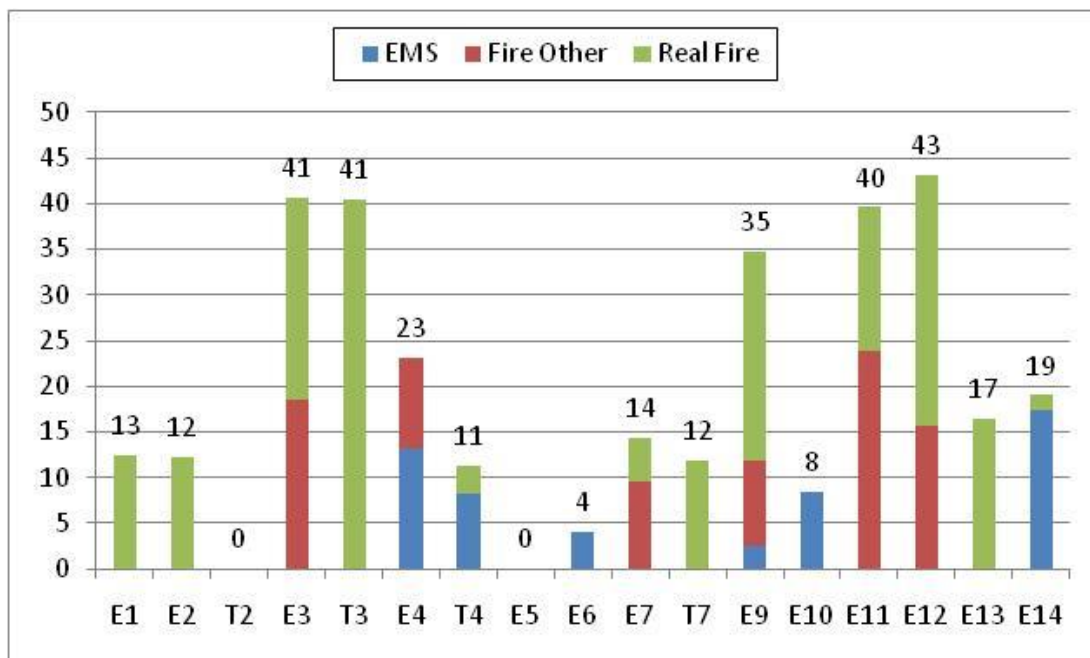
Station	1		2		3		4		5	6	7		9	10	11	12	13	14	Number of Units	
Unit	E1	E2	T2	E3	T3	E4	T4	E5	E6	E7	T7	E9	E10	E11	E12	E13	E14	Busy	Free	
0-5																		3.3	1	16
5-10		1.9		0.7														5	3	14
10-15	3.1	5		5								3.7		0.6	4.8			5	7	10
15-20	5	4.3		5	0.5							5		5	4.4			4	8	9
20-25	4.4	1.1		4.4	5							3.8		5	5				7	10
25-30				5	5							5		5	5			5	5	12
30-35				4.6	5							5		5	2.7			5	5	12
35-40				5	5	3.1						5		5	1.3			6	11	
40-45				5	5	5				1.2		0.7	0.7	4.9	5	1.6		9	8	
45-50				5	5	5	1.8			5	1.8		1.9	1.6	5	4.9	1.7	11	6	
50-55				0.9	5	5	4.5		3.3	5	5	2.5	0.8	2.5	5	5		12	5	
55-60					5	5	5		0.8	3.1	5	4.1	5	5	5	5		11	6	
Total	12.5	12.3	0.0	40.6	40.5	23.1	11.3	0.0	4.1	14.3	11.8	34.8	8.4	39.6	43.2	16.5	19.0			

Note: The numbers in the cells are the busy minutes within the 5-minute block. The cell values greater than 2.5 are coded as red.

Observations:

- Between 10 a.m. and 11 a.m. on September 12, 2009, the fire department responded to 21 calls and dispatched 34 units to these calls.
- In the city, there are 17 units staffed all the time. During the worst portion of this hour, there were always at least 5 units still available to respond immediately. Only 5 of the 17 units were busy more than 30 minutes during this hour.

Figure 1. Workload by Unit and Call Type for the Hour between 10 a.m. and 11 a.m. on 12-Sep-2009



Observations:

- Engine companies E3, E11 and E12 were busy more than 40 minutes during this hour.
- Truck T3 was busy more than 40 minutes during this hour.
- Eleven units were busy less than 20 minutes. Two units responded to no calls.

Table 4: Overlapped Call Analysis

Scenario	Frequency	Percent
No Overlapped Call	1,536	48.5
Overlapped with another call	1,113	35.2
Overlapped with two calls	388	12.3
Overlapped with three calls	102	3.2
Overlapped with four or more calls	26	0.8

Observations:

- 48.5 percent of emergency incidents had no overlapped call.
- 35.2 percent of emergency incidents overlapped with another call.
- 12.3 percent of emergency incidents overlapped with two calls.
- 4.0 percent of emergency incidents overlapped with three or more calls.

PROPOSED FEES

The quotation of fees and compensation shall remain firm for a period of 90 days from this proposal submission.

CPSM will conduct the analysis of the fire and EMS department for \$49,835 which includes travel. This price reflects a 10% discount for being a member of ICMA. The project would be billed in three installments: 40% upon contract signing ; 40% with delivery of the draft fire data analysis; and the remaining 20% with delivery of the draft final report. Following delivery of the draft reports, the City will have 30 days to provide comments as to accuracy, and a final report will be delivered within 30 days of the comment period.

Because of potential for COVID outbreaks or high transmission rates, travel will be minimized to reduce the risk to the community as well as CPSM subject matter experts.

Deliverables

Draft reports will be provided for department review in electronic format.

To be ecologically friendly, CPSM will deliver the final reports in computer readable material either by email, CD or both. The final reports will incorporate the operational findings? as well as data analysis. Should the municipality desire additional copies of the report, CPSM will produce and deliver whatever number of copies is requested, which will be invoiced at cost.

Should the local government desire additional support or in-person presentation of findings, CPSM will assign staff for such meetings at a cost of \$2,500 per day/per person plus travel expenses.

CONCLUSION

Part of ICMA's mission is to assist local governments in achieving excellence through information and assistance. Following this mission, Center for Public Safety Management, LLC acts as a trusted advisor, assisting local governments in an objective manner. CPSM's experience in dealing with public safety issues combined with its background in performance measurement, achievement of efficiencies, and genuine community engagement, makes CPSM a unique and beneficial partner in dealing with issues such as those being presented in this proposal. We look forward to working with you further.

PAST & CURRENT ENGAGEMENTS

LOCALITY	ST	PROJECT DESCRIPTION
Edmonton	AB	Comprehensive Analysis of Fire Services.
Leduc	AB	Fire Consolidation Plan
Leduc	AB	Comprehensive Analysis of Fire Services.
Kenai	AK	Comprehensive Analysis of Fire Services
Anniston	AL	Comprehensive Analysis of Police Services
Auburn	AL	Comprehensive Analysis of Fire Services
Auburn	AL	Comprehensive Analysis of Police Services
Dothan	AL	Comprehensive Analysis of Police Services
Casa Grande	AZ	Comprehensive Analysis of Police Services
Florence	AZ	Comprehensive Analysis of Police Services
Lake Havasu City	AZ	Comprehensive Analysis of Police Services
Lake Havasu City	AZ	Comprehensive Analysis of Fire Services
Florence	AZ	Comprehensive Analysis of Police Services
Pinal County	AZ	Comprehensive Analysis of Sheriff's Office
Prescott	AZ	Comprehensive Analysis of Fire Services
Prescott	AZ	Comprehensive Analysis of Police Services
Queen Creek	AZ	Police Strategic Plan
Queen Creek	AZ	Comprehensive Analysis of Fire services
Scottsdale	AZ	Comprehensive Analysis of Police Services
Tucson	AZ	Comprehensive Analysis of Police Services
Youngtown	AZ	Comprehensive Analysis of Police Services
Alameda	CA	Comprehensive Analysis of Fire Services
Alameda	CA	Comprehensive Analysis of Police Services
Burbank	CA	Analysis of Investigations Workload / Staffing
Carlsbad	CA	Comprehensive Analysis of Police Services
El Centro	CA	Comprehensive Analysis of Police Services
Fairfield	CA	Comprehensive Analysis of Police Services
Greenfield	CA	Comprehensive Analysis of Police Services
Hermosa Beach	CA	Comprehensive Analysis of Fire services
Hermosa Beach	CA	Comprehensive Analysis of Police Services
Laguna Woods	CA	Review of Sheriff's Office Service
Milpitas	CA	Comprehensive Analysis of Police Services
Morgan Hill	CA	Comprehensive Analysis of Police Services
Morgan Hill	CA	Comprehensive Analysis of Fire Services
Palm Desert	CA	Comprehensive Analysis of Fire Services
Palo Alto	CA	Comprehensive Analysis of Fire Services

Placentia	CA	Comprehensive Analysis of Police Services
Rohnert Park	CA	Comprehensive Analysis of Police Services
San Diego County	CA	EMS Study
San Jose	CA	Fire Study Review
San Jose	CA	Police Study Review
San Mateo	CA	Dispatch Operations Review
Santa Ana	CA	Comprehensive Analysis of Police Services
Santa Clara	CA	Comprehensive Analysis of Police Services
Santa Cruz	CA	Comprehensive Analysis of Police Services
Santa Monica	CA	Police Chief Selection
Santa Rosa	CA	Performance Measurement Analysis
Stockton	CA	Comprehensive Analysis of Police Services
Stockton	CA	Comprehensive Analysis of Fire Services
Union City	CA	Comprehensive Analysis of Fire Services
Whittier	CA	Comprehensive Analysis of Police Services
Woodlands	CA	Police Chief Selection
Yuba City	CA	Comprehensive Analysis of Fire Services
Yuba City	CA	Comprehensive Analysis of Police Services
Federal Heights	CO	Comprehensive analysis of Police Services
Federal Heights	CO	Comprehensive analysis of Fire Services
Littleton	CO	Comprehensive Analysis of Fire Services
Steamboat Springs	CO	Comprehensive Analysis of Fire Services
Cheshire	CT	Police Management Review
Southington	CT	Comprehensive Analysis of Fire Services
Dover	DE	Comprehensive Analysis of Police Department
Dover	DE	Comprehensive Analysis of Fire Services
Alachua	FL	Expert Witness Law Enforcement Issues
Tamarac	FL	Analysis of Sheriff's Contract Services
Inverness	FL	Comprehensive Analysis of Fire Services
Delray Beach	FL	Comprehensive Analysis of Police Services
Delray Beach	FL	Comprehensive Analysis of Fire Services
Dunedin	FL	Police Consolidation Review
Hollywood	FL	Police Internal Affairs Review
Indian River Shores	FL	Public Safety Staffing Analysis
Indian River Shores	FL	Public Safety Study
Jacksonville Bch	FL	Police Chief Selection
Jupiter	FL	Police and Fire
Hobe Sound	FL	Public Safety Consolidation
Kenneth City	FL	Comprehensive Analysis of Police Services
Miami Beach	FL	Comprehensive analysis of Fire Services
Naples	FL	Presentation
North Port	FL	Comprehensive Analysis of Police Services

Orlando	FL	Expert Witness Law Enforcement Issues
Land O' Lakes	FL	Comprehensive analysis of Fire Services
New Port Richey	FL	Sheriff Budget Analysis
Pompano Beach	FL	Comprehensive Analysis of Police Services
Venice	FL	Comprehensive Analysis of Fire Services
Kingsland	GA	Comprehensive Analysis of Fire Services
Kingsland	GA	Fire Consolidation St Marys
Woodbine	GA	Police Consolidation Study
Garden City	GA	Preliminary Analysis Public Safety Merger
Johns Creek	GA	Analysis of Fire Services
Kingsland	GA	Fire Consolidation Study
Sandy Springs	GA	Comprehensive Analysis of Police Department
St. Marys	GA	Fire Consolidation Study
Boone	IA	Public Safety Consolidation
Boone	IA	Performance Measurement of Municipal
Hayden	ID	Comprehensive Analysis of Police Services
Jerome	ID	Analysis of Police Services
Algonquin	IL	Performance Measurement Analysis
Glenview	IL	Comprehensive Analysis of Police & Fire Services
Glenview	IL	Comprehensive Analysis of Police Services
Glenview	IL	Dispatch Operations Review
Highland	IL	Comprehensive Analysis of Fire Services
Highland Park	IL	Comprehensive Analysis of Fire Consolidation
Highwood	IL	Comprehensive Analysis of Fire Consolidation
Lake Bluff	IL	Analysis of Fire Consolidation
Lake Bluff	IL	Fire Data Review
Lake Forest	IL	Analysis of Fire Consolidation
Lake Zurich	IL	Comprehensive Analysis of fire services
Naperville	IL	Workload, Staffing & Schedule Design
Roseville	IL	Comprehensive Analysis of Police Services
Skokie	IL	Police Study
Western Springs	IL	Comprehensive Analysis of Police Services
Indianapolis	IN	Police Workload & Deployment Services
Plainfield	IN	Comprehensive Analysis of Police Services
Topeka	KS	Preliminary review of Fire Department
Northborough	MA	Comprehensive Analysis of Police Services
Northborough	MA	Comprehensive Analysis of Fire Services
Cambridge	MD	Performance Measurement Study
Annapolis	MD	Comprehensive Analysis of Police Services
Ocean City	MD	Dispatch Operations Review
Ann Arbor	MI	Comprehensive Analysis of Fire Services
Auburn Hills	MI	Comprehensive Analysis of Fire Services

Auburn Hills	MI	Comprehensive Analysis of Police Services
Benton Harbor	MI	Public Safety Consolidation
Chesterfield	MI	Comprehensive Analysis of Police Services
Lansing	MI	Comprehensive Analysis of Police Services
Lansing	MI	Comprehensive Analysis of Fire Services
Detroit	MI	Police Department Review
Douglas	MI	Comprehensive Analysis of Police Services
Flint	MI	Comprehensive Analysis of Fire Services
Flint	MI	Comprehensive Analysis of Police Services
Grand Rapids	MI	Comprehensive Analysis of Police Services
Grand Rapids	MI	Comprehensive Analysis of Fire Services
Kingsley	MI	Comprehensive Analysis of Fire Services
Interlochen	MI	Comprehensive Analysis of Fire Services
Grosse Pointe	MI	Public Safety Consolidation
Grosse Pointe	MI	Public Safety Consolidation
Hamtramck	MI	Police Study
Grand Rapids	MI	Comprehensive Analysis of Police & Fire Services
Grand Rapids	MI	Analysis of Police Services Consolidation
Kentwood	MI	Analysis of Fire Services Consolidation
Flint	MI	Comprehensive Analysis of Police Services
Flint	MI	Comprehensive analysis of Fire Services
Novi	MI	Comprehensive Analysis of Police Services
Novi	MI	Comprehensive analysis of Fire Services
Kalamazoo	MI	Police Workload / Contract for Services Analysis
Petoskey	MI	Public Safety Consolidation
Plymouth	MI	Fire Services Consolidation
Plymouth	MI	Fire Service Analysis
Royal Oak	MI	Comprehensive Analysis of Police Services
Royal Oak	MI	Comprehensive Analysis of Fire Services
Saginaw	MI	Comprehensive Analysis of Police Services
Saginaw	MI	Comprehensive Analysis of Fire Services
Vicksburg	MI	Financial Analysis of Fire Authority
Saint Joseph	MI	Public Safety Consolidation
Sturgis	MI	Public Safety Analysis
Troy	MI	Comprehensive Analysis of Police Services
Troy	MI	Review of Fire Administration and Inspections
Wyoming	MI	Comprehensive Analysis of Police Services 2012
Wyoming	MI	Comprehensive Analysis of Fire Services 2012
Wyoming	MI	Comprehensive Analysis of Police Services 2009
Wyoming	MI	Comprehensive Analysis of Fire Services 2009
Mankato	MN	Public Safety Study
Moorhead	MN	Comprehensive Analysis of Fire Services

Saint Cloud	MN	Police Strategic Planning Review
Saint Cloud	MN	Comprehensive Analysis of Police Services
Brentwood	MO	Comprehensive Analysis of Police Services
Saint Louis	MO	Comprehensive Analysis of Fire Services
Saint Louis	MO	Comprehensive Analysis of Police Services
Saint Louis	MO	Standard of Response / risk assessment
Bozeman	MT	Fire Protection Master Plan
Bald Head Island	NC	Public Safety Staffing Review
Bald Head Island	NC	Public Safety Consolidation
Chapel Hill	NC	Comprehensive Analysis of police services
Cornelius	NC	Fire Consolidation Study
Davidson	NC	Fire Consolidation Study
Greenville	NC	Comprehensive Analysis of Fire Services
Oxford	NC	Comprehensive Analysis of Fire Services
Oxford	NC	Comprehensive Analysis of Police Services
Rocky Mount	NC	AED Grant assistance
Rocky Mount	NC	Comprehensive Analysis of Police Services
Grand Island	NE	Comprehensive Analysis of Police Services
Grand Island	NE	Comprehensive Analysis of Fire Services
South Sioux City	NE	Fire Services Strategic Plan
East Brunswick	NJ	EMS Study
Oradell	NJ	Comprehensive Analysis of Police Services
Paterson	NJ	Comprehensive Analysis of Police Services
South Orange	NJ	Comprehensive Analysis of Police Services
Westwood	NJ	Comprehensive Analysis of Police Services
Bernalillo	NM	Comprehensive Analysis of Fire Services
Las Cruces	NM	Comprehensive Analysis of Fire Services
Las Cruces	NM	Comprehensive Analysis of Police Services
Ruidoso	NM	Comprehensive Analysis of Police Services
Boulder City	NV	Police Organizational Study
Henderson	NV	Comprehensive Analysis of Police Services
Las Vegas	NV	Comprehensive Analysis of Fire Services
North Las Vegas	NV	Fire Workload Analysis
Bria Cliff Manor	NY	Analysis of police consolidation
Garden City	NY	Comprehensive Analysis of Fire Services
Long Beach	NY	Comprehensive Analysis of Fire and EMS services
Armonk	NY	Comprehensive Analysis of Police Services
Oneonta	NY	Comprehensive Analysis of Fire and EMS services
Oneonta	NY	Fire Apparatus Review
Orchard Park	NY	Comprehensive Analysis of Police Services
Ossining	NY	Analysis of police consolidation
Ossining	NY	Analysis of police consolidation

Rye	NY	Police Chief Selection
Watertown	NY	Comprehensive Analysis of Fire Services
Cincinnati	OH	Police Dispatch Review
Dayton	OH	Police Internal Affairs Review
Huron	OH	Comprehensive Analysis of Police Services
Huron	OH	Comprehensive Analysis of Fire Services
Independence	OH	Comprehensive Analysis of Police Services
Independence	OH	Comprehensive Analysis of Fire Services
Sandusky	OH	Fire Study
Sandusky	OH	Police Study
Broken Arrow	OK	Comprehensive Analysis of Police Services
Broken Arrow	OK	Comprehensive Analysis of Fire Services
Edmond	OK	Comprehensive Analysis of Police Services
Jenks	OK	Comprehensive Analysis of Police Services
Jenks	OK	Comprehensive Analysis of Fire Services
Muskogee	OK	Comprehensive Analysis of Police Services
Tulsa	OK	Comprehensive Analysis of Fire Services
Bend	OR	Comprehensive Analysis of Police Services
Grants Pass	OR	Comprehensive Analysis of Fire Services
Grants Pass	OR	Comprehensive Analysis of Police Services
Grants Pass	OR	Public Safety Strategic Plan Development
Ontario	OR	Comprehensive Analysis of Police Services
Ontario	OR	Comprehensive Analysis of Fire Services
Mohnton	PA	Comprehensive Analysis of Police Services
Mohnton	PA	Police Chief Selection
Ephrata	PA	Comprehensive Analysis of Police Services
Farrell	PA	Comprehensive Analysis of Police Services
Jamestown	PA	Comprehensive Analysis of Police Services
Wrightsville	PA	Comprehensive Analysis of Police Services
Lancaster	PA	Police Study
Berwyn	PA	Comprehensive Analysis of Police Services
East Providence	RI	Comprehensive Analysis of Fire Services
East Providence	RI	Expert Witness Fire Issues
Beaufort	SC	Review of Fire Service Contract
Beaufort	SC	Comprehensive Analysis of Police Services
Beaufort	SC	Comprehensive Analysis of Fire Services
Walterboro	SC	Comprehensive Analysis of Public Safety Dept.
Rapid City	SD	Comprehensive Analysis of Fire Services
Germantown	TN	Comprehensive Analysis of Fire Services
Johnson City	TN	Comprehensive Analysis of Fire Services
Johnson City	TN	Comprehensive Analysis of Police Services
Smyrna	TN	Comprehensive Analysis of Police Services

Smyrna	TN	Comprehensive Analysis of Fire Services
Addison	TX	Comprehensive Analysis of Fire Services
Addison	TX	Comprehensive Analysis of Police Services
Baytown	TX	EMS Study
Belton	TX	Comprehensive Analysis of Police Services
Belton	TX	Comprehensive Analysis of Fire Services
Belton	TX	Police Chief Selection
Belton	TX	Fire Chief Selection
Buda	TX	Comprehensive Analysis of Police Services
Cedar Park	TX	Comprehensive Analysis of Police Services
Conroe	TX	Fire Services Analysis and Standard of Response
Frisco	TX	Comprehensive Analysis of Fire Services
Highland Village	TX	Fire Review
Hutto	TX	Comprehensive Analysis of Fire Services
Lucas	TX	Fire and EMS Analysis
New Braunfels	TX	Fire Study
New Braunfels	TX	Police Study
Prosper	TX	Comprehensive Analysis of Police Services
Round Rock	TX	Comprehensive Analysis of Fire Services
Sugarland	TX	Fire Department Overtime Analysis
Sugarland	TX	Comprehensive Analysis of Fire Services
Victoria	TX	Comprehensive Analysis of Police Services
Washington City	UT	Comprehensive Public Safety Analysis
Hampton	VA	Police Chief Selection
Leesburg	VA	Comprehensive Analysis of Sheriff Services
Leesburg	VA	Comprehensive Analysis of Fire Services
Bonney Lake	WA	Comprehensive Analysis of Police Services
Lacey	WA	Comprehensive Analysis of Fire Services
Snoqualmie	WA	Police Workload & Deployment Analysis
Spokane Valley	WA	Comprehensive Analysis of Police Services
Vancouver	WA	Comprehensive Analysis of Police Services
Vancouver	WA	Police Chief Selection
Menomonie	WI	Sheriff Office Study
Wauwatosa	WI	Comprehensive Analysis of Fire Services
Wauwatosa	WI	Comprehensive Analysis of Police Services
Jackson	WY	Police Consolidation Review
Laramie	WY	Comprehensive Analysis of Police Services
Jackson	WY	Police Consolidation Review

The City of Baraboo, Wisconsin

Background:

City Ordinance 3.05, Changes in Budget states, “The amount of the tax to be levied or certified, the amounts of the various appropriations, and the purpose thereof shall not be changed after approval of the budget except by a 2/3 vote of the entire membership of the Council pursuant to §65.90(5), Wis. Stats. Notice of such transfer shall be given by publication within 10 days thereafter in the official City newspaper.”

Therefore, the City is required to notify the citizenry through publication in the City’s official newspaper about the supplemental budget amendments. The State Statute requires publication to happen within ten (10) days upon Council approval of said amendments.

The City’s publication process is to identify budget amendments in the fiscal commentary section of resolutions when spending authorizations are granted. Therefore, the City Council could approve budget transfers as often as every meeting. The City satisfies the legal requirement of publication, by publishing budget amendments after the Finance Committee and Common Council approves the listing.

Fiscal Note: (check one) [] Not Required [X] Budgeted Expenditure [X] Not Budgeted

Comments: Budget amendments, that are budgetary transfers, are budgeted expenditures. Budget amendments, that are supplemental, are not budgeted. The 2020 City Budget provides for publishing amendments.

Resolved, by the Common Council of the City of Baraboo, Sauk County, Wisconsin:

That the following budget amendments are authorized:

- 4th Quarter, 2020 CDA Supplemental Budget Amendments for \$33,626

See attached memorandum and amendment schedules.

Offered by: Finance/Personnel Committee **Approved by:** _____
Mayor

Motion: _____

Second: _____ **Certified by:** _____
City Clerk

**City of Baraboo
4th Quarter Budget Amendments**

Common Council approved the following 2020 Budget Amendments at their [April 13, 2021](#) meeting:

38 of 46

Department	Account Number	Account Name	Original Budget	Increase/ (Decrease)	Amended Budget
Community Development Auth	980-67-40601-000	Equity Applied	-	18,298	18,298
				\$ 18,298	
CDA Dwelling Expense	980-67-48000-540-000	Depreciation	-	18,298	18,298
<i>To appropriate FB for Depreciation Full ACCRL</i>				\$ 18,298	
Community Development Auth	981-67-40601-000	CDA Equity applied	-	7,314	7,314
Community Development Auth	981-67-40311-000	CDA-Rent Tenant	150,000	8,014	158,014
				\$ 15,328	
CDA Dwelling Expense	981-67-48000-540-000	Depreciation	-	15,328	15,328
<i>To appropriate FB for Depreciation Full ACCRL and additional tenant rent</i>				\$ 15,328	
Net impact on all city-wide funds' budgets				\$ 33,626	
Net impact on City's General Fund Only				\$ -	

Published by the authority of the City of Baraboo.
Cynthia Haggard, Finance Director

To: Finance Committee/City Council
From: Mike Hardy, Parks and Recreation Director
Date: April 13, 2021
Re: Swimming Pool Emergency Repairs Resolution request

The Parks, Recreation and Forestry Department is requesting permission to make emergency repairs to the Campbell Park Swimming Pool discovered when attempting to fill the pool. One of the original (84 year-old) main water lines burst and is in need of replacement if the pool is to open in 2021. The line runs under part of the concrete deck and part of the women's locker room, 9 feet underground into surge tanks located below the pool's original bath house.

There is no guarantee that we will not have any other "surprises" as we continue to open the pool, as very few municipalities keep pools of this age before replacing for that reason. It is very uncommon for a swimming pool facility to continue much past 60 years in Wisconsin climates, and we currently have the oldest know facility in the state. I began asking for the City to consider addressing infrastructure and age concerns at the pool in 2014, and in 2019 we completed a pool study by MSA and Water Technologies, Inc, which provided the City with 3 options – 1)make up to \$1 million in emergency repairs immediately to bring the pool into compliance and allow for "band aid" fixes to stay open; 2)invest up to \$4 million to renovate the existing pool (keep structures, but make some improvements to them along with infrastructure repairs); or 3)pay up to \$7 million for entire new pool facility to meet current design standards and community needs.

The Parks Commission has been discussing the long term recommendations monthly, and intend to forward a recommendation to you this year, as well as include plans in the 2022-2026 Comprehensive Outdoor Recreation Plan, and will be including resident responses to the community survey in their recommendation.

In the meantime, as this process will likely be several years to plan, raise funds, etc. for whatever option is chosen (assuming it is recommended that we continue to offer outdoor swimming facilities) we need to consider these repairs if we expect to open. Currently, the only bid received that is able to complete the work before summer is from Allen Steele in the amount of \$17,741, which does not include replacing concrete or turf. With additional costs for concrete/turf restoration, it is expected to cost up to \$25,000 for this repair.

The Parks Commission unanimously recommended approval of the repair work for up to \$25,000 at a special meeting held April 5, 2021. Thanks for your consideration of this request.



P.O. Box 430

UNDERGROUND CONSTRUCTION

Lake Delton, Wisconsin 53940-0430

(608) 254-2595

Fax (608) 254-2433

March 24, 2021

City of Baraboo
Attn: Wade Peterson
450 Roundhouse Court
Baraboo, WI 53913

Baraboo Outdoor Pool Water Service

ITEMS

Table with 2 columns: Item description and Price. Items include Fees/Permits, Mobilization/LS, Disassemble interior plumbing/LS, Furnish and install 4" DR11 HDPE water service via pipe bursting/LS, Hook up interior plumbing/LS, Concrete patching, and Turf restoration.

TOTAL OF ALL ITEMS \$ 17,741.00

NOTE: This work will be on a "Time & Material" basis not to exceed the total price.

We will not be responsible for any unmarked or unknown private utilities or underground obstructions

Payment to be made as follows: Monthly progress billings and 100% upon completion.

All material is guaranteed to be as specified. All work to be completed in a workman like manner according to standard practices. Any alteration or deviation from the specifications, involving extra costs will be executed only upon written orders, and will become an extra charge over and above this proposal.

ALLEN STEELE CO., INC.

By: Steven Sprecher, Estimator

Note: This proposal may be withdrawn by us if not accepted within 30 days.

ACCEPTANCE OF PROPOSAL

The above prices and conditions are satisfactory and are hereby accepted. You are authorized to do the work as specified. Payment will be made as outlined above.

Signature: _____

Date: _____

Signature: _____

To: Finance Committee/City Council
From: Mike Hardy, Parks and Recreation Director
Date: April 13, 2021
Re: Accola Fitness Equipment Resolution request

The Parks, Recreation and Forestry Department is requesting permission to replace outdated fitness equipment at the Civic Center using funds recently received from the Janette Accola Estate. Ms. Accola was a member of several of our senior fitness classes in the Civic Center over the years, and her estate left money to the Parks, Recreation and Forestry Department to be used for future senior fitness and recreation improvements.

Much of our fitness equipment is older than 25 years old, and not very accessible to some of our senior users. The equipment has been included in the City budget for future replacement, but budget cuts recently have left us prioritizing other costs over new accessible equipment. This funding will allow us to not only purchase fitness equipment that will be easier for our senior members to use, it will also address COVID concerns of providing equipment that can serve multiple exercises to allow less equipment to address additional exercises, allowing us to better space equipment to allow social distancing for fitness room users.

While this is not a budgeted item, the recent 2021 receipt of senior fitness funds from the Accola Estate allows us to pursue improvements without tax levy dollars. The Parks Commission unanimously recommended the purchase of equipment for up to \$8,500 at their regular meeting held March 8, 2021. The older equipment being replaced would be offered for sale through auction and disposed of per City policy. Thanks for your consideration of this request.

To: Finance Committee/City Council
From: Mike Hardy, Parks and Recreation Director
Date: April 13, 2021
Re: Attridge Park Splashpad Grant Resolution request

The Parks, Recreation and Forestry Department is requesting permission to pursue a 2021 LAWCON grant through the Wisconsin Department of Natural Resources. We are seeking funding to complete a splashpad at Attridge Park that is included in our 2017-2021 Comprehensive Outdoor Recreation Plan. The project includes the construction of the (already designed) Attridge Park splashpad as well as the design and construction of a picnic shelter/restroom building, both of which are included in the CORP. The shelter/restroom building would not only serve the new splashpad, it would also serve the 4-court sand volleyball complex, community gardens, basketball court and Riverwalk.

We are seeking \$550,000 to complete the projects. If awarded, 50% of that would be paid through state Stewardship funds. The Friends of Baraboo Parks/Splashpad Committee have been fundraising over the past several months and will continue to raise the 50% required match (\$275,000).

I expect the competition for 2021 grants to be extremely competitive, moreso even than normal, considering the immense popularity of outdoor recreation demand during the pandemic and other community investments in outdoor recreation recently. However, as this is part of our CORP, and (the restroom building) includes connection the National Ice Age Trail as well as (possibly) part of the Great Sauk State Trail, it has significant support from multiple areas.

The deadline for applications for the 2021 Stewardship Grant cycle is May 1, 2021. The grant applications require a resolution from Common Council, and awards are announced in fall, 2021 for project funding during 2022 and 2023 budget years. Thanks for your consideration of this request.

To: Finance Committee/City Council
From: Mike Hardy, Parks and Recreation Director
Date: April 13, 2021
Re: Riverwalk Improvement Grant Resolution request

The Parks, Recreation and Forestry Department is requesting permission to pursue a 2021 Stewardship grant through the Wisconsin Department of Natural Resources. We are seeking funding to complete two improvement projects on the Riverwalk that are included in our 2017-2021 Comprehensive Outdoor Recreation Plan. The improvements include the purchase of property on 2nd Ave. at Mary Rountree Evans Park to connect the Riverwalk to the section at Lower Ochsner (rather than requiring that section to travel on the street of 2nd Avenue for ½ block to connect); as well as the design and construction of a trail linking the Riverwalk at Kiwanis Park up to the Oak Street Overlook and along Oak Street to the downtown area. The overlook would also be used as a viewing area over the Baraboo River, new municipal building and restored rain depot areas.

We are seeking \$300,000 to complete the projects. If awarded, 50% of that would be paid through state Stewardship funds. The Baraboo Kiwanis Club along with other local donors would be sought to contribute 25% (\$75,000) and the remaining \$75,000 would be included in the 2022 budget from the Parks, Recreation and Forestry Department (may include park impact fees or segregated funds that are available at the time).

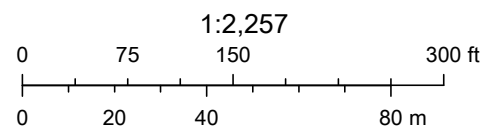
I expect the competition for 2021 grants to be extremely competitive, moreso even than normal, considering the immense popularity of outdoor recreation demand during the pandemic and other community investments in outdoor recreation recently. However, as this is part of our CORP, is supported by the Kiwanis Club and includes part of the National Ice Age Trail as well as (possibly) part of the Great Sauk State Trail, it has significant support from multiple areas. Additionally, the Oak Street Overlook section/connection to downtown areas is heavily supported by our respondents of most recent (2021) community survey.

The deadline for applications for the 2021 Stewardship Grant cycle is May 1, 2021. The grant applications require a resolution from Common Council, and awards are announced in fall, 2021 for project funding during 2022 and 2023 budget years. Thanks for your consideration of this request.

Oak Street Overlook Riverwalk Connection



4/7/2021, 7:32:55 AM



Sauk County, GeoEye, Maxar, Microsoft

