

CITY OF PEWAUKEE
FIRE DEPARTMENT

2015 – 2020
STRATEGIC PLAN

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Introduction

The City of Pewaukee Fire Department (PFD), through a strategic planning process, sought to look to the future by answering the following questions that are in common with the City's current Strategic Plan:

- 1) **"Where are we now?"**
- 2) **"Where do we want to go?"**
- 3) **"How do we get there?"**

To accomplish this, the Department underwent a critical review and analysis of its Mission and Vision, the level of service required to achieve both, and the resources required to accomplish desired service levels through a 5-year strategic plan. The process was a community-wide effort that resulted in a plan based on the collective input of both internal and external stakeholders and will serve as a guide to both Management and Line professionals as they strive to implement the goals presented within amid what is certain to be both a period of growth and challenges.



The report is presented in multiple parts. *Part 1* provides the end results of the strategic planning project – the strategic goals to be striven towards over the next five years; *Part 2* provides background material including the history and overview of the PFD, the Mission/Vision/Values that support them, as well as past, current and future service demand trends. A potential future fire station to help meet current and future trends is also discussed; *Part 3* provides a set of tools that the PFD can utilize to work towards the accomplishment of the strategic and annual goals.

It should also be noted that a unique set of circumstances will impact the way in which the Pewaukee Fire Department grows and develops – namely its relationship with the Village of Pewaukee. At the time of the writing of this report, the City has been providing the Village (which it completely surrounds) with fire, EMS, fire inspection, prevention and education services since 2004. At the time of this report, the Village had petitioned the City to renegotiate the service contract due to what they felt was a cost-for-service that the Village could no longer afford. The Village hired a consultant to evaluate the quality and cost of the services provided by the Pewaukee Fire Department as well as alternatives for the Village to consider for the provision of said services currently provided by the City. As the Village run count accounts for approximately 41% of the Pewaukee Fire Department's total run volume, and income from the contract accounts for approximately 39% of their budget, the outcome of the service agreement negotiations will have a significant impact on how the City of Pewaukee and their Fire Department move forward with their strategic plan.

PART 1

Executive Summary

The end products of the 2015-2020 Strategic Planning process are six (6) substantial strategic goals for the advancement and organizational development of the Pewaukee Fire Department (PFD). The goals are the outcome of an analysis of broad-based stakeholder input attained through an extensive interview process that included both internal stakeholders (fire department personnel and officers, medical control, City and Village officials and the chair of the Fire commission member), and external stakeholders, including other area fire chiefs, local business leaders and small business owners. Feedback that was not incorporated into a strategic goal will provide a valuable basis for developing annual goals that will help support the strategic initiative.

The process also included a review of the Department Mission Statement and recommendations to update it to reflect the strategic initiative and to develop a first-ever Vision Statement to support the Mission Statement; the Vision Statement would also identify how and in what work environment the strategic and annual goals will be accomplished.

Overall, the PFD is seen as a progressive, professional department that provides excellent customer service. In the view of other fire chiefs, other local fire departments strive to emulate the PFD. The PFD is a reliable resource for mutual aid and maintains modern equipment. There is a perception that outside influences (the labor union) may make cooperative efforts more difficult between neighboring volunteer fire departments.

From a community and business perspective, the PFD provides excellent customer service in

planning, incorporation of fire codes, inspections and support measures. Though there has not been a significant demand for their services in the commercial customer base of the City, there is a very high level of confidence in their ability to provide timely, effective and professional emergency services.

The PFD is working through the Commission on Fire Accreditation International accreditation process. The accreditation model includes performance evaluation in a number of categories and utilizes indicators that define the department's ability to perform a particular task at a desired level. Karl Ristow, the CFAI Program Director, states that there are currently only 196 fire departments accredited within the world, 39 of which are military; another 220 agencies are undertaking the accreditation process at this time. Considering the NFPA places the number of fire departments at approximately 30,000, the PFD would join the elite ranks of only 1.4% of fire departments achieving CFAI accreditation.



Mission/Vision/Values

The Department's Mission Statement...

“We are committed to the Pewaukee Community in minimizing loss of life, suffering and damage due to fire, medical and environmental emergencies through the use of safety and education, code advisory and management, and professional and timely responses.”

...describes the organization's overall purpose, and continues to be relevant. As the Department seeks to grow and diversify over the next five years, it may want to consider broadening the current Mission Statement to include the 'greater' Pewaukee Community and identify both the transitory work force and visitors to the community as customers as well.

PFD members were asked to define their vision for the Department, and the following descriptors were identified:

- The leading provider of Tactical EMS Service (TEMS)
- In the forefront of Community Based Medicine utilizing Paramedics
- Recognized for professionalism and professional development
- Progressive department
- Effective integration of both career and paid-on-premise (POP) firefighter/paramedics
- Continued progression towards a fully career department
- Regional team players
- Equality of service for all geographical areas of the City
- Reliable professionals that can be called upon to help (mutual/automatic aid)

With awareness that the Vision supports and helps accomplish the Mission, and that the members of the PFD are the ones ultimately responsible for the successful execution of both, those interviewed were asked to identify professional values that they felt the PFD embraced to meet the challenge.

Common value descriptors included:

-  Integrity
 -  Quality
 -  Professionalism
 -  Trust
 -  Fairness
 -  Equality
 -  Honesty
 -  Loyalty*
 -  Pride
-

* While loyalty is an important component for an organization, many fire department employees do not live in the community they serve; the sense of a 'hometown' fire department has suffered over recent years.

Vision Statement

The Department currently does not have a Vision Statement to address the immediate future and support the Mission Statement. It is recommended that a committee be formed to develop a Vision Statement that reflects the strategic goals. The statement should communicate the vision in simple, understandable terms and describe the Department as it wants to be recognized upon successful implementation of the strategic goals; it should also describe the environment in which it will work to accomplish the vision. For example, a work environment may want to be described as “reflecting Department values in an environment that values diversity and is free of harassment and discrimination.” It may want to reference internal and external teamwork, encouraging innovation and professional development.



2015-2020 Strategic Goals

The following strategic goals are based on strategies that were developed from stakeholder input and direct recommendations to assist in moving the Pewaukee Fire Department forward over the next five years:

Strategy #1: Identify location for potential 3rd staffed fire station that reduce the impact of potential traffic obstructions such as railroad crossings, and that would provide effective response times to the Northeast portion of the City.

Goal #1: Utilizing the response data and recommendations identified in this strategic plan, establish that the Northeast area of the City is currently experiencing longer response times than other areas; confirm property options that would serve as good locations for a fire station and research estimated construction cost factors.

Strategy #2: Adjust staffing levels to 1) provide equalization of response times across the City of Pewaukee; 2) meet the demand for resources based on call type and volume, current and projected, and 3) adjust for potential call volume reduction that would occur in the event the service contract with the Village of Pewaukee is terminated.

Goal #2: Increase full-time staffing level by 9 for a department total of 36 personnel.

- a) 3 personnel were added in mid-2015
- b) 9 additional would be hired by 2020
 - 1. First 3 to be hired in 2018
 - 2. Additional 6 to be hired if proposed fire station comes on line.

Estimated Cost Factor: \$300,000.00 in 2016; \$600,000.00+ potential future cost

Support: Hiring 3 additional FF/Paramedics beyond the 2015 hires would change daily staffing make up to only one Paid-on Premises (POP) firefighter/Paramedic on duty per station. Due to a significant decrease in available POP staffing, adding an additional full-time position on each shift would help protect from staffing shortages that could occur due to any continued reduction in the POP work force. Should a 3rd fire station be built and come on-line, or a current station's response resources be increased, adding an additional 6 personnel would provide two full-time and one POP staffing on that engine. This rationale assumes the new station would provide fire apparatus response only to fire and EMS calls, or that it would operate in a 'combination' company model (see Goal #2 'Option' on page 6).

Goal #2: *Option* associated with additional fire station:

Modify current staffing strategy to create three "Combination Companies" whereby each station is staffed with 3 personnel who respond with the apparatus as determined by type of call (generally either the fire apparatus or the ambulance/rescue unit). This option would utilize the reserve apparatus/ambulance, and would reduce department full-time staffing requirements by 6 positions over a fully-staffed engine and ambulance at each station. One POP staffed at each station per shift would be maintained. Minimum department staffing would be 24 personnel. As the mid-2015 staffing level is 28, additional staffing would reduce OT requirements when sick or vacation leaves are utilized. It would also provide 3-deep response capability for either a fire or EMS response, before mutual aid would need to be called in. If desired, POP personnel could be utilized to increase staffing beyond combination company levels or integrated into base staffing, as it currently is, to reduce potential for OT caused by full-time personnel utilizing sick or vacation leave. Include an option to expand responses from a current fire station as an alternative to construction of a new one. The combination company concept would still apply.

Estimated Cost Factor: *There would be no additional personnel or capital costs (in terms of apparatus) for this option beyond the mid-2015 labor costs.*

Table 1: Goal 1 2016 Staffing Table

2016 Station 1 (3 shifts)	2016 Station 2 (3 shifts)	Chief Officers (3 @ 40 hr; 3@ 56 hr)	Fire Inspection
12 FT FF/Paramedics	12 FT FF/Paramedics	Fire Chief; Ass't Chief	
3 POP FF/Paramedic	3 POP FF/Paramedic	4 – Division Chiefs	

30 Full-time Personnel, plus Administrative Assistant

Table 2: Combination Company Option*

2016 Station 1 (3 shifts)	2016 Station 2 (3 shifts)	Future Station (Or Expanded Current)	Chief Officers (3 @ 40 hr; 3@ 56 hr)	Fire Inspection
6 FT FF/Paramedics	6 FT FF/Paramedics	6 FT FF/Paramedics	Fire Chief; Ass't Chief	
3 POP FF/Paramedic	3 POP FF/Paramedic	3 POP FF/medic	4 – Division Chiefs	

24 Full-time Personnel, plus Administrative Assistant

*The 'Combination Company' option is only recommended in the event that a future fire station is brought on line, or a current station is expanded with an added response company.

Strategy #3: As EMS calls represent the majority of the PFD's calls for service, identify an action that would have a positive impact on department paramedic skill development.

Goal #3: In conjunction with Medical Control, and with county-wide participation, propose a professional paramedic skills competition that would be open to paramedics from Waukesha County and other regional departments.

Support: A friendly competition stimulates improving skill sets, development and application as well as an increased knowledge base. An annual award or travelling trophy of some type would bring pride to the organization that has most recently won the competition and serve as motivation for future competitions. If commercial sponsors are available, the competition could also help agencies procure needed equipment through cash or equipment awards.

Competitions are already conducted in several U.S. States as well as a nation-wide paramedic competition in Canada. Physio-Control has sponsored EMS skills completion at the National Collegiate Emergency Medical Services Foundation (NCEMSF) annual conference.

Strategy # 4: Identify EMS service options that would have a positive impact on the community.

Goal #4: In conjunction with Medical Control and the medical community, establish “Advanced Practice Paramedic Skills” for a portion of the Paramedics to practice within the community on a trial basis.

Support: The role of EMS in the City has expanded from Basic EMS to Paramedic level service. Nation-wide, paramedics have been called upon to provide additional skills as medicine advances, and to assist other members of the medical community; for example, it is not uncommon for a paramedic to be called upon to assist with an I.V. start in a nursing home, or to provide on-scene respiratory updrafts or to stabilize a diabetic’s blood sugar level so as to reduce the need for transports.

Whether using advanced skills to treat a patient in either a chronic or acute medical setting, the added skills could help immediately improve the patient’s condition, reduce medical costs and have the side benefit of improving 911 services. Resolving the situation on-site, whether as part of a scheduled visit or acute situation can help reduce healthcare costs to the community overall and potentially becomes an income source for the Fire Department.



Strategy #5: Pursue a specialty response option that makes the PFD the unique service provider in Waukesha County and potentially the metro area.

Goal # 5: In conjunction with local Law Enforcement and Medical Control, create a qualified ‘Rescue Task Force (RTF)’ that is capable of providing paramedic tactical support at a SWAT or other technical incident.

Support: Specialty teams from area fire departments currently provide hazardous materials, confined space, collapse rescue and other technical rescues; a recognized tactical EMS team does not currently exist within Waukesha County. The PFD, by developing a qualified TEMS team, will join the ranks of other county fire departments that have established a recognized 'specialty' response skill that will be available for regional response. By specializing in different skill sets, local fire departments help provide a broad response capability in a cost-effective manner without duplicating services.

The PFD already provides ballistic protection vests for their Paramedics. It is anticipated that the cost factor for this program would be tied to overtime costs for training and response requirements.

Strategy #6: Improve supervisory span of control to create more efficient and effective employee supervision and provide clearer direction for firefighters.

Goal #6: Research and draft a proposal that outlines the feasibility, cost and benefits of creating a senior/junior officer supervisory model and an apparatus engineer/driver position, including job descriptions and span of control for each position. Include how temporarily vacant positions would be filled through acting positions, and what criteria would be used to determine how individuals would become qualified to act in a higher position. Include an estimated annual cost factor if these acting positions are to be paid a stipend for the shift, along with the increased cost to the salary/benefits line that additional officer positions would generate.

Support: As the PFD continues to grow in staffing levels, a more defined chain of command would provide a narrower scope of supervision, improving accountability and reducing the span of control of more senior officers, allowing them to better focus on their responsibilities.

The cost factor associated with the implementation of this strategic goal would be based on any increased pay rate that would be established or negotiated for the new positions, and should be part of the research and draft proposal.

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 Kevin Bierce
- Dr. Mark Schultz, Medical Director
- Mayor Scott Klein
- City Planner Harlan Clinkenbeard
- City of Pewaukee Fire Commission
- City and Village Businessmen & Women
- Assistant Fire Chief Mark Hoppe
- Neighboring/Area Fire Chiefs
- City Administrator Tammy LaBorde
- City of Pewaukee Common Council
- Internal and External Stakeholders

PART TWO

Department Background

The PFD has unique reasons to create a strategic plan. It is a department that has grown into full-time professional service from humble beginnings in a region that now has some of the highest population density and business diversity in the entire State of Wisconsin.

The PFD began as a completely volunteer department. Since then the department gradually evolved into a full-time department which was necessitated by the creation and continued growth of the City.



The City of Pewaukee has a population of over 13,500 residents and currently encompasses 21 square miles, with zoning that includes agricultural, residential and commercial. The daytime population can soar an additional 10,000 as people come to work within the City. This alone statistically nearly doubles the potential for 911 service calls based on population alone. Business and major highway development in both the City and the region has factored into increased and diversified service demands upon the PFD in primary

responses, mutual aid expectations and community involvement efforts.

A relatively young department, the PFD has been striving to establish itself professionally among the County's other fire departments. During stakeholder interviews, members of the PFD related that they would like to find a specialty service 'niche' which the PFD would be recognized for and called upon when needed. Achieving this goal will require identifying such a 'niche,' training to establish unique competencies and incorporating it into a county-wide system for implementation.

The PFD has systematically developed over the years and expanded the Emergency Medical Service (EMS) capabilities to the paramedic level. The department has quickly garnered a reputation for excellent EMS service delivery. It has also recently improved its Insurance Services Organization (ISO) rating from a '3' to a '2', a notable achievement for the Department.

Municipal boundaries create both a challenge in providing standardized response times throughout the City, as well as opportunities to maintain a mutually beneficial agreement for services with the Village of Pewaukee and to develop a cooperative response system with several of its neighbors.

The department has reached a point where it needs to carefully consider how and when to take the fire department to the next level in terms of staffing, organizational structure, fire stations and any potential expansion of, or focus on, specialty services.

The fire chief continues efforts to increase the full-time ranks over time in an effort to enhance service levels and depend on POP personnel less. This initiative will take time to be fully implemented, depending on the extent the City of Pewaukee wishes to increase service levels. The fire chief's goal is to create a strategic plan to accomplish these goals in an organized, systematic approach that strikes a balance between desired and necessary service levels along with the associated budgetary considerations.

Strategic Planning Methodology

Creating a relevant strategic plan that results in realistic and achievable goals required a multi-faceted approach. The first step was an honest and pragmatic evaluation of the department as it currently operates through the input of stakeholders and customers, both internal and external, to determine if current needs are being met and to identify potential future needs. The second avenue was to evaluate the department's historic, present and future service trends, both from an emergency response perspective (risk assessment, response history and response times) and from a community service perspective (fire prevention education, community events, etc.); the third facet was to evaluate department resources in terms of equipment, IT resources and support, appropriate administrative direction and control in terms of Standard Operational Guidelines and an Employee Handbook.

As part of the review, 5 Bugle considered 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.

Interviews were held with both internal and external stakeholders from the PFD. Internal stakeholders included chief officers, line officers and firefighters, as well as City officials and the chair of the Fire Commission. External stakeholders included fire chiefs from surrounding departments that interact on a regional basis with the PFD. the Administrator and Police Chief of the Village of Pewaukee, and local small business owners and business professionals from both the City and the Village. The PFD sought

and obtained a broad collection of input regarding customer needs, expectations and recommendations from stakeholders as a basis for this strategic plan.

5 Bugle also met with the City Planner to evaluate current and future development trends, which played an important role in helping determine what future service levels may be required to accommodate city, business and tourism growth.

Data was also evaluated to help evaluate the need for, and present options for either a future fire station or expansion of a current fire station as may become necessary to improve services and to meet future service demand; current and potential cooperative agreements with adjoining communities were also factored in the discussion.



Mission/Vision/Values

The Mission Statement of the PFD...

“We are committed to the Pewaukee Community in minimizing loss of life, suffering and damage due to fire, medical and environmental emergencies through the use of safety and education, code advisory and management, and professional and timely responses.”

is a valid representation of the purpose and intent of the fire department. As the department has enhanced its service levels over the years and continues its efforts to be a leader in the fire service community and serve a broader customer base, an updated Mission Statement will help reflect these efforts.

PFD members were asked to define their vision for the Department as it related to the new Mission, and the following descriptors were identified:

- The leading provider of Tactical EMS Service (TEMS)
- In the forefront of Community Based Medicine utilizing Paramedics
- Recognized for professionalism and professional development
- Progressive department
- Effective integration of both career and paid-on-premise firefighter/Paramedics
- Continued movement towards a fully career department
- Regional team players

- Equality of service for all geographical areas of the City
- Reliable professionals that can be called upon to help (mutual/automatic aid)

With an awareness that the Vision supports and helps grow the Mission, and that the members of the PFD are the ones ultimately responsible for the successful implementation of the Mission and accomplishing the Vision, those interviewed were asked to identify professional values that they felt the PFD embraced to meet the challenge. Common value descriptors included:

- Integrity
- Quality
- Professionalism
- Trust
- Fairness
- Equality
- Honesty
- Loyalty*
- Pride

* While loyalty is an important component for an organization, many fire department employees do not live in the community they serve. Because of this, the sense of a 'hometown' fire department has suffered over recent years.

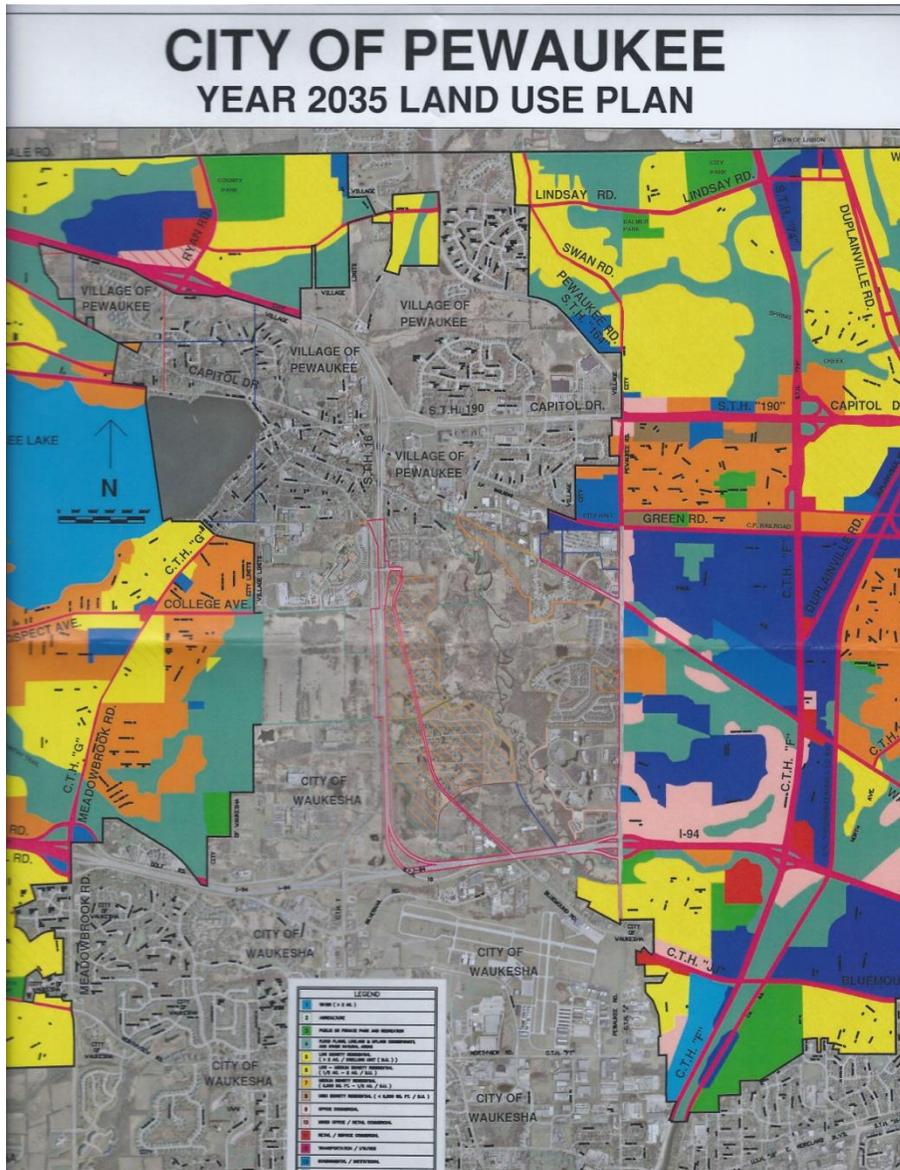


City & Department Demographics/Statistics & Impact

Current City Profile

In order to determine the most appropriate and logical station locations, a variety of critical data about the community must be reviewed. This section establishes current facts regarding the City and Village population and future growth projections.

The City's population has significantly grown over the past 20 years with current census information of over 13,610 as of 2013 (15% increase since 2000). Growth has been well planned over the years with a projection of 17,000 (25% increase) if the City is fully built-out as planned.



As noted on the Land Use Plan map, future projected growth will be on the perimeter from the heart of the community.

- The southwest quadrant of the City will have an increase of low density and multifamily homes and has a population of 5178 with 1885 addresses.
- The northwest quadrant of the City will also have an increase of low density and multifamily homes and has a population of 2343 with 800 addresses.
- The north central quadrant is the Village of Pewaukee which is well established, has a population of 8166 and about 1681 addresses.

- The south central quadrant is the business district and is also well established, has a population of 2305 and 606 addresses.

established, has a population of 2305 and 606 addresses.

- The northeast quadrant of the City will have a significant increase of low density and multifamily homes and has a population of 2381 with 888 addresses.
- The southeast quadrant of the City is the business, manufacturing, office, and mixed use. This area will have limited increase of low density homes and has a population of 3171 with 1351 addresses.

Currently the City has a total land mass of 21.1 square miles, of that 19.5 square miles is land and 1.6 square miles is water. With the given population there is a density of 697.9 residents per square mile. The Village of Pewaukee adds 4.5 square miles.

According to the 2010 Census, the racial makeup of the city was 94.3% White, 1.1% African American, 0.3% Native American, 2.6% Asian, 0.5% from other races, and 1.2% from two or more races. Hispanic or Latino of any race were 2.1% of the population.

There were 5,410 households of which 28.3% had children under the age of 18 living with them, 63.7% were married couples living together, 5.6% had a female householder with no husband present, 2.5% had a male householder with no wife present, and 28.2% were non-families. 23.2% of all households were made up of individuals and 8.3% had someone living alone who was 65 years of age or older. The average household size was 2.42 and the average family size was 2.87.

The median age in the city was 45.3 years. 21.5% of residents were under the age of 18; 4.9% were between the ages of 18 and 24; 23% were from 25 to 44; 34.2% were from 45 to 64; and 16.3% were 65 years of age or older. The gender makeup of the city was 48.6% male and 51.4% female.

Current Fire Department Profile

The Pewaukee Fire Department is a combination department operating from two stations that are staffed 24 hours a day. There are currently 18 full-time line firefighters and 40 paid on premise members. The fire chief is supported by one assistant chief and one administrative assistant. Four division chiefs run the rotating shifts. Red, green, and black shifts follow the Detroit schedule (24 hours on, 24 hours off, 24 hours on, 24 hours off, 24 hours on, 96 hours off).

<u>INCIDENT TYPE</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>
Fire	46	53	59	43	45
Rescue/EMS	1246	1279	1368	1445	1483
Hazard Condition	69	79	51	44	50
Service Calls	48	43	48	65	69
Good Intent	115	139	148	157	135
False Alarms/Calls	134	151	160	162	152
Weather Related	4	3	2	1	0
Special	18	9	8	5	11
TOTAL:	1680	1756	1847	1937	1945

Incidents per day of the week								
	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Total
2010	190	228	268	256	248	287	203	1680
2011	219	271	283	257	257	230	239	1756
2012	242	265	273	266	303	288	210	1847
2013	251	275	308	298	276	278	251	1937
2014	<u>242</u>	<u>284</u>	<u>310</u>	<u>314</u>	<u>277</u>	<u>295</u>	<u>223</u>	<u>1945</u>
	1144	1323	1442	1391	1361	1378	1126	9147

Incidents Per Month													
	January	February	March	April	May	June	July	August	September	October	November	December	Total
2010	131	123	133	116	126	141	165	143	154	165	128	155	1680
2011	162	128	131	139	149	157	167	142	142	147	138	154	1756
2012	163	122	168	130	171	173	171	142	160	158	133	156	1844
2013	177	152	149	154	157	162	166	147	162	167	165	179	1922
2014	<u>194</u>	<u>133</u>	<u>144</u>	<u>163</u>	<u>166</u>	<u>166</u>	<u>159</u>	<u>174</u>	<u>134</u>	<u>164</u>	<u>160</u>	<u>188</u>	<u>1945</u>
	827	658	725	702	769	799	828	748	752	801	724	832	9147
		Low										High	
												Average	1787

Incidents by Time of Day	
<u>Times</u>	<u>Percent of Responses</u>
12 Midnight to 4 am	8.10%
4 am to 8 am	10.50%
8 am to 12 Noon	22.50%
12 Noon to 4 pm	22.80%
4 pm to 8 pm	22.40%
8 pm to 12 Midnight	13.70%

In the past 5 years, the calls for service have increased 15% with the majority of the growth in the emergency medical responses which increase 19% for the same period. Nearly 70% of all the requests for service occur between the hours of 8 am and 8 pm, with the busiest hour between 1 and 2 pm.

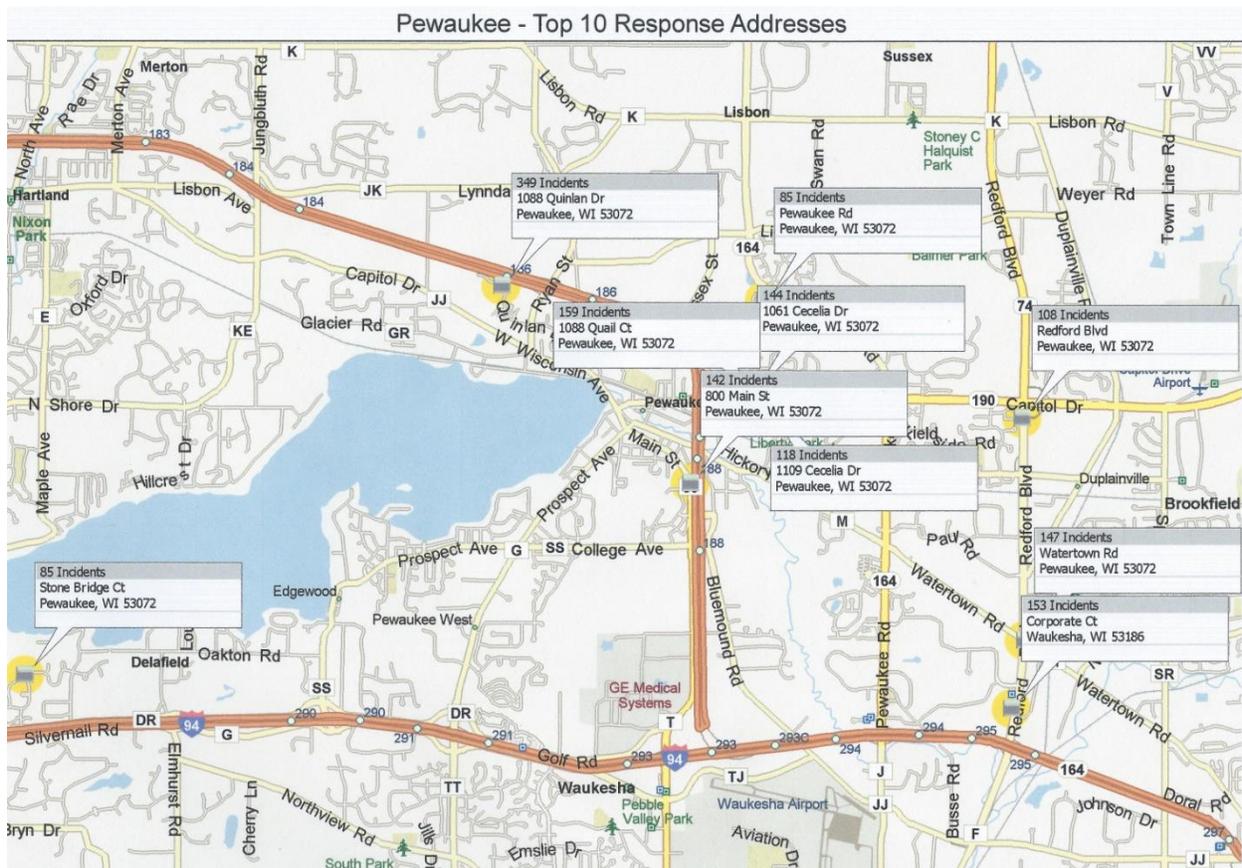
Overall, the response statistics are comparable to national and acceptable standards. The average call over the 5 years of data collection noted a total time of 30 minutes and 47 seconds per call. Clearly the long, multi-hour and short false alarm or canceled calls balance out to this average.

Many responses are for the same locations. As noted below, of all responses in a given year, several locations demand significant attention from the department in the form of multiple responses and call-backs.

Top 25 Response Locations

(2010-2014)

<u>Address</u>	<u>Incidents</u>
700 Quinlan DR – Elderly Care Facility with Independent living	349
1088 Quail CT – Apartment Elderly housing	159
N1440 Corporate CT – Aurora Health Care Clinic	153
W23977 Watertown RD – Nursing home	147
1061 Cecelia DR – Elderly Housing	144
800 Main ST – Technical College (WCTC)	142
1109 Cecelia DR Nursing home	118
Redford BLVD – 4 lane North South Hwy.	108
Pewaukee RD – 4 lane North South Hwy.	85
W23900 Stoneridge DR – Pro Health – Health Care Clinic	85
Interstate 94 – 6 lane east west Interstate	84
Capitol DR – 4 lane east west hwy.	81
W23704 Five Fields RD - Apartment	74
510 Lake ST – Pewaukee Schools (K-12)	54
321 Riverside DR – Nursing home	52
535 E Wisconsin AVE – Apartment Bldg	51
W23900 Stoneridge DR - Apartment Bldg	49
411 Pewaukee RD – Retail Business Walmart	42
W24121 Tower PL - Hotel	41
N1600 Corporate CT - Hotel	33
Watertown RD – long 2 lane hwy in business district	33
N2095 Ridgeview PKY- Business US Cellular	32
303 Oakton AVE – Group home	29
W26865 E Fieldhack DR - Condominiums	29
130 W Wisconsin AVE - Condominiums	27



Staffing levels for the department have incrementally increased over the past years. As noted earlier there are currently 18 full-time line firefighters and 40 paid on premise members. As demand increases in the near future, a plan should be established to address the possible needs of the organization and complement a staffing level supporting the growth. As with any paramedic based service, paramedic burnout should be closely monitored. Rotation and replacement of paramedics should be part of the overall staffing plan for the department.

Staffing levels should also be placed in the strategic planning process every three years for evaluation. Consideration of past, current and near foreseeable operations, should be processed and compared to best practices for your given response obligation.

Village of Pewaukee Impact on Service Delivery

The Village of Pewaukee is located within the borders of the City of Pewaukee and has been serviced by the City of Pewaukee Fire Department for Fire, Rescue and Emergency Medical services. The community has an agreement with the City for the providing the full package of response along with public education and fire prevention/inspections services for the Village.

Village of Pewaukee - Incidents by Type					
<u>INCIDENT TYPE</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>
Fire	16	18	14	9	14
Rescue/EMS	528	524	588	615	628
Hazard Condition	20	25	17	16	20
Service Calls	19	18	24	16	19
Good Intent	31	57	47	51	47
False Alarms/Calls	37	43	67	56	51
Weather Related	1	1	1	0	1
Special	7	3	3	2	4
TOTAL:	659	689	761	765	783

The demand for responses from the PFD to the Village has increased 19% with the majority being Emergency Medical service requests. The 19% increase has outpaced the 15% rise in the City calls for the same 5 year period.

Current Fire Department Station Location and Facilities

Discussions with the City's planning staff indicated that the pace of population increase over the next 20 years will prompt changes for fire department operations. The Pewaukee Fire Department is providing a high level of service to citizens through the two stations.

Station One is located on Pewaukee Road, and was built in 1996. It houses a command vehicle, one front line engine and one reserve engine, ladder truck, one front line ambulance and one reserve ambulance, and support equipment. The station also functions as our departments headquarters, and has the offices of the fire chief, assistant chief, division chiefs, and administrative assistant.

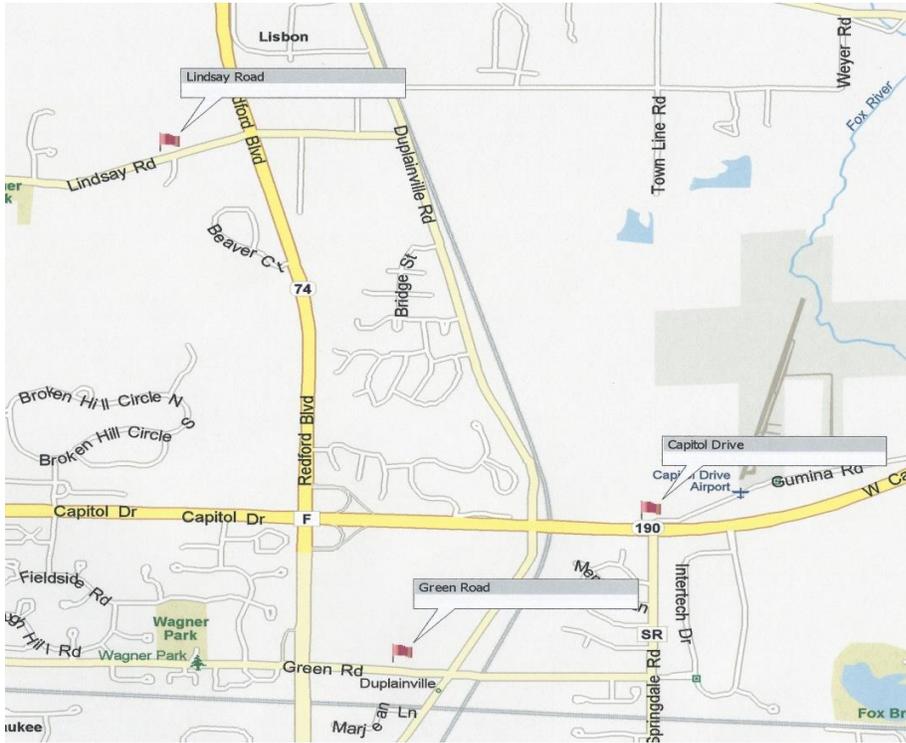
Station Two at 125 College Ave., located on the WCTC Campus and in the Village of Pewaukee, was built in 2008 and houses one front line engine, one front line ambulance, one grass rig, and support equipment.

As the organization matures along with the growing City, a very critical decision is to be made in the near future to support robust response capabilities. Response times throughout the community varies as drive times increase. From the current station locations, response times can be made predictably quick to much of the jurisdiction. The central area of the City along with the southwest and southeast are well protected and enjoy shortened response times. As the community expands to the north and east, a greater load and response times will be placed on the organization.

A need to consider the addition of a fire station must be a discussion item in the near future. Growth and infrastructure changes will mandate a look to the northeast. Three locations have been considered for viable station additions:

- Green Road - Between Redford Blvd and Duplainville Road
- Lindsay Road - West of Highway 74
- Capitol Drive - By intersection of Highway 190 and Springdale Road

Each of the locations could be a strong contender, but the Green Road location is reasonably close to Station One giving the least impact on improving the response times for the area. The Lindsay Road and Capitol Drive locations have very close major arterials adjacent to the sites. With the given land available at each of these locations, a moderate fire station with quality training facilities and room for expansion can be accommodated.



A strong consideration for station location must involve future discussions about service delivery outside the borders of the community. Where the City of Pewaukee Fire Department's personnel respond outside the community should also be reflected in the decision making process. The "Aid Given" is important as these are the responses that remove resources from the community.

Mutual Aid Report				
(2010-2014)				
<u>Community</u>	<u>Aid Given</u>	<u>Auto Aid Received</u>	<u>Mutual Aid Received</u>	<u>Total</u>
Town of Brookfield	45	6	30	81
City of Delafield	29	59	4	92
Town of Delafield	18	24	45	87
Lake Country FD	12	340	112	464
City of Waukesha	9	7	27	43
Hatfield FD	7	2	1	10
Lisbon FD	5	25	49	79
Sussex FD	2	23	45	70
City of Brookfield	2	1	29	32
Town of Lisbon	2	5	11	18
Western Waukesha RIC	1	7	6	14
Total:	132	499	359	990

Along with the mutual aid, present service delivery to the north of the City's borders and planned growth to the area, a well-built and founded consideration must be given to the procurement of property in the very near future for a fire station. The Lindsay Road and Capitol Drive locations have all the required qualities and locking in a parcel for potential development should be considered.

If consideration of an additional fire station is realized, it should be staffed with an engine and ambulance, with 15 personnel (minimum) and included in the long-term planning process.

Fire Department Rolling Fleet

Currently the Pewaukee Fire Department has a solid rolling fleet of emergency vehicles. All are well maintained but has some obsolescence built into the stock.

Station One

- Command vehicle - 2010 Chevrolet Express Command Van
- Front line engine - 2010 Pierce Heavy Duty Rescue Pumper
- Reserve engine - 2006 Pierce Enforcer Rescue Pumper
- Ladder truck - 1997 Pierce 100' Aerial Truck
- Front line ambulance - 2010 Horton 623 on a F-450 chassis
- Reserve ambulance - 2006 Ford Medtec
- Grass Rig - 2012 Chevy Silverado 2500 HD

Station Two

- Front line engine - 2010 Pierce Heavy Duty Rescue Pumper
- Front line ambulance - 2009 Horton 623 on a F-450 chassis
- Grass Rig - 1995 Ford F-350 Grass Rig

As all fire departments struggle to maintain a quality fleet, progressive organizations develop a replacement schedule that is fiscally sound while meeting the burden of a demanding use. A recommendation by the Emergency Vehicle Technicians Association, a 5 to 7 year schedule is recommended for front line ambulances, 10 to 12 year schedule is recommended for front line engines, 10 to 15 year schedule is recommended for front line ladder trucks. Other support vehicles should be replaced on a as-needed basis.

As all complex vehicles used in emergency response have occasional mandated repairs, the 1997 ladder truck has had an inordinate repair history that began nearly as it was purchased. The significance of having a reliable emergency vehicle that has no backup in the fleet is paramount in the budget process. Below is a sample of a possible fleet replacement schedule.

Pewaukee Fire Rescue		5.0% Increase Per year *										
Vehicle Replacement Schedule		2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
2015-2036		2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
APPARATUS							Replacement \$790,079					
2010 Pierce Heavy Duty Rescue Pumper			Replacement \$650,000									
2006 Pierce Enforcer Rescue Pumper (Reserve)							Replacement \$790,079					
2010 Pierce Heavy Duty Rescue Pumper			Replacement \$1,000,000									
1997 Pierce 100' Aerial Truck		Replacement \$350,000					Replacement \$446,699					Replacement \$570,113
2010 Horton 623 on a F-450 chassis			Replacement \$367,500					Replacement \$469,033				
2006 Ford Medtec (Reserve)						Replacement \$425,427					Replacement \$542,965	
2009 Horton 623 on a F-450 chassis									Replacement \$105,533			
2012 Chevy Silverado 2500 HD		Replacement \$75,000										Replacement \$122,167
1995 Ford F-350 Grass Rig					Replacement \$49,613						Replacement \$66,485	
2010 Chevrolet Express Command Van												
		2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Beginning Balance		\$1,000,000	\$1,325,000	\$72,500	\$852,800	\$1,599,093	\$1,985,490	\$786,694	\$1,162,283	\$1,918,264	\$2,797,008	\$3,083,878
Equipment Rental Account (2% Growth/Year)		\$750,000	\$765,000	\$780,300	\$795,906	\$811,824	\$828,061	\$844,622	\$861,514	\$878,745	\$896,319	\$914,246
C.P. - Bond (Proposed)												
Balance		\$1,750,000	\$2,090,000	\$852,800	\$1,648,706	\$2,410,917	\$2,813,551	\$1,631,316	\$2,023,797	\$2,797,008	\$3,693,328	\$3,998,124
Expenditures		\$425,000	\$2,017,500	\$0	\$49,613	\$425,427	\$2,026,857	\$469,033	\$105,533	\$0	\$609,450	\$692,280
Final Balance		\$1,325,000	\$72,500	\$852,800	\$1,599,093	\$1,985,490	\$786,694	\$1,162,283	\$1,918,264	\$2,797,008	\$3,083,878	\$3,305,844
		Engines			Ambulances		Specialty Vehicles					
		Replace in 10-12 Years			Replace in 5-7 Years		Replace in 10-15 Years					
		Ladders			Command Vehicles		Boats					
		Replace in 10-15 Years			Replace in 7-8 Years		Replace in 15 Years					

Future Fire Station Consideration

Based on the projections, it can be postulated that without the Village as part of the City's response statistics, the current level of fire department resources will be adequate to meet service demand over the period of this strategic plan. If there is a desire to provide greater response depth capabilities and an equality of response times for the northeast area of the City, then there are two locations that would provide similar coverage capabilities. The Capital Drive location, because it sets on a main East-West traffic corridor, is the preferred location for this study. Besides the easy access to a main City thoroughfare, it would provide timely access to the City's Northwest area, which has the potential for significant development as well. If it is not an economic hardship for the City, and the citizenry supports the upgrade to response times, then it is entirely appropriate to move in that direction, as there will most likely be an eventual need for the station in that area at some point, and there is an economic advantage to building it now rather than when construction costs are higher down the road.

Should the agreement with the Village continue to be successfully renewed, and/or if the City procures new agreements with surrounding communities in need of fire protection that would equal the run volume provided by the Village, then moving forward with an additional fire station or upgrade of service levels utilizing the two current fire stations, would also be economically appealing and feasible.

Expansion of Current Interior Bay Storage space

Due to current limited inside storage space, several pieces of equipment are being stored outside, exposed to the elements. As an intermediate solution to this lack of storage situation, it is recommended that an additional bay be added to Fire Station #2 that would allow inside storage of this equipment. At the point that a new fire station is built, the moving of apparatus and equipment to that facility will open up the bay to other future space needs which will surely come to exist, reducing the potential for additional square feet in the new building which will most likely cost more than current building costs will be.



Fire Station Consideration Summary

If the agreement with the Village is successfully renewed, it allows greater flexibility in the decision making process. If it is not renewed, then the City will have to determine how strongly desired an increased depth of response capability, that may or may not include additional an additional fire station and personnel depending on the model utilized, and through the political process choose whether or not to move forward at this time.

Village of Pewaukee Service Agreement

The Village of Pewaukee, a community of approximately 8200 citizens encompassing approximately 4.5 square miles, is completely surrounded by the City of Pewaukee, and has contracted with the City for Fire/EMS and fire inspection services since 2004.

The Village currently has an issue with the cost of the contract, and in March, 2014, hired RW Management Group, Inc. to perform a Fire and EMS cost analysis study. The study also included an evaluation of the Pewaukee Fire Department's operations, administration, response times to the Village, equipment, program review, incident analysis and staffing levels future anticipated service needs. The study resulted in four (4) options for the Village to consider for its fire/EMS service needs:

1. Negotiate a new contract with the City of Pewaukee.
2. Negotiate a contract with a different agency.
3. Pursue the creation of a Fire District.
4. Create a Paid-on-Call or Combination Fire Department for the Village.

In a presentation to the City of Pewaukee Fire Advisory Committee, Village officials stated their preference to negotiate a new contract with the City. As of this writing, the City is reviewing the materials presented to them by the Village and is planning a future meeting to continue discussions.

The outcome of this situation will have a significant immediate impact on the PFD, as approximately 41% of their call volume comes from the Village. Should the Village choose to not renew the current contract, or if a new contract cannot be negotiated satisfactorily, then the PFD will have to determine if and how their strategic goals may be impacted. The PFD could either take the conservative approach to modify its current level of service to match the new demand level, or it can continue to progress forward in anticipation of and preparation for future growth, and to elevate the service level it currently provides the citizens of the City of Pewaukee. Indeed, a robust fire department can be a strong marketing tool for the City.

Village Strategic Plan Input

The Village was considered a customer and stakeholder of the PFD as part of the strategic planning process. The Village chief of police, Village administrator and several small business owners in the Village, along with a representative from "Positively Pewaukee" all participated in the stakeholder interviews.

Discussions indicated that actual service delivery is perceived as very positive. With the City and Village described as the 'parents' of the community, the statement was made that "If the parents could get along, everything would be fine." The PFD was described as:

- Professional
- Responsive
- Reputable
- Works well with Lake Patrol
- Involved with the Community

Village staff report that the Department works well with village on staff matters, event permits, etc. and the Police Department says the PFD provides excellent services in the way of assistance, cooperation, scene security, etc. The Village SWAT team has trained with the PFD for specialty responses, and has participated in ice rescue training evolutions.



A recent fire involved several lakefront businesses in the Village, and the owners of those businesses credited the PFD with saving their block and keeping them in business.

Negative perceptions are primarily focused in two areas: 1) perceived high cost of service delivery fees and potential additional fees, and 2) administrative level communications and involvement.

To help reduce the cost of services, the Village would like the PFD to work with them

to reduce false alarms and Good Samaritan calls, whose costs are currently not billable and the Village must pay directly. Examples might include a burning permit program, false fire/EMS alarm ordinance, and community education on how to reduce false and accidental alarms.

Frustration at the administrative level for the Village includes a perceived lack of interest by the fire chief or designee to regularly attend Village meetings that Village officials feel important, or to maintain regular contact with Village administrators. Village representatives also felt that there was a lack of communication with the Village customer. To remedy these frustrations, Village representatives would like a PFD representative to regularly attend Village department head and other relevant meetings at regular intervals to provide ongoing updates; they also seek a better understanding of the dynamics of the fire department. Currently they state that the fire chief attends once a year to present cost factors in a black and white manner. It was stated that “People want to hear from the PFD every now and then; nothing grandiose, but they would like to feel like part of the system.” It was stated that the Village doesn’t want to have absolute control of things, but would like be included in the process. Currently it is felt that there is no connection with long-time village residents and their ‘fire people.’ Citizens are ‘told what they will get’ vs. “What would you like, need or want from us (the PFD)?”

What was not recognized by the Village is that both the City and Village have adopted municipal codes that create a “Fire Advisory Committee” that is charged **“to collect information, comments, complaints, suggestions and generally be a ‘sounding board’ for the two communities on Fire Department matters and advise the full City Common Council of their findings and recommendations...”** The role of the fire chief then is to communicate with Village officials through the Fire Advisory Committee. The concern is that direct communications by fire department upper management with the Village could be interpreted as the official position of the City, which is not the intent based on municipal code.

The overall theme was a desire to adopt the Village as a customer and not be viewed as just a source of revenue. It appears that there have been communicational challenges between the fire department, the Village and the City that should be examined and corrected, taking each municipal code for the advisory committee into account.

Politics; Cost/Benefit Perspective

Village officials, both in the interviews and in their public report to the Pewaukee Fire Advisory Committee, stated that a sentiment exists that the Village is subsidizing the growth of the City, which demands added resources due to their growth while the Village remains static.



While this perspective is recognized, the basis behind it is questionable. In light of the long history of competition and political adversity between the two entities, there is not a high level of confidence in either party that arguments are supported by objective and supported facts. In part it may be due to a lack of clear understanding of how the cost of infrastructure is required regardless of the number of calls for service, and how an improved infrastructure, including staffing levels, results in higher service levels, quality and dependability of service that improves the depth of response and response times, and be less reliant on mutual aid. To suggest that costs only be lined to call volume and not to the total cost of maintaining the base infrastructure is not an accurate representation of the true cost.

Indeed, there are those that believe if the ‘parents’ could just get over the animosities that seem to have developed due to the City’s growth and the Village’s inability to grow, raise the tax base or taxes themselves, that cooler heads would prevail and any political motivation that may exist would have a reduced influence on the relationship.

The Village stated that the costs associated with starting their own volunteer or combination fire department would be recouped within five years, based on current contract costs; it is unknown how detailed the research was to come up with the cost estimate or the payback timeframe. Should this option be implemented, it would be important for the Village to provide sufficient coverage to meet their service demand needs, based on National Fire Protection (NFPA) standards.

National Fire Protection Association Standards

The NFPA is a recognized expert authority on fire, electrical and building safety, and has promulgated approximately 380 codes and standards to date that are designed to minimize the risk and effects of fire and injury, as well as promote the safety and health of emergency responders. Though the codes and standards do not become law or binding upon an organization unless they are adopted by reference by an Authority Having Jurisdiction (State or Local Administrative Codes or Ordinances), which in this case has not occurred on the State level. They are, however, still considered expert benchmark standards.

Prudent risk management practices would dictate that they should be seriously considered and incorporated in any plan to form a fire department.

NFPA 1720, *Organization and Deployment of fire suppression Operations by volunteer Fire Departments*, 2014 Edition, states in Chapter 4, 4.1: **“Fire suppression operations shall be organized to ensure that the fire department’s fire suppression capability includes sufficient personnel, equipment and other resources to deploy fire suppression resources efficiently, effectively , and safely.”**

It further states in Section 4.2, Community Risk Management, **“The fire department shall participate in a process that develops a community fire and emergency medical risk management plan.”**

And finally, Section 4.2.2 states: **“The number and types of units assigned to respond to a reported incident shall be determined by risk analysis and/or pre-fire planning.”**

NFPA 1710 is a similar standard that would apply to a career fire department.



Application of NFPA

NFPA Standard 1720 is being referenced in this report because it sets the standard for volunteer fire/EMS departments. Establishing a standard of best practices for mitigation that covers at the 90th percentile (CFAI recommendation) is at best a significant and complex process. It would involve evaluating the required level of service based upon a comprehensive risk assessment including but not limited to, community demographics, target facilities, apparatus requirements, number of firefighter/Paramedics needed for a substantial 1st alarm response, initial and ongoing training and certification requirements and the infrastructure to support all of this.

If a cursory approach is taken thinking “We’ll just staff an engine and ambulance and rely on mutual aid for call volumes we can’t handle...,” it would be haphazard at best. If mutual aid becomes relied upon too heavily to augment a community’s emergency services budget it will certainly become an issue of contention when mutual aid departments feel *they* are subsidizing the Village’s protective services system.

Recommendation:

It is strongly recommended that if the Village wishes to implement this alternate strategy to contracting with the City of Pewaukee for Fire/EMS services that it is done so based on detailed research and projections, supported by valid and predicable statistics that dictate the need for and appropriate levels of resources to meet the need. To do otherwise could ultimately result in a situation that may invite confrontation, confusion and an emotionally charged debate on the worthiness of the alternate plan that was implemented. It could call into question whether the plan met NFPA 1710/1720.

Each party may want to consider retaining a fire service expert to act as their advisor/advocate/mediator to help negotiate an agreement that is valid, supportable and sustainable by both parties, and understandable by all stakeholders – community officials, business owners and the citizens-at-large.

Part Three

Goal Worksheets

The worksheets in this section can be used to organize, prioritize and assign the strategic goals and tasks to the appropriate Officer or other personnel.

The first worksheet, “Goal Overview/Assignments” lists the strategic goals presented in this plan. They can be re-arranged to represent the goals priority/ viability, and assigned to an individual to lead the work on the goal (Point of Contact). The ‘Quarter’ column indicated the quarter of the year (1st, 2nd, 3rd or 4th) which work will commence on the goal (ie: 2/15 = 2nd quarter of 2015). The ‘Target Date’ column represents the date which the goal is anticipated to be completed and enacted. This date is flexible and can be adjusted during scheduled goals progress review meetings as the situation warrants. The ‘Notes’ field is for any pertinent information that impacts the goal or process.

The purpose of the goal ‘Tasks’ worksheet is to identify individual tasks that will be required to complete a goal, place the tasks in the order which they need to be completed in, note who is assigned to complete the tasks and when they are to be completed by.

For example, to evaluate a potential change in the ‘chain-of-command’ system, it may be appropriate to contact other fire departments to see what their system is. Associated tasks that may include and be listed in order as: 1) identify similar size departments with comparable service levels, 2) choose some larger departments as examples of what occurs when a fire department grows, 3) obtain contact information, 4) create questions for a survey, 5) create survey answer matrix for comparison purposes, 6) prepare report for fire chief (or designee, or committee), 7) evaluate potential benefits/challenges to implement such a system at the PFD, including budget impacts, 8) recommend at what point the new system should be implemented. Lt. Smith may be the individual ‘In Charge’ of these tasks, and he may have been requested to complete the assignment within 4 weeks of the assignment date – which would be noted on the sheet in the last column.

PFD 2015 – 2020 Strategic Goal Overview/Assignments

#	Cat.	Goal	Point of Contact	Qtr	Target Date	Notes
1	O	Research Potential Fire Station Location				
2	O/B	Increase Full-Time Staffing				
2(a)	"	Combination Company Option				
3	P/M	Develop Paramedic Skills Competition				
4	O/M/C	Advanced Paramedic Skills Service Options				
5	O/M	Tactical Paramedic (EMS) Team				
6	O/P	Expanded Chain-of-Command/Positions Proposal for Line Officers				

C = Customer Service/Community

P = Professional Development

B = Budget Goal

IT = Technology

O = Operations

M = Medical/Paramedic

FP = Fire Prevention/Education

R = Research/Development

OTHER: _____

Gantt Chart

A Gantt Chart is a commonly used tool for project management. It is a method to chronologically keep track of a project over a period of time in relation to the total amount of planned time for the project. On the left of the chart is a list of tasks and sub-tasks (action steps), and along the top is an appropriate timeframe (time scale) to accomplish the work. Each activity is represented by a bar, its position and length indicating the start date, duration and end date of the assignment. This allows the project manager to observe at a glance:

- What the activities of the project are (tasks/action steps)
- When each activity begins and is scheduled to end
- Where activities are dependent on other actions being completed prior
- Where activities time frame may overlap each other and by how much
- The start and end date of the entire project (goal)

An Excel worksheet works well for a simple Gantt Chart, and there are multiple examples and templates available through the Internet.

	A	B	C	D	E	F	G	H	I	J	K																	
3	[Project Name]																											
4	[Company Name]			Today's Date: <u>2/24/2009</u> Tuesday																								
5	(vertical red line)																											
6	Project Lead: John Doe																											
7	Start Date: <u>1/5/2009</u> Monday																											
8	First Day of Week (Mon=2): 2																											
9	WBS	Tasks	Task Lead	Start	End	Duration (Days)	% Complete	Working Days	Days Complete	Days Remaining	05 - Jan - 09	12 - Jan - 09	19 - Jan - 09	26 - Jan - 09	02 - Feb - 09	09 - Feb - 09	16 - Feb - 09	23 - Feb - 09	02 - Mar - 09	09 - Mar - 09	16 - Mar - 09	23 - Mar - 09	30 - Mar - 09	06 - Apr - 09	13 - Apr - 09	20 - Apr - 09	27 - Apr - 09	04 - May - 09
10	1	Task Category 1	John	1/03/09	3/18/09	75	70%	53	52	23	[Gantt bars for Task Category 1]																	
11	1.1	Sub Tasklevel 2		1/03/09	1/20/09	18	100%	12	18	0	[Gantt bars for Sub Tasklevel 2]																	
12	1.2	Sub Tasklevel 2		1/21/09	2/19/09	30	95%	22	28	2	[Gantt bars for Sub Tasklevel 2]																	
13	1.2.1	Sub Tasklevel 3		1/22/09	1/31/09	10	20%	7	2	8	[Gantt bars for Sub Tasklevel 3]																	
14	1.2.2	Sub Tasklevel 3		1/23/09	2/01/09	10	20%	6	2	8	[Gantt bars for Sub Tasklevel 3]																	
15	1.3	Sub Tasklevel 2		1/22/09	2/09/09	19	95%	13	18	1	[Gantt bars for Sub Tasklevel 2]																	
16	1.4	Sub Tasklevel 2		2/1/09	3/18/09	37	50%	27	18	19	[Gantt bars for Sub Tasklevel 2]																	
17	2	Task Category 2	Jane	3/01/09	5/12/09	73	13%	52	9	64	[Gantt bars for Task Category 2]																	
18	2.1	Sub Tasklevel 2		3/01/09	3/17/09	17	50%	12	8	9	[Gantt bars for Sub Tasklevel 2]																	
19	2.2	Sub Tasklevel 2		3/01/09	3/17/09	17	30%	12	5	12	[Gantt bars for Sub Tasklevel 2]																	
20	2.3	Sub Tasklevel 2		3/18/09	4/25/09	39	0%	28	0	39	[Gantt bars for Sub Tasklevel 2]																	
21	2.4	Sub Tasklevel 2		4/15/09	5/12/09	28	0%	20	0	28	[Gantt bars for Sub Tasklevel 2]																	
22	3	Task Category 3	Bill	4/25/09	8/02/09	100	0%	70	0	100	[Gantt bars for Task Category 3]																	
23	3.1	Sub Tasklevel 2		4/25/09	5/11/09	17	0%	11	0	17	[Gantt bars for Sub Tasklevel 2]																	
24	3.2	Sub Tasklevel 2		5/12/09	5/28/09	17	0%	13	0	17	[Gantt bars for Sub Tasklevel 2]																	
25	3.3	Sub Tasklevel 2		5/29/09	7/05/09	38	0%	26	0	38	[Gantt bars for Sub Tasklevel 2]																	
26	3.4	Sub Tasklevel 2		7/05/09	8/02/09	29	0%	20	0	29	[Gantt bars for Sub Tasklevel 2]																	
27	4	Task Category 4	Bill	4/25/09	8/02/09	100	0%	70	0	100	[Gantt bars for Task Category 4]																	
28	4.1	Sub Tasklevel 2		4/25/09	5/11/09	17	0%	11	0	17	[Gantt bars for Sub Tasklevel 2]																	
29	4.2	Sub Tasklevel 2		5/12/09	5/28/09	17	0%	13	0	17	[Gantt bars for Sub Tasklevel 2]																	
30	4.3	Sub Tasklevel 2		5/29/09	7/05/09	38	0%	26	0	38	[Gantt bars for Sub Tasklevel 2]																	
31	4.4	Sub Tasklevel 2		7/05/09	8/02/09	29	0%	20	0	29	[Gantt bars for Sub Tasklevel 2]																	
32																												