

AGENDA
VILLAGE BOARD MEETING
Tuesday, October 11, 2022 at 7:30 p.m.
Jackson Municipal Complex
Village Board Room
N168W19851 Main Street
Jackson, WI 53037

1. Call to Order and Roll Call
2. Pledge of Allegiance
3. Village Citizen Comment on an Agenda Item (Please sign-in with the Clerk prior to speaking. Please note this is the Village Board's monthly business meeting, not a public hearing. People wishing to speak on any item on the agenda should present their comments under this agenda item. Each commenter will be limited to a total of 2 minutes.)
4. Fifteenth-Amended Agreement for the Operation of Mid-Moraine Municipal Court
5. Vandewalle and Associates Update and Proposed New Contract - Next Generation Housing Development
6. Discussion and Possible Action Related to 2022 Jackson Fire and EMS Study Recommendations
7. Ordinance #22-13 Adopt Amendments to the Village of Jackson Comprehensive Plan: Map 1 Future Land Use Plan 2050 (2nd Reading)
(June Plan Commission Draft Minutes)
8. Approval of Minutes for the Village Board Meeting of September 13, 2022 and Special Village Board Meeting of September 26, 2022
9. Approval of Licenses
 - Operator's Licenses:
East Side Mart, Main Street Mart & The Village Mart: Aleesha Poss, Rani Zerkel
10. Budget & Finance Committee
 - Park Impact Fees Update
 - Pay Request #6 – Coffee Connection Trail Project – Poblocki Paving
 - Review of Quotes – Well #1 Inspection
 - Proposal Selection for the Park Master Plan of Hasmer Lake Park Area – Review & Recommendation
 - Transfer of Funds from General Fund to Recreation Fund
 - License Agreement to Farm Public Land – Robert Loduha

11. Plan Commission
 - Ordinance #22-15 – Annexation Request and Recommendation for Temporary R-1 Zoning – Parcel #T3_074900H – Albert & Brenna Sunn
12. Moraine Park Technical College Report
13. West Bend School District Report
14. Washington County Board Report
15. Greater Jackson Business Alliance Report
16. Mid-Moraine Municipal Association Report
17. Citizens to Address the Village Board (Please note this is the Village Board's monthly business meeting, not a public hearing. People wishing to speak on any item not on the agenda should present their comments now under this agenda item. In addition, although the Board can receive comments on matters not included on this agenda, it cannot discuss or take action on these matters. Each commenter will be limited to a total of 2 minutes.)
18. Closed Session pursuant to Wis. Stats. §19.85(1)(g) Conferring with legal counsel for the governmental body who is rendering oral or written advice concerning strategy to be adopted by the body with respect to litigation in which it is or is likely to become involved”

The closed session is for the following purposes:

 - 2022 Jackson Fire Department Wage Recommendations from PAA
 - 2022 Performance Review of the Village Administrator
19. Reconvene into Open Session with possible action
20. Adjourn

Persons with disabilities requiring special accommodations for attendance at the meeting should contact the Administration Department at least one (1) business day prior to the meeting.



Taking the lead in Washington County.

MEMO

TO: Mike Schwab, Village President; Village Board of Trustees

FROM: Jen Keller, Village Administrator

RE: Fifteenth Amended Agreement for the Operation of the Mid-Moraine Municipal Court (MMMC)

DATE: October 6, 2022

The attached amendment to the MMMC agreement includes provisions to add membership to MMMC including Town of West Bend, Big Cedar Lake Protection and Rehabilitation District and Town of Polk, a change to term length for officers, and the establishment of a MMMC member community's minimum contribution to expenses to .25%. The Administrative Committee is hopeful that by adding the minimum contribution amount for any new community, with anticipation those members communities will not accrue 57 citations and expenses to administratively oversee those citations, the MMMC member communities will be open to allowing additional townships to join the court.

Court Staff have voiced support for the additional communities to the court as all three (3) proposed new member communities would not over utilize the court beyond its staffing capacity and would ultimately provide existing communities the benefit of cost-sharing.

The attached Fifteenth Amended Agreement has been approved unanimously by the MMMC Administrative Committee. As stated in Section 11 "Additional Members" of the agreement, the proposal requires unanimous approval from all 16 existing member governing bodies in order to be formally adopted.

/JK

N168 W19851
Main Street
Jackson, WI 53037
Phone: 262-677-9001
Fax: 262-677-1710

Mailing Address:
P.O. Box 637

www.villageofjacksonwi.gov

**FIFTEENTH-AMENDED AGREEMENT
FOR THE OPERATION OF THE
MID-MORAINÉ MUNICIPAL COURT
(§66.0301, *Wisconsin Statutes*)**

This Agreement is entered into by and between the City of Cedarburg, Village of Germantown, Village of Grafton, City of Hartford, Town of Hartford, Village of Fredonia, Village of Jackson, Village of Kewaskum, City of Mequon, Village of Newburg, Town of Polk, City of Port Washington, Village of Saukville, Village of Slinger, Village of Thiensville, Town of Trenton, and City of West Bend, Town of West Bend, and Big Cedar Lake Protection and Rehabilitation District municipal corporations organized and existing under the laws of the State of Wisconsin hereinafter called the “Member Municipalities”. The Member Municipalities contract and agree as follows:

1. GENERAL. The Municipal Court shall be organized and shall operate pursuant to the *Wisconsin Statutes*, the ordinances adopted by the Member Municipalities, and the terms of this Agreement. In the event of conflicts, the provisions of the *Wisconsin Statutes* shall govern.
2. ORGANIZATION. Except for matters required by statutes to be determined by the respective governing bodies of Member Municipalities, the general operation of the court shall be by the Judge and the Court Administrative Committee.
3. COURT ADMINISTRATIVE COMMITTEE.
 - (a) **Composition.** The Court Administrative Committee shall be comprised of one representative of each Member Municipality, who shall be appointed by the mayor, president, or chairman of the Member Municipality, subject to confirmation by the municipality’s governing body. In order to assure participation and continuity of representation, each Member Municipality may provide for an alternate representative who shall act on committee matters in the absence of the representative. Neither the representative nor the alternative representative of a Member Municipality shall be a police officer for the municipality or an attorney representing the municipality.
 - (b) **Powers and Duties.** The Administrative Committee shall have general control over the operation of the court, except where such control is specifically granted to the Judge or the governing bodies by statute, in which case the Administrative Committee shall be a recommending agency. The Administrative Committee shall be responsible for the selection of the Clerk of the Municipal Court, subject to appointment by the Judge. The Administrative Committee shall recommend to the governing bodies for determination the salary of the Judge and the number and salary of the Clerks and/or Deputy Clerks. The Administrative Committee shall cause appropriate bank accounts to be established for the deposit of all fees, forfeitures, assessments, and costs paid into the court and shall adopt appropriate accounting procedures to ensure the proper handling of said funds. The Administrative Committee shall, with the assistance of the Clerk and Judge, prepare an annual budget for the operation of the court.
 - (c) **Procedure and Voting.** The Court Administrative Committee shall be governed by *Robert’s Rules of Order Revised*. A majority of the members of the committee shall constitute a quorum. A majority vote shall be required to adopt any motion or resolution.

- (d) **Voting Members.** The duly appointed and confirmed representative or alternate representative of each Member Municipality shall be a permanent voting member of the Court Administrative Committee.
 - (e) **Officers.** The Officers of the Court Administrative Committee shall consist of a President, Vice President, Treasurer and Deputy Treasurer.
 - (f) **Term.** Officers shall serve a term of three years. No member may serve in the same office for more than one term, except the Treasurer and Deputy Treasurer who may serve for two consecutive terms. The term of office of each Officer shall begin on July 1 and end on June 30.
 - (g) **Compensation.** Officers shall serve without compensation.
 - (h) **Nominating Committee.** The President shall appoint a Nominating Committee consisting of three representatives on the Court Administrative Committee. The Nominating Committee shall endeavor to provide at least two candidates for each open seat, except the Nominating Committee need not find two candidates for a seat held by an incumbent that is seeking reelection.
 - (i) **Election of Officers.** Officers shall be elected by the Court Administrative Committee at their Spring meeting.
 - (j) **Vacancies.** Vacancies in any Officer position shall be filled by the Court Administrative Committee. Any person filling an unexpired term of an Officer may serve in that same capacity until June 30 when the term expires.
 - (k) **Duties of the President.** The President shall preside at all meetings of the Court Administrative Committee; perform the duties customary to that office; appoint members of the standing committees; appoint such special committees as are necessary for the proper functioning of the Court Administrative Committee.
 - (l) **Duties of the Vice President.** The Vice President shall act as President in the event of the President's absence or inability to serve and during any period in which the office of President is vacant. The Vice President shall become President after the President's term is completed.
 - (m) **Duties of Treasurer.** The Treasurer shall act as Treasurer of the Court Administrative Committee; perform the duties customary to that office.
 - (n) **Duties of Deputy Treasurer.** The Deputy Treasurer shall act as Treasurer in the event of the Treasurer's absence or inability to serve and during any period in which the office of Treasurer is vacant.
4. **JUDGE'S SALARY.** The salary of the Judge shall be set by a majority of the governing bodies of Member Municipalities of the Court Administrative Committee.

5. COURT PERSONNEL.

- (a) **Clerk.** The selection of the Clerk of the Municipal Court shall be made by the Judge and Administrative Committee. The Clerk must be appointed by the Judge pursuant to *Wis. Stats.* §755.01 and §755.10.
- (b) **Compensation.** The salary and fringe benefits of the Clerk and any other court personnel shall be established by a majority of the governing bodies of Member Municipalities of the Court Administrative Committee after recommendation of the committees.
- (c) **Administration.** The Judge, Clerk and any other court personnel shall be employees of the Municipal Court.

6. FORFEITURES, FEES, PENALTY ASSESSMENTS, AND COSTS. All forfeitures, fees, penalty assessment, domestic abuse assessment, and costs paid to the Municipal Court under a judgment before the Municipal Judge shall be paid to the respective municipal treasurers within seven (7) days after receipt of the money by the Municipal Judge or other court personnel. At the time of the payment, the Municipal Judge shall report to the treasurers the title of the action, the offense for which a forfeiture was imposed, and the total amount of the forfeiture, fees, penalty assessment, domestic abuse assessments, and costs if any. The treasurers shall disburse the fees, costs, and assessment as provided in *Wis. Stats.* §§165.87(2), 167.31(5), 346.655(2), 814.65(1), and 973.055(2). All jail assessments paid to the Municipal Court under a judgment before the Municipal Judge shall be paid to the respective county treasurers within seven (7) days after receipt of the money by the Municipal Judge or other court personnel. The municipal portions of the court costs, as provided in §§814.65(1), shall be maintained in the Municipal Court operational account. Any excess revenue over budgeted expenditures shall be disbursed at the end of the fiscal year. All forfeitures shall be disbursed at least monthly to the Member Municipality for which judgment was entered.

7. BUDGET PROCESS.

- (a) **Time and Approval.** The Clerk and the Judge shall submit a proposed budget to the Court Administrative Committee annually no later than November 15th of each year for the next succeeding year. Approval by a majority of all of the Administrative Committee members shall constitute approval of the budget.
- (b) **Court Costs.** The local share of the court costs required to be collected pursuant to *Wis. Stats.* §814.65(1) shall be applied to the expenses of the court as determined in the budget. The local share shall not be credited to a Member Municipality's account.
- (c) **Expenses.** The net expenses, whether denominated start-up expenses, capital expenditures, operating expenses, or otherwise, and including those charged under ¶15, after application of the local share of court costs, shall be paid by the Municipal Court, which shall in turn charge each of the Member Municipalities its share. Each Member Municipality's share shall be determined as follows:
 - (1) For the year 1991, the shares shall be proportional to the populations of the Member Municipalities as estimated by the Wisconsin Department of Administration for 1989.

- (2) For the year 1992, the shares shall be proportional to the populations of the Member Municipalities as determined by the 1990 federal census.
- (3) For the year 1993, the shares shall be proportional to the populations of the Member Municipalities as estimated by the Department of Administration for 1992.
- (4) For each year thereafter, the total amount of the expenses shall be paid proportional to the number of citations and complaints filed with the court by each Member Municipality during the current calendar year, except as otherwise specifically provided below. All Member Municipalities are required to pay at least 0.25% of the Court's total expenses.
- (5) For the year 1996, the Village of Grafton shall pay 11.54% and the City of Port Washington shall pay 13.61% of the net expenses of the court. Thereafter, the shares of those municipalities shall be determined based on the number of citations and complaints filed as provided above. In addition to the amounts payable under this paragraph, the Village of Grafton shall pay to the court \$4,214.01 in three annual installments of \$1,404.67 each; and the City of Port Washington shall pay to the court \$4,232.67 in three annual installments of \$1,410.89 each. The additional payments shall be made by January 15th of each of the years 1996, 1997, and 1998.
- (6) In addition to the amounts payable under this paragraph, the Town of Erin shall pay to the court \$1,053.65 in three annual installments of \$351.22 each; the Village of Germantown shall pay to the court \$5,265.04 in three annual installments of \$1,755.01 each; the Town of Hartford shall pay to the court \$1,152.32 in three annual installments of \$384.11 each; the Village of Saukville shall pay to the court \$1,333.77 in three annual installments of \$444.59 each; and the Town of Trenton shall pay to the court \$1,381.52 in three annual installments of \$460.51 each. The additional payments shall be made by January 15th of each of the years 1999, 2000, and 2001.
- (7) In addition to the amount payable under this paragraph, the Village of Newburg shall pay to the court \$984.03 in three annual installments of \$328.01 each. The payments shall be made by January 15th of each of the years 2001, 2002, and 2003.
- (8) In addition to the amount payable under this paragraph, the City of Cedarburg shall pay to the court \$6,144.18 in three annual installments of \$2,048.06 each. The payments shall be made by March 15th of each of the years 2003, 2004, and 2005.
- (9) In addition to the amount payable under this paragraph, the Village of Fredonia shall pay to the court \$819.95 in three annual installments of \$273.32 each. The payments shall be made by March 15th of each of the years 2006, 2007, and 2008.
- (10) In addition to the amount payable under this paragraph, the Village of Thiensville shall pay to the court \$2,150.02 in three annual installments of \$716.67 each. The payments shall be made by March 15th of each of the years 2010, 2011, and 2012.

- (11) In addition to the amount payable under this paragraph, the City of Mequon shall pay to the court \$10,780.80 in three annual installments of \$3,593.60 each. The payments shall be made by March 15th of each of the years 2011, 2012, and 2013.
- (12) In addition to the amounts payable under this paragraph, the Big Cedar Lake Protection and Rehabilitation District shall pay to the court \$409.26 in three annual installments of \$136.42 each; the Town of Polk shall pay to the court \$1,961.67 in three annual installments of \$653.89 each; and the Town of West Bend shall pay to the court \$2,377.80 in three annual installments of \$792.60 each. The payments shall be made by January 25th of each of the years 2023, 2024, and 2025.
8. LOCATION OF SESSIONS. Each Member Municipality shall provide a place for the Judge to hold court, or it may authorize him or her to hold court in another Member Municipality at a convenient place. Court sessions shall be held exclusively in each such place at least once monthly and, to the extent reasonably possible, at a convenient time for the Member Municipality bringing the action.
9. CONTRACT ADMINISTRATION AND AMENDMENTS. The affirmative vote of a majority of all the governing bodies of Member Municipalities shall be required to adopt any resolution pertaining to the operation of the court.
10. WITHDRAWAL. Any Member Municipality may withdraw from this Agreement by giving notice in writing to the Judge no later than August 31st of any year. Upon giving such notice, the Member Municipality's participation in the Municipal Court shall terminate at the end of said year.
11. ADDITIONAL MEMBERS. Additional municipalities may become Member Municipalities under such condition as may be determined by the Court Administrative Committee upon approval by the governing bodies of all the existing Member Municipalities.
12. TERM. This Agreement shall terminate as of April 30, 2051 for all Member Municipalities. Upon termination, any surplus of assets over expenses held by the court shall be distributed to the Member Municipalities in proportion to their contributions to the expenses of the court over the life of the Agreement. For purposes of this paragraph, Member Municipalities does not include those who withdraw under ¶10.
13. SURVIVAL OF OBLIGATIONS. The obligation to contribute to expenses under ¶7 and the right to receive distributions under ¶6 shall survive the withdrawal from or termination of the Agreement, except that a municipality which withdraws shall not be responsible for expenses incurred after its withdrawal.

This agreement as amended is effective on January 1, 2023.

CITY OF CEDARBURG

Approved on: _____

By: _____
[Name], Mayor

Attest: _____
[Name], Clerk

VILLAGE OF FREDONIA

Approved on: _____

By: _____
[Name], President

Attest: _____
[Name], Clerk

VILLAGE OF GERMANTOWN

Approved on: _____

By: _____
[Name], President

Attest: _____
[Name], Clerk

VILLAGE OF GRAFTON

Approved on: _____

By: _____
[Name], President

Attest: _____
[Name], Clerk

CITY OF HARTFORD

Approved on: _____

By: _____
[Name], Mayor

Attest: _____
[Name], Clerk

TOWN OF HARTFORD

Approved on: _____

By: _____
[Name], Chairman

Attest: _____
[Name], Clerk

VILLAGE OF JACKSON

Approved on: _____

By: _____
[Name], President

Attest: _____
[Name], Clerk

VILLAGE OF KEWASKUM

Approved on: _____

By: _____
[Name], President

Attest: _____
[Name], Clerk

CITY OF MEQUON

Approved on: _____

By: _____
[Name], Mayor

Attest: _____
[Name], Clerk

VILLAGE OF NEWBURG

Approved on: _____

By: _____
[Name], President

Attest: _____
[Name], Clerk

TOWN OF POLK

Approved on: _____

By: _____
[Name], Chairman

Attest: _____
[Name], Clerk

CITY OF PORT WASHINGTON

Approved on: _____

By: _____
[Name], Mayor

Attest: _____
[Name], Clerk

VILLAGE OF SAUKVILLE

Approved on: _____

By: _____
[Name], President

Attest: _____
[Name], Clerk

VILLAGE OF SLINGER

Approved on: _____

By: _____
[Name], President

Attest: _____
[Name], Clerk

VILLAGE OF THIENSVILLE

Approved on: _____

By: _____
[Name], President

Attest: _____
[Name], Clerk

TOWN OF TRENTON

Approved on: _____

By: _____
[Name], Chairman

Attest: _____
[Name], Clerk

CITY OF WEST BEND

Approved on: _____

By: _____
[Name], Mayor

Attest: _____
[Name], Clerk

TOWN OF WEST BEND

Approved on: _____

By: _____
[Name], Chairman

Attest: _____
[Name], Clerk

BIG CEDAR LAKE PRD

Approved on: _____

By: _____
[Name], Chairman

Attest: _____
[Name], Clerk

~~FOURTEENTH~~FIFTEENTH-AMENDED AGREEMENT
FOR THE OPERATION OF THE
MID-MORAINÉ MUNICIPAL COURT
(§66.0301, *Wisconsin Statutes*)

This Agreement is entered into by and between the City of Cedarburg, Village of Germantown, Village of Grafton, City of Hartford, Town of Hartford, Village of Fredonia, Village of Jackson, Village of Kewaskum, City of Mequon, Village of Newburg, Town of Polk, City of Port Washington, Village of Saukville, Village of Slinger, Village of Thiensville, Town of Trenton, and City of West Bend, Town of West Bend, and Big Cedar Lake Protection and Rehabilitation District municipal corporations organized and existing under the laws of the State of Wisconsin hereinafter called the “Member Municipalities”. The Member Municipalities contract and agree as follows:

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2. ORGANIZATION. Except for matters required by statutes to be determined by the respective governing bodies of Member Municipalities, the general operation of the court shall be by the Judge and the Court Administrative Committee.
3. COURT ADMINISTRATIVE COMMITTEE.
 - (a) **Composition**. The Court Administrative Committee shall be comprised of one representative of each Member Municipality, who shall be appointed by the mayor, president, or chairman of the Member Municipality, subject to confirmation by the municipality’s governing body. In order to assure participation and continuity of representation, each Member Municipality may provide for an alternate representative who shall act on committee matters in the absence of the representative. Neither the representative nor the alternative representative of a Member Municipality shall be a police officer for the municipality or an attorney representing the municipality.
 - (b) **Powers and Duties**. The Administrative Committee shall have general control over the operation of the court, except where such control is specifically granted to the Judge or the governing bodies by statute, in which case the Administrative Committee shall be a recommending agency. The Administrative Committee shall be responsible for the selection of the Clerk of the Municipal Court, subject to appointment by the Judge. The Administrative Committee shall recommend to the governing bodies for determination the salary of the Judge and the number and salary of the Clerks and/or Deputy Clerks. The Administrative Committee shall cause appropriate bank accounts to be established for the deposit of all fees, forfeitures, assessments, and costs paid into the court and shall adopt appropriate accounting procedures to ensure the proper handling of said funds. The Administrative Committee shall, with the assistance of the Clerk and Judge, prepare an annual budget for the operation of the court.
 - (c) **Procedure and Voting**. The Court Administrative Committee shall be governed by *Robert’s Rules of Order Revised*. A majority of the members of the committee shall constitute a quorum. A majority vote shall be required to adopt any motion or resolution.

- (d) **Voting Members.** The duly appointed and confirmed representative or alternate representative of each Member Municipality shall be a permanent voting member of the Court Administrative Committee.
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- (g) **Compensation.** Officers shall serve without compensation.
- (h) **Nominating Committee.** ~~On or before February 15 of each year,~~ The President shall appoint a Nominating Committee consisting of three representatives on the Court Administrative Committee. The Nominating Committee shall endeavor to provide at least two candidates for each open seat, except the Nominating Committee need not find two candidates for a seat held by an incumbent that is seeking reelection.
- (i) **Election of Officers.** Officers shall be elected by the Court Administrative Committee at their Spring meeting.
- (j) **Vacancies.** Vacancies in any Officer position shall be filled by the Court Administrative Committee. Any person filling an unexpired term of an Officer may serve in that same capacity until June 30 when the term expires.
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- (l) **Duties of the Vice President.** The Vice President shall act as President in the event of the President's absence or inability to serve and during any period in which the office of President is vacant. The Vice President shall become President after the President's term is completed.
- (m) **Duties of Treasurer.** The Treasurer shall act as Treasurer of the Court Administrative Committee; perform the duties customary to that office.
- (n) **Duties of Deputy Treasurer.** The Deputy Treasurer shall act as Treasurer in the event of the Treasurer's absence or inability to serve and during any period in which the office of Treasurer is vacant.

4. **JUDGE'S SALARY.** The salary of the Judge shall be set by a majority of the governing bodies of Member Municipalities of the Court Administrative Committee.
5. **COURT PERSONNEL.**
 - (a) **Clerk.** The selection of the Clerk of the Municipal Court shall be made by the Judge and Administrative Committee. The Clerk must be appointed by the Judge pursuant to *Wis. Stats.* §755.01 and §755.10.
 - (b) **Compensation.** The salary and fringe benefits of the Clerk and any other court personnel shall be established by a majority of the governing bodies of Member Municipalities of the Court Administrative Committee after recommendation of the committees.
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6. **FORFEITURES, FEES, PENALTY ASSESSMENTS, AND COSTS.** All forfeitures, fees, penalty assessment, domestic abuse assessment, and costs paid to the Municipal Court under a judgment before the Municipal Judge shall be paid to the respective municipal treasurers within seven (7) days after receipt of the money by the Municipal Judge or other court personnel. At the time of the payment, the Municipal Judge shall report to the treasurers the title of the action, the offense for which a forfeiture was imposed, and the total amount of the forfeiture, fees, penalty assessment, domestic abuse assessments, and costs if any. The treasurers shall disburse the fees, costs, and assessment as provided in *Wis. Stats.* §§165.87(2), 167.31(5), 346.655(2), 814.65(1), and 973.055(2). All jail assessments paid to the Municipal Court under a judgment before the Municipal Judge shall be paid to the respective county treasurers within seven (7) days after receipt of the money by the Municipal Judge or other court personnel. The municipal portions of the court costs, as provided in §§814.65(1), shall be maintained in the Municipal Court operational account. Any excess revenue over budgeted expenditures shall be disbursed at the end of the fiscal year. All forfeitures shall be disbursed at least monthly to the Member Municipality for which judgment was entered.
7. **BUDGET PROCESS.**
 - (a) **Time and Approval.** The Clerk and the Judge shall submit a proposed budget to the Court Administrative Committee annually no later than November 15th of each year for the next succeeding year. Approval by a majority of all of the Administrative Committee members shall constitute approval of the budget.
 - (b) **Court Costs.** The local share of the court costs required to be collected pursuant to *Wis. Stats.* §814.65(1) shall be applied to the expenses of the court as determined in the budget. The local share shall not be credited to a Member Municipality's account.

- (c) **Expenses.** The net expenses, whether denominated start-up expenses, capital expenditures, operating expenses, or otherwise, and including those charged under ¶5, after application of the local share of court costs, shall be paid by the Municipal Court, which shall in turn charge each of the Member Municipalities its share. Each Member Municipality's share shall be determined as follows:
- (1) For the year 1991, the shares shall be proportional to the populations of the Member Municipalities as estimated by the Wisconsin Department of Administration for 1989.
 - (2) For the year 1992, the shares shall be proportional to the populations of the Member Municipalities as determined by the 1990 federal census.
 - (3) For the year 1993, the shares shall be proportional to the populations of the Member Municipalities as estimated by the Department of Administration for 1992.
 - (4) For each year thereafter, the ~~Administrative Committee shall determine a minimum amount to be paid by each municipality. The balance total amount~~ of the expenses shall be paid proportional to the number of citations and complaints filed with the court by each Member Municipality during the current calendar year, except as otherwise specifically provided below. All Member Municipalities are required to pay at least 0.25% of the Court's total expenses.
 - (5) For the year 1996, the Village of Grafton shall pay 11.54% and the City of Port Washington shall pay 13.61% of the net expenses of the court. Thereafter, the shares of those municipalities shall be determined based on the number of citations and complaints filed as provided above. In addition to the amounts payable under this paragraph, the Village of Grafton shall pay to the court \$4,214.01 in three annual installments of \$1,404.67 each; and the City of Port Washington shall pay to the court \$4,232.67 in three annual installments of \$1,410.89 each. The additional payments shall be made by January 15th of each of the years 1996, 1997, and 1998.
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 - (7) In addition to the amount payable under this paragraph, the Village of Newburg shall pay to the court \$984.03 in three annual installments of \$328.01 each. The payments shall be made by January 15th of each of the years 2001, 2002, and 2003.

- (8) In addition to the amount payable under this paragraph, the City of Cedarburg shall pay to the court \$6,144.18 in three annual installments of \$2,048.06 each. The payments shall be made by March 15th of each of the years 2003, 2004, and 2005.
- (9) In addition to the amount payable under this paragraph, the Village of Fredonia shall pay to the court \$819.95 in three annual installments of \$273.32 each. The payments shall be made by March 15th of each of the years 2006, 2007, and 2008.
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- (11) In addition to the amount payable under this paragraph, the City of Mequon shall pay to the court \$10,780.80 in three annual installments of \$3,593.60 each. The payments shall be made by March 15th of each of the years 2011, 2012, and 2013.

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- 8. LOCATION OF SESSIONS. Each Member Municipality shall provide a place for the Judge to hold court, or it may authorize him or her to hold court in another Member Municipality at a convenient place. Court sessions shall be held exclusively in each such place at least once monthly and, to the extent reasonably possible, at a convenient time for the Member Municipality bringing the action.
- 9. CONTRACT ADMINISTRATION AND AMENDMENTS. The affirmative vote of a majority of all the governing bodies of Member Municipalities shall be required to adopt any resolution pertaining to the operation of the court.
- 10. WITHDRAWAL. Any Member Municipality may withdraw from this Agreement by giving notice in writing to the Judge no later than August 31st of any year. Upon giving such notice, the Member Municipality's participation in the Municipal Court shall terminate at the end of said year.
- 11. ADDITIONAL MEMBERS. Additional municipalities may become Member Municipalities under such condition as may be determined by the Court Administrative Committee upon approval by the governing bodies of all the existing Member Municipalities.
- 12. TERM. This Agreement shall terminate as of April 30, 2051 for all Member Municipalities. Upon termination, any surplus of assets over expenses held by the court shall be distributed to the Member Municipalities in proportion to their contributions to the expenses of the court over the life of the Agreement. For purposes of this paragraph, Member Municipalities does not include those who withdraw under ¶10.

13. SURVIVAL OF OBLIGATIONS. The obligation to contribute to expenses under ¶7 and the right to receive distributions under ¶6 shall survive the withdrawal from or termination of the Agreement, except that a municipality which withdraws shall not be responsible for expenses incurred after its withdrawal.

This agreement as amended is effective on ~~January May~~ 1, ~~2024~~2023.

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CITY OF CEDARBURG

Approved on: _____ By: _____
[Name], Mayor

Attest: _____
[Name], Clerk

VILLAGE OF FREDONIA

Approved on: _____ By: _____
[Name], President

Attest: _____
[Name], Clerk

VILLAGE OF GERMANTOWN

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[Name], President

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[Name], Clerk

VILLAGE OF GRAFTON

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[Name], President

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[Name], Clerk

CITY OF HARTFORD

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By: _____
[Name], Mayor

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[Name], Clerk

TOWN OF HARTFORD

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By: _____
[Name], Chairman

Attest: _____
[Name], Clerk

VILLAGE OF JACKSON

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By: _____
[Name], President

Attest: _____
[Name], Clerk

VILLAGE OF KEWASKUM

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By: _____
[Name], President

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[Name], Clerk

CITY OF MEQUON

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TOWN OF POLK

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[Name], President

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VILLAGE OF SLINGER

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VILLAGE OF THIENSVILLE

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By: _____
[Name], President

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[Name], Clerk

TOWN OF TRENTON

Approved on: _____

By: _____
[Name], Chairman

Attest: _____
[Name], Clerk

CITY OF WEST BEND

Approved on: _____

By: _____
[Name], Mayor

Attest: _____
[Name], Clerk

TOWN OF WEST BEND

Approved on: _____ By: _____
[Name], Chairman

Attest: _____
[Name], Clerk

BIG CEDAR LAKE PRD

Approved on: _____ By: _____
[Name], Chairman

Attest: _____
[Name], Clerk



Community Development Department

Debora Sielski, Community Development Director

Public Agency Center
333 E. Washington Street, Suite 2300
P.O. Box 2003
West Bend, WI 53095-2003
(262) 335-4445
Fax: (262) 335-6868
www.washcowisco.gov

To: Village of Jackson Board of Trustee
From: Next Generation Housing – Jackson Pilot Project Management Team (PMT)
Date: Thursday, October 6, 2022
Re: Updated Vandewalle and Associates Scope of Services and Contract

Next Generation Housing Scope of Services - Vandewalle and Associates

As the Village of Jackson, in partnership with Washington County, continues to work toward engineering and development of the Spruce Street site, Vandewalle & Associates has been instrumental in providing planning related services to the project. The current contract will close out at the end of October and a proposed new Scope of Services will begin in November.

The current Scope of Services (Attachment A) details the completed work thus far and work to be completed through the end of October with an amount not to exceed \$28,000.

A new contract (Attachment B) would begin on November 1, 2022. The estimated cost for the new contract has a not to exceed amount of \$17,000. Tasks include:

- Project Management Team Participation (November through January)
- Zoning Amendments (November through January)
- Pre-Construction Public Meeting
- Identify funding gaps and help to determine type and level of County assistance with project; match potential funding sources to identified gaps

Attachments

- A. Markup of Current NGH Scope of Services
- B. Revised Scope of Services Beginning in November



Current Contract
Washington County
Scope of Services
Next Generation Housing Development Assistance –
Village of Jackson

Phase 1: Update Neighborhood Concept Plans

Vandewalle & Associates will update the existing neighborhood concept plans for the Spruce Street area to evaluate and incorporate Next Generation Housing (NGH) formats in order to achieve price points consistent with NGH goals. – **Not completed. This is included in the RFQ for Engineering.**

1. Document NGH goals as currently developed and update concept plans as needed – **Completed**
2. Financial analysis: Compare of assessed values of NGH housing units to market rate housing units; analyze projected tax increment and compare to Village's TIF goals – **Started. We will carry forward into revised contract (Phase 3, "identify funding gaps").**
3. Attend meeting with Village Board to confirm acceptable housing formats and housing goals for Spruce Street area – **Completed**
4. Prepare a 12–14-month strategy to get to groundbreaking – document showing who is doing what (general) – **Completed**

Phase 2a: Request for Proposals (RFP) for Residential Subdivision Design and Engineering Services – Completed

Vandewalle & Associates will assist in the process to recruit an Engineering Firm for the Spruce Street area through a formal Request for Proposals (RFP) process.

Request for Proposals Document:

1. Develop a draft RFP for PMT review
2. Meet with the PMT to review the draft RFQ and obtain feedback (virtual meeting)
3. Revise the draft RFP based on PMT feedback
4. Assist in preparing a list of Engineering firms
5. Assist in pre-proposal conference with prospective engineering firms
6. Assist with RFP Addenda as needed
7. Participate in Builders' Forum to explain NGH objectives to local builders and get input on design (August 16)

Phase 2b: Engineering Firm Selection – Completed

8. Review the submitted proposals and attend PMT meeting to assist in forming a short list of qualified firms
1. Prepare questions to ask short-listed firms at the interviews
2. Participate in interviews for short-listed firms (one in-person meeting)
3. Meet with the PMT and provide a recommendation on the most qualified firms (virtual meeting)

Phase 3a: October PMT Participation – revised based on tasks anticipated for October

Following selection of a preferred engineering firm, Vandewalle & Associates will support the Residential Subdivision Design and Engineering Services project as a member of the PMT.

1. Meet with the PMT approximately 3 times through October. V&A will provide up to 15 hours of meeting participation (in person or virtual).
2. Work with Engineer and PMT to refine the proposed concept plan and determine cost estimates for needed infrastructure
3. Review and provide input on Site Analysis (Phase 1 of Engineering RFP)
4. Review and provide input on Neighborhood Design Refinement (Phase 1 of Engineering RFP). Provide Engineering firm with previous concepts.
 - a. Lead one Public Meeting to Review Preferred Neighborhood Concept with Jackson Residents. Vandewalle will lead meeting coordination and determine meeting and presentation content. The County/Village will provide input on meeting contents, provide a location, and promote the meeting.
 - b. Lead one meeting with Prospective Builders to explain the Preferred Neighborhood Concept and the goals of the Next Generation Housing initiative. Vandewalle will lead meeting coordination and determine meeting/presentation content. The County/Village will provide input on meeting contents, provide a location, and promote the meeting.

Phase 4a: Zoning Amendments

1. Review model zoning ordinance with Village staff and modify model ordinance to fit Jackson's zoning ordinance
2. Plan Commission meeting to introduce new zoning district and next steps (Oct. 27)

Close out current contract at \$28,000 on October 30, 2022.



Proposed New Contract
Washington County
Scope of Services
PMT Participation – Village of Jackson

Phase 3b: PMT Participation (November through January)

Following selection of a preferred engineering firm, Vandewalle & Associates will support the Residential Subdivision Design and Engineering Services project as a member of the PMT.

1. Meet with the PMT approximately 5 times over the remainder of the project. V&A will provide up to 25 hours of meeting participation (in person or virtual).
2. Work with Engineer and PMT to refine the proposed concept plan and determine cost estimates for needed infrastructure
3. Review and provide input on Subdivision Design (Phase 1 of Engineering RFP)
4. Review and provide input on Preliminary and Final Plat (Phase 1 of Engineering RFP)
5. Identify funding gaps and help to determine type and level of County assistance with project; match potential funding sources to identified gaps
6. Advise on development phasing schedule
7. Advise on agreement documents related to transferring land to from Village to builders or homeowners (transferring the lot based on certain terms)

Phase 4b: Zoning Amendments (November through January)

1. Plan Commission meeting to hold public hearing and recommend new zoning district language
2. Village Board meeting to formally adopt new zoning district
3. Plan Commission meeting to hold public hearing and rezone Spruce Street property
4. Village Board meeting to formally rezone Spruce Street property

Could reduce costs by holding both Plan Commission public hearings on the same night and both Village Board approvals on a subsequent night (2 meetings total).

Phase 5: Pre-Construction Public Meeting (added to scope)

Lead one Public Meeting with Jackson Residents in early 2023 related to next steps for the Spruce Street neighborhood. Vandewalle will lead meeting coordination and determine meeting/presentation content. The County/Village will provide input on meeting contents, provide a location, and promote the meeting.

Begin November 1, 2022. Estimated cost: \$17,000

Optional Tasks:

- One additional in-person meeting: \$665 to \$1,600 (depending on V&A staff in attendance)
- One additional virtual meeting: \$250 to \$640 (depending on V&A staff in attendance)



Taking the lead in Washington County.

MEMO

TO: Mike Schwab, Village President; Village Board of Trustees

FROM: Jen Keller, Village Administrator

RE: Village Board Discussion/Action Regarding PAA Recommendations in 2022 Jackson Fire Department Comprehensive Analysis

DATE: October 6, 2022

The 2022 Jackson Fire Department Comprehensive Analysis produced by PAA provided recommended changes for the department regarding organization, level of service, equipment, compensation, budgeting, and cost recovery. Many recommendations do not warrant change immediately, and some will require additional consideration by management prior to making financial or policy change requests to the Village Board. Of the recommendations in the report, Staff ask the Village Board to review the following questions and consider action regarding the same.

1. Does the Village Board wish to approve the recommendations related to changes in staffing of the Department included in Appendix B (attached), "Proposed Organizational Chart" subject to the following conditions?
 - a. The changes go into effect in 2023.
 - b. Any promotion is subject to establishment of job descriptions if needed, formal position testing, and approval by the PFC.
2. Does the Village Board wish to approve the recommendations related to increasing Fulltime employee pay included in Appendix D (attached), "Proposed Fire Department Compensation Structure with Steps" subject to the following conditions?
 - a. The changes go into effect in 2023.
 - b. An individual's increase in wages shall be limited to \$5,000 annually, with remaining authorized increase to be accounted for in future budgets until the authorized wage is achieved.
3. Does the Village Board wish to approve the recommendation increasing Paid-on-Call hourly wages 20% and increasing pay to a 1-hour minimum, to go into effect in 2023?
4. Does the Village Board wish to approve the recommendation that cost recuperation efforts be discussed with contracted communities and included in future budgets so as to include a 5-10% fee added to charges to the communities served to account for administrative costs related to management of accounts payable and receivables functions, HR matters, and debt management for the Department?

N168 W19851
Main Street
Jackson, WI 53037
Phone: 262-677-9001
Fax: 262-677-1710

Mailing Address:
P.O. Box 637

www.villageofjacksonwi.gov

Jackson Fire Department Comprehensive Analysis



Prepared by Mike Romas, Tim Franz & Chuck Butler

Public Administration Associates, LLC

Presented to Village of Jackson

September 26, 2022



Public Administration Associates

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Appendix A- Current Jackson Fire Department Organizational Structure

Appendix B- Proposed Jackson Fire Department Organizational Chart

Appendix C- Proposed Future Methodology for Distribution of Jackson Fire
Department Costs



Appendix D- Proposed Jackson Fire Department Salary Compensation Structure
with Steps

Appendix E- Jackson Fire Department Salary Comparisons with Peer Departments

Appendix F- Jackson Fire Department Service Area Maps

Appendix G- Elected Officials Interview Report

Appendix H- Jackson Fire Department Member Interview Report (SOAR)



INTRODUCTION

This report is a comprehensive analysis of the Village of Jackson Fire Department (“Fire Department”) which provides fire and emergency medical service for the Village and Town of Jackson as well as a portion of the Town of Polk. A Request for Proposals (“RFP”) was issued by the Village on March 4, 2022, and the Village Board selected the team of Public Administration Associates, LLC (“PAA”) to conduct the study.

The proposal for the PAA study was to cover the following six areas:

1. Department Overview – Analysis of current operations and service delivery
2. Assess the functionality of the current service contracts with the towns
3. Evaluate the current staffing methodology current and future needs
4. Analyze current salaries and positions and compensation plan for the Fire Department
5. Develop a plan for future growth of the Fire Department to meet service demands
6. Provide a fiscal analysis and implications for cost incorporating the findings of the compensation plan and future service demand and growth of the Fire Department.

FIRE DEPARTMENT AND SERVICE AREA DESCRIPTION

The Fire Department is a municipal fire department established by the Village of Jackson. In addition to providing service to the Village of Jackson, the Fire Department provides service, under contract, to the entire Town of Jackson and approximately 25 % of the Town of Polk. (“Service Area”). The Fire Department was originally formed in 1892 as a Chapter 181 non-stock corporation and was funded by the department members. In 1931, the Fire Department began providing service coverages to the towns of Jackson and Polk. The Department began providing Emergency Medical Services (EMS) in January of 1976 when the JFD Rescue squad went into service. The Fire Department’s next major change was transitioning from a Chapter 181 department to a municipal department. In 1992, the first full-time employee was added to cover daytime duties and calls. In 2000, the Village appointed a new full-time fire chief and added its second full-time employee, a fire



marshal. In 2002, a third full-time member was added due to increase in call volume which was now over 450 calls per year between fire and EMS. EMS was upgraded to the paramedic level and two additional full-time staff were added in 2020. The Fire Department currently has an authorized staff of 60 personnel of which five are full-time employees. Current staffing is 45 employees, but management tries to keep staffing levels at 50.

The Fire Department operates out of a single station and is equipped with two ambulances, two engine companies, one ladder truck (combination engine and ladder), two tenders (water tanker trucks), an equipment truck a brush fire truck and several staff support vehicles.

DEMOGRAPHIC TRENDS

The Village of Jackson is located just north of Milwaukee and south of West Bend, at the intersection of US Highway 45 (USH 45) and Wisconsin State Highway 60 (STH 60) in western Washington County. The community of Jackson officially became a village in 1912 and had a relatively stable population of between three to five hundred people until the 1970s when a period of growth began, which continues today. Between 1970 and 1975, the population more than tripled from 561 to 1,895. In the 1980s to 1990s the Village continued to grow, adding new industries and commercial properties. This led to a border agreement with the Town of Jackson, fixing the Village's maximum potential boundaries. The Wisconsin Department of Administration's final population estimate for the Village in January 2021 is 8,001. This is a 18.48% growth over the 2010 population of 6,753. The Village covers 3.07 square miles and has a population density of 2,200 people per square mile which places it in the suburban category.

The Town of Jackson was incorporated January 21, 1846, and surrounds the Village of Jackson on three sides. The Town of Jackson is largely agricultural with residential areas and subdivisions scattered throughout. The Jackson Marsh Wildlife Refuge containing approximately 2,400 acres of land is in the Town. The current population of the Town is 4,715 and it covers 34.4 square miles. The population density is 137 people per square mile which places it in the rural category.



The Town of Polk lies on the western edge of the fire service area and the western edge of Washington County. The Town is a mix of forest and agricultural land with scattered subdivisions and unincorporated communities. The Town covers 32.2 square miles and has a population of 4,170 of which approximately half lies in the service area of the Jackson Fire Department. The population density is 130 people per square mile which places it in the rural category.

The data listed in Table 1 (below) was obtained from the Wisconsin Department of Administration.

Table 1

Population History and Future Projections for Jackson Fire Department Service Area

Municipality	2010 Census	2020 Projection	2025 Projection	2030 Projection	2035 Projection	2040 Projection
Village of Jackson	6,753	7,740	8,435	9,085	9,485	9,710
Town of Jackson	4,134	4,715	5,075	5,395	5,575	5,655
Town of Polk*	993	1,042	1,082	1,114	1,115	1,099
Total Population	11,880	13,497	14,592	15,594	16,175	16,464

*The Jackson Fire Department provides service to the Town of Polk, so 25 % of the population and estimates is listed in this table. The service area experienced a 13% growth in the last 10 years and is estimated to grow by an additional 21% through 2040.

FIRE DEPARTMENT REVIEW

The Fire Department was reviewed in the following areas: service type, organization, personnel, apparatus, and training. This examination is best done by using performance measures established by national rating organizations. The first source are the standards and research material produced by the National Fire Protection Association (NFPA), an independent agency that develops model codes and standards for the fire service. This agency also conducts research and publishes the data. The other benchmark data used is from the Insurance Service Office



("ISO"), also a national rating organization. Fire departments are evaluated routinely by the ISO which, in turn, provides information to insurance companies to use in setting fire insurance rates. This rating system is known as the Public Protection Classification Program and the ratings range from Class 1, which is the best possible score to Class 10 which is essentially no fire protection. This evaluation is broken down into three areas: Emergency Communication 10% (911 system and radios), Fire Department 50% (all fire department operations including training) and Water Supply 40% (Municipal Water System).

The Fire Department was also audited for compliance with Wisconsin Department of Safety and Professional Services, Administrative Rule 330 (SPS 330) Fire Department Safety and Health and Wisconsin Department of Safety and Professional Services, Administrative Rule 314 (SPS 314) Fire Prevention. The SPS 330 audit is provided as a separate document in Appendix B as it is very detailed but is referenced in the Department Review section.

The Service Area has a split ISO rating with one rating covering the Village of Jackson, the second being the towns. The latest evaluation was completed in September of 2020. The area in the Village received a rating of 3, which is outstanding for a community protected by a primarily Paid on Call department. The towns received a rating of 5/10, which means those areas within 5 road miles of the station are rated as a 5 and the properties beyond that a 10 rating. It should be noted that a 5 rating is the best score possible in areas not covered by a municipal water system. The water system portion of the rating, which is valued at 40% of the overall rating, is the only difference in the municipalities. The ratings on the Fire Department itself and the communication system are the same for both communities.

PERSONNEL AND ORGANIZATION

As previously stated, the Jackson Fire Department is a combination department with five full-time employees, with an authorization of up to 60 members. The Fire Department was all POC/volunteer until 1996, when the first full-time position was added to help cover daytime calls and provide inspection and station duties. This position no longer exists as it was originally designed. In 2000 a full-time fire marshal (fire inspector) position was added as well as a full-time chief bringing the



number of full-time positions to two. The remainder of the Fire Department's members were POC. In 2019, the Fire Department upgraded to paramedic level service and three full-time paramedic firefighter positions were subsequently added. This brought the total of full-time departmental employees to five. The Fire Department had also undergone a reorganization at the time. The current organizational structure of the full-time personnel and their work schedules is set forth in the following three paragraphs below. Additional detail is contained in Appendix A.

The Fire Chief is the chief administrative officer of the Fire Department and generally works Monday through Friday, 8 a.m. to 5 p.m. In addition to administering the Fire Department, the Fire Chief scheduling full-time and part-time employees, responds to emergencies during the assigned business week as well as from home in off hours (nights and weekends). The Fire Chief also fills in for the second position on the ambulance (paramedic) when needed.

The Captain of Training position also works a "base schedule" of Monday through Friday, 8 a.m. to 5 p.m. The Training Captain is responsible for developing and delivering training of all Fire Department members, overseeing inspections, maintenance, day staff personnel, and assisting the Fire Chief with administrative duties. In addition, the Training Captain also responds to all first out EMS emergency calls and is the officer on the first out engine.

The Fire Department has three full-time firefighter paramedic positions that work a 56 hour per-week schedule of 48 hours on duty followed by 96 hours off duty. The primary assignment of these positions is emergency response as a paramedic firefighter. They also, carry out the required fire inspections, maintain the fire station and apparatus and assist with training.

There are six part-time paramedic firefighter positions authorized for the Fire Department. These positions are utilized to fill a Monday through Friday, 6 a.m. to 6 p.m. time slot, as the second member on the ambulance. When these positions are not filled with part-time staff, which happens frequently, the Fire Chief or Training Captain cover this time slot and position.



The remaining positions of the Fire Department are in the POC portion of the roster. The Fire Department is divided into three shifts, or Battalions, with a POC Battalion Chief who reports directly to the Fire Chief and provides administrative supervision of the shift and serves as the incident commander on duty (from home) on a rotating basis of nights and weekends. Reporting to the Battalion Chief on each shift and providing supervision to a fire company (Driver/Motor Pump Operator and firefighting crew on an engine or ladder truck) is one Captain and one Lieutenant. Currently, the Lieutenant position is filled in only one of the three shifts. Each shift also has up to two designated Motor Pump Operators (MPOs) who have the responsibility of driving and operating the fire apparatus. These positions are sometimes filled by firefighters that meet the training requirements for the position. The shift also has up to seven POC Firefighter (“FF”) Emergency Medical Technicians (“EMTs”). POC EMT personnel have assigned time slots. Two are on call during weeknights from 6:00 p.m. to 6:00 a.m. and 24 hours a day on Saturday and Sunday. While on on-call duty during these hours, they respond with the ambulance along with the full-time Firefighter Paramedic (who responds from the station during these hours, alone in a staff vehicle). POC EMTs will also respond to the station when a second ambulance is needed for medical calls. POC personnel are allowed and sometimes do stay at the station during their assigned duty time as the facility has ample and adequate accommodations for them to do so. Each shift also has active reserve personnel. These are tenured members of the Fire Department that can no longer participate in structural firefighting but provide support services and logistics for emergency response and participate in other Fire Department activities.

When fire calls are received, a page for all POC personnel is sent, regardless of time of day or day of the week. The needed apparatus is sent depending on the incident type, with the full-time personnel responding and the balance comprised of POC personnel.

Staffing and Personnel Comparison Data

Regarding overall staffing, the Fire Department compares favorably with similarly organized departments. The latest NFPA survey (December 2021) shows that in the Midwest region, the median number of volunteer/POC firefighters per 1,000 population is 1.15. Jackson is at 3.1 per 1,000 population. While this is a favorable



benchmark, the statistic from the survey needs to be put into perspective as it is somewhat skewed by departments in this population range that also employ career personnel. The average number of career personnel is 7.7 full-time in the 10,000 to 24,999 population range. Table 2 (below) illustrates that of fire departments that protect similar populations, only 12% are volunteer/POC and those are most likely at the lower end of the population range. Career staff are more prevalent at the high end of the population range.

Table 2
Median Number of Volunteer/Paid on Call Firefighters Per 1000 Population (NFPA 2021 Survey)

Population	All Career	Mostly Career	Mostly Volunteer	All Volunteer
10,000-24,999	26%	29%	33%	12%
5,000-9,999	9%	12%	41%	39%

The overall number of personnel on the Jackson Fire Department is very good considering the size of the community and demographics. The Fire Department and community should be commended for maintaining the number of Paid on Call volunteers that it has. Many communities, both large and small, struggle with staffing volunteer and POC departments. Recruitment and retention of Paid on Call and volunteer firefighters is a concern across the nation and Wisconsin. The current makeup of the Fire Department in terms of years of service is listed in Table 3 below.



Table 3
Jackson Member Longevity

Range	Years	Percentage
Less than 1 Year	2	4.5%
1 to 5 years	19	43%
6- 10 Years	6	13.6%
11-15 Years	4	9%
16-25 Years	5	11.3%
Over 25 Years	8	18%
Total	44	100%

Table 4 (below) can be used to compare and benchmark the Fire Department's member tenure to that of the rest of the country based on the latest NFPA survey which was conducted in 2019. It also illustrates the rapid changes occurring in recruitment and retention of Paid on Call personnel. The Jackson Fire Department appears to be doing well on recruitment of personnel as 47.5% of members have five or fewer years of service on the Fire Department. Recruitment of POC and part-time members is proving difficult in many departments in the state, with some at a crisis level. Fortunately, this is not the case in Jackson for POC personnel, but difficulties recruiting part-time personnel and their availability are issues.

Fire Department members identified recruitment as a challenge in the future. Some suggestions were to recruit more actively in the high schools, maintain a larger presence on Facebook and attend recruitment seminars at technical colleges. Many members were happy with the work the recruitment committee does and everyone stated that the fire station and incumbent members were the best recruitment factors for the Fire Department. The data, however, also shows the loss of tenured members in the past ten years and highlights a serious issue facing many volunteer/POC departments across the country, namely the drop off in retention of personnel after the five-year mark.



Table 4
Volunteer Firefighters by Tenure Period (2021 NFPA Survey)

Tenure Active	Percentage
One Year	9%
1-5 Years	27%
6-10 Years	22%
Over 10 Years	42%

Given the difficulty in filling the part time firefighter/paramedic time slots on weekdays from 6:00 a.m. to 6:00 p.m., PAA recommends that this time slot/position be primarily filled by an additional full-time position. To begin with this position could be 48 hours per week; four twelve-hour shifts and the remaining 12-hour shift filled by a part-time position. There would be additional cost in implementing this recommendation, but it would be significantly less than the full cost of an additional employee as the position is currently being filled/covered by part-time personnel. The additional cost would be primarily due to the provision of benefits and a slight increase in the rate of hourly pay. This would also relieve the Fire Chief and Training Captain from having to fill this position as often as they do. They would likely still be needed to fill in for vacancies that occur occasionally due to scheduling difficulties or paid leave time. This recommendation, however, would significantly reduce the need for the Fire Chief and Training Captain to fill-in and would allow them to focus on their primary duties. PAA further recommends that the full-time position be added within the next year. From the standpoint of budgeting, the process of recruiting and on-boarding would most likely take until the start of second quarter of 2023 to complete, so including 75% of the total cost of this position in next year's operating budget should be considered. This would also coincide with a reduction in the part- time personnel budget

Based upon our review of the organizational chart, job descriptions and responsibilities, as well interviews with members, we offer the following additional recommendations for improvement.

The first recommendation pertains the position of Training Captain. Besides carrying out the training program for the Fire Department, this position fills many



additional roles. In actual practice this position resembles that of an Assistant or Deputy Fire Chief. In the absence of the Fire Chief, short or long term, the Training Captain is, by default, the ranking officer available during normal business hours. As such, the position is charged with the responsibilities normally vested in the Fire Chief. The Training Captain is also the first report for the full-time and part-time personnel, POC night and weekend ambulance staff and is responsible for their scheduling. These duties effectively place the Training Captain in the role of management's representative for human resource issues. Our recommendation is that this position be reclassified as a management position with the title of Assistant Chief, which would also make it exempt from Fair Labor Standards Act (FLSA) overtime provisions.

In summary, justifications for the Assistant Chief position include:

- Defined second-in-command
- Potential successor for chief position
- Ability to assume some current chief-level responsibilities
- Provides leadership to three Battalion Chief positions
- Chief's out-of-office backup
- Additional chief officer for emergency situations

At the lower level of supervision of the organizational chart is the Lieutenant position, which, along with Captains, are the direct supervisory positions for a fire company. The general rules of Incident Command state that the span of control of an officer in an emergency incident should be in the range of three and no more than seven positions. In incidents of greater risk, the lower end of three is preferred for the sake of safety, accountability, and communication. Currently, only one of the Lieutenant positions is filled by a POC member. Another consideration with this position is ensuring that all incidents have an adequate number of company officers responding to provide direct supervision for the potential number of companies that could be deployed by the Fire Department. Potentially, two engine companies, one ladder company and a rescue company could be deployed. In the event of a rural fire an additional officer would be required to supervise the water tender (tanker) shuttle operation. Therefore, in addition to the Incident Commander, an additional four to five officers are needed for proper and safe supervision and communication. To meet this need, we recommend that the current Firefighter Paramedic positions on each shift should be reclassified as Lieutenant Paramedics.



We also reviewed the responsibilities and actual duties of the full-time paramedics. In addition to their primary assignment of emergency response as a paramedic, they are often the only position on duty in the station and by default are placed in a front-line decision-making position for general Fire Department issues. They are also charged with carrying out fire inspections, a responsibility often assigned to an officer. Considering these duties and our belief in the need for more depth and availability of an adequate number of company officers, we recommend that these positions should be recreated as Lieutenant Paramedics.

Organizational Chart and Staffing Explanation

The Village of Jackson Fire Department should continue to operate as a combination fire department. Based on PAA's extensive and customized study, this is the most cost effective and efficient staffing model. The existing model has five full-time positions. The new model has six full-time positions. The most notable increase is the addition of one new full-time Firefighter/Paramedic position. This will immediately correct current staffing difficulties. The new organizational structure, including the additional position, will allow for easier future expansion as population and building growth increase. Because this additional position is a firefighter/paramedic, it also means that the highest level of medical response will be provided in the shortest time possible, in the most cost-efficient manner.

The reorganization includes the additional full-time Firefighter/Paramedic position in conjunction with the reclassification of one full-time Captain position to full-time Assistant Chief and three firefighter/paramedic positions to full-time Lieutenant/Paramedic positions. Across the board salary increases for all positions are also recommended to bring existing positions into competitive market ranges. The positions' reclassification and salary adjustments will create promotional avenues for existing members and increase member hiring and retention. Both are very important for the stability and longevity of a combination department in today's competitive fire service. These recommendations are based on research, member surveys, citizen surveys, department member interviews, Village and Town leadership interviews, and position studies focusing on the current duties, responsibilities, and percentage of time spent completing the duties. The position study and personal interviews analysis indicate the full-time Training Captain is performing the duties of an Assistant Chief and full-time Firefighters performing the duties of a Lieutenant.



The Village of Jackson caps the Fire Department's staffing allotment is at a maximum of 60 members. Current staffing stands at 46 members and the proposed reorganized structure shows 44 members. It is important to note that this number is fluid and changes constantly as new part time or POCs are added and deleted. The decrease of two positions comes from the reassignment of the three full time Firefighter/Paramedics to Lieutenants/Paramedics and only one Full Time Paramedic Firefighter, working a 48 hours per week, replacing those three Full Time Firefighters. All other positions remain the same and are essential to the efficient operation of the Jackson Fire Department.

The previous and new Jackson Fire Department organizational charts show three 24-hour shifts. Please note that the new full-time Firefighter/Paramedic is working a 48-hour week and not a 24-Hour shift. The flexibility and efficiency of this schedule allows this person to work and respond daytime hours Monday through Friday when open staffing positions are difficult to fill, freeing up the Chief and Training Captain.

Personnel and Organization Recommendations:

- 1. Based on research and data, PAA recommends the following Fire Department organizational structure (set forth in detail in Appendix B) to include:**
 - (1) Chief (Full Time)**
 - (1) Assistant Chief (Full Time)**
 - (3) Battalion Chiefs (Paid on Call)**
 - (3) Captains (Paid on Call)**
 - (3) Paramedic Lieutenants (Full Time)**
 - (6) Motor Pump Operators (Paid on Call)**

Part-time, POCs, and Active reserve will remain the same.

This will require that a Jackson Fire Department member move into the Full Time Assistant Chief position while another member will assume the third Paid on Call Battalion Chief position vacated by the Full Time Captain of Training.



The net short term change will result in a staff reduction of two positions (46 to 44). Three full-time Fire fighter/Paramedics would transition to the three newly-created full-time Lieutenant Paramedic positions.

- 2. Add one additional full-time Firefighter/Paramedic position to cover four of the five 12-hour time slots currently covered by part-time personnel on weekdays. The additional full-time Firefighter Paramedic position would work a Monday through Friday 48-hour week and be available during high volume, minimum staffing time periods.**
- 3. Fill the vacant Lieutenant positions.**
- 4. Transition the current full-time Firefighter/Paramedic positions to Paramedic Lieutenant positions to always ensure a supervisory person on duty in the station.**

Structure

Based on research, data, experience, and education PAA is recommending a department restructuring to include one Chief, one Assistant Chief (AC), three Battalion Chiefs (BC), three Captains, three full time Paramedic Lieutenants (FT L/P), and six Motor Pump Operators (MPO). (Part Time, POCs and Active reserve will remain the same). The Training Captain position will move into the AC position and a LT will take the third BC position vacated by the training captain.

The net short term change will result in a staff reduction of two positions (46 to 44). Three FT FF/P transitioning to the three newly created FT L/P positions and the addition of (+1) FT FF/P position, this position will work a Monday through Friday 40-hour week and be available during high volume, minimum staffing time periods.

Reasons for AC position:

- Clear second in command
- Chief's backup for vacation, sick leave, seminars, conferences, and education
- Future successor to Chief
- Ability to delegate more tasks downward
- Avenue for promotion from LT, CAPT, and BC
- Direct report for three BCs



Mentored by Chief
Another high-level commander for emergency situations

RECOMMENDATIONS:

1. Create the position of full-time Lieutenant Paramedic and eliminate two of the three firefighter paramedic positions.
2. Create and staff the position of Assistant Fire Chief
3. Add one full-time Firefighter Paramedic position to the table of organization

EQUIPMENT AND VEHICLES

PAA next reviewed the apparatus fleet of the Fire Department. Our conclusion is that it is adequate and reasonably sized for the complexity and size of the community it serves. The vehicles are well maintained and equipped with the necessary hose and equipment for the needs and risks of the community. Apparatus and equipment are checked at the required intervals specified by state regulations. The age of the fleet is within industry recommended standards, except for one water tender (#1290). That vehicle, however, has been well maintained and is in very serviceable condition. The standard and industry practice for fire apparatus is a 20-year service life depending on call volume, use and maintenance. Ambulances are on a 12 -year replacement cycle which, with the current call volume, is an adequate replacement schedule. One staff vehicle, #1285, is used regularly by the on-duty paramedic for night and weekend emergency response and may need to be on a more aggressive replacement schedule. Table 5 below outlines detail on the fleet of apparatus.

Table 5
Current Fleet of Jackson Fire Department Apparatus

Company Number	Year	Apparatus Type	Estimated Replacement Date
1250 Ambulance	2015	Ambulance	2027
1251 Ambulance	2010	Ambulance	2022



1270 Quint	2019	Ladder/Engine (Quint)	2044
1260 Engine	2008	Engine	2028
1261 Engine	2005	Engine	2025
1290 Tender	1992	Water Tender	2017
1291 Tender	2011	Water Tender	2030
1285 Utility	2008	Equipment Truck	2033
1282 Grass	2010	Grass/Brush Fire	2030
1281 Chief	2012	SUV	2027
1283 Admin	2015	Pick up	2035
1280 Command	2022	SUV	2030

Table 6 (below) is the most recent fire department profile survey conducted by the National Fire Protection Association (NFPA) and is presented for comparison purposes. We selected data from two population ranges like JFD, which is near the lower threshold of its comparative data range.

Table 6
National Profile of Equipment (2019 NFPA Survey)

Pumpers per Department

Population	1	2	3 to 4	5 or More
10,000-24,999	6%	23%	46%	10%
5,000-9,999	14%	45%	36%	3%



Aerials per Department

Population	0	1	2	3-4	5 or More
10,000-24,999	36%	52%	12%	0%	0%
5,000-9,999	73%	26%	1%	0%	0%

Other Vehicles per Department

Population	0	1	2	3-4	5 or More
10,000-24,999	24%	23%	20%	21%	12%
5,000-9,999	17%	23%	25%	26%	10%

The Jackson Fire Department's current fleet is comparable to departments of similar size throughout the country. The "other vehicle" category is for apparatus such as water tenders and equipment/rescue vehicles and, as can be seen by the table, varies greatly. This is because these are more of a specialty vehicle category and dependent on factors such as the need to cover a rural area without a hydrant water supply system.

The Jackson Fire Department received maximum credit for engines, pump capacity and ladder service according to its last ISO review, which is also a notable benchmark indicating an adequately sized fleet. One area of deficiency noted by ISO is the lack of a reserve engine, which we also noted in our review. PAA's recommendation is that when the next tender is replaced, it be replaced with a combination pumper tender. This will give the Department a backup engine, more versatility for rural response and additional ISO credit for the next evaluation.

Benchmark data for the number of ambulances is not as readily available. Based on the current call volume of the Department one front line ambulance and one back up unit is adequate and very comparable to most services of this size and call



volume. One of the most important functions of the second ambulance is to ensure no loss in service when the front-line unit is down for maintenance and repair. It also serves a second unit when needed for back-to-back calls and when more than one ambulance is needed such as in response to multi-vehicle car accidents.

Recommendation:

- 1. When the next tender apparatus needs to be replaced, replace it with a combination pumper/tender, engine, and water tanker apparatus.**

LEVEL OF SERVICE

The first area reviewed in this section is the type and number of calls for service and location of these calls by municipality. The first table in this section contains the total number of calls by year since 2010. The call data is broken down by Fire and EMS and the population protected in the given year. Each data section, starting in 2011, also shows the percentage increase/decrease from the previous year. The data is broken down not only into the type of call, but the type of call experienced in each municipality covered by the district.

Table 7
Jackson Fire Department-Calls for Service (2010 through 2021)

Year	Fire	% Increase	EMS	% Increase	Total	% Increase	Population	% Increase
2010	119	N/A	416	N/A	535	N/A	11317	
2011	88	-26%	453	9%	541	1%	11871	5%
2012	109	24%	416	-8%	525	-3%	11966	1%
2013	93	-15%	454	9%	547	4%	12017	0%
2014	109	17%	497	9%	606	11%	12119	1%
2015	134	23%	543	9%	677	12%	12185	1%
2016	138	3%	532	-2%	670	-1%	12185	0%
2017	170	23%	605	14%	775	16%	12279	1%
2018	190	12%	636	5%	826	7%	12403	1%
2019	190	0%	689	8%	879	6%	12478	1%
2020	181	-5%	804	17%	985	12%	12752	2%
2021	218	20%	923	15%	1141	16%	12773	0%



Looking back to the year 2000 when the first full-time Fire Chief was hired, the total call volume was 395 (285 EMS and 110 fire calls). The Village's population at that time was 4,938 (a total population increase of 62%). Call volume/demand for service has grown by more than triple the population, however, increasing by over 188% since 2000. This demand has been the primary driver, beginning as far back as 1992, to add paid staff to the Fire Department.

We also looked at the specific types of calls that the Jackson Fire Department responds to for any trends. As is the case in nearly all communities, EMS calls make up the bulk of the service demand. Fire call demand has not grown as significantly as EMS. In fact, across the U.S., structure fires have decreased approximately 50% from 1980 through 2018. This trend has helped buffer the growth in demand for services as the Fire Department's Service Area has grown. Opposite demand patterns are occurring in EMS, however. Demographic changes, such as the aging population have created more demand per capita, as has a general increase in the reliance of EMS in the overall medical care system. This trend is supported by our review of EMS revenues which show a significant shift in the percentage of Medicare patients (22% increase since 2017) and a decrease (11%) in those with commercial health insurance. This topic is reviewed further in the EMS Operation section. The data for specific types of calls for fire and EMS are shown in Tables 9 and 10.

Table 8
Jackson Fire Department EMS Calls by General Patient Disposition

Year	Treat and Transport	%	Treat and Release	%	Refused Released	%	Other	Total
2018	476	70.4	115	17	50	7.38	35	676
2019	502	69.5	98	12.4	61	8.3	72	733
2220	538	64.4	164	18.6	53	6.35	80	835
2021	622	64.3	202	20.9	62	6.4	81	967



Table 9
Jackson Fire Department Calls by Incident Type

Call Type	2018	2019	2020	2021
Fire:				
Building Fire	22	27	32	41
Cooking Fire	2	1	2	3
Vehicle Fire	8	7	12	13
Outdoor Fire	13	15	14	14
Rescue:				
Vehicle Accident	37	36	27	39
Assist EMS	1			2
Rescue Other	1	2	4	6
Hazardous Condition:				
CO Alarm	13	31	11	10
Gas Leak	6	6		1
Wire Down		2	5	7
Haz Mat Spill/Leak	3	4	9	15
False Alarms:				
Alarm, no fire,	45	23	41	32
Sprinkler malfunction	3	5	2	2
Smoke Scare	2	18	14	13
Service Call:				.
Cancelled In Route	16	13		16
Misc. Service Call	18	3	4	8
Total Calls	190	190	180	219



Table 10
Call Type and Location by Municipality

Year	Village of Jackson	%	Town of Jackson	%	Town of Polk	%	Total
2018	774	88%	59	6%	47	5%	880
2019	842	80%	143	14%	62	6%	1047
2020	686	71%	173	18%	110	11%	969
2021	969	77%	194	33%	96	8%	1259
2022							
7-1	467	80%	76	13%	40	7%	583

Calls were sorted by municipality to display the areas of demand. It needs to be noted that this exercise was performed manually, with some difficulty, due to the way data is transferred from the Washington County 911 system. This was the first of several areas we found limited by the current 911 system, which is not the fault of the Jackson Fire Department. The current 911 system, and the data collected by it, is very limited due to 911 center staffing and limited computer aided dispatch (“CAD”) software which requires many manual data entries. With that said, we are comfortable that Table 11 fairly presents the call distribution in the Jackson Fire Department Service Area. As would be expected, the Village, which is the most developed and populated area, has the greatest demand for service

Response time is often used as a key performance measure of a fire department. Response time has two major components, both of which were reviewed by PAA. The first component is the time from when the Fire Department is dispatched to the time when a unit is enroute. This is known as turnout time. The second component is travel time. This is the time it takes to travel from the station to the incident scene. These two components along with the time it takes to process the call for service at the 911 center, comprise what a citizen understands to be the response time or total response time. The data in the tables below are presented in “fractals” versus averages. Fractals are more performance specific and present a better measurement for expectation versus averages or medians, showing that half of the data is above or below the number presented.

Turnout time, when looking at a POC department is a very important performance measure. This can vary by time of day and day of week depending on the availability of POC staff. Unfortunately, again due to the 911 system limitations we have



limited data to use for this analysis. Additional manual analysis was done on a smaller data sample from August of 2021 through December of 2021 to show the differences in turnout time by time of day and day of week, this is shown in table 12. Table 13 shows the overall turnout times and travel times for all calls regardless of call type or time of day/day of week.

Table 11
Detailed Jackson Fire Department EMS Response Times

Time of day	Average Time of Call to unit Enroute	Average Enroute to On Scene	Average Paramedic Enroute	Average Ambulance Enroute
Weekday	N/A ¹	N/A ¹	N/A ¹	0:01:31
Weeknight	0:05:04	0:05:10	0:02:26	0:05:49
Weekend	0:04:28	0:05:24	0:01:56	0:05:30
Weekday, holiday	Insufficient data ²			
Weeknight, holiday				
Weekend, holiday				

Table 12
Overall Response Times All Calls

Year	Time of call to unit enroute (90% fractal)	Median	Enroute to On Scene 90% Fractal	Median
2017	8.83 minutes	4.13	6	3
2018	8 minutes	3	7	3
2019	7.72 minutes	4	7	3
2020	7.71 minutes	2.93	6.49	2.82
2021	7.4 minutes	2	6.08	3
2022	7.16 minutes	2	5.69	2.85

(See the maps in Appendix F for additional information)

¹ Weekday: Station is fully staffed 0600-1800, therefore there is no separate paramedic response in med unit from ambulance crew.

² Holiday data was analyzed and considered; however less than 5 calls were noted for each category (weekday, weeknight and weekend), therefore there are sufficient data points to draw accurate trends.



These tables show several important facts and trends regarding turnout time. When the ambulance, or in fact any unit that is staffed in the station, the turnout is less than two minutes. During weekdays from 6:00 a.m. to 6:00 p.m. an ambulance staffed with two firefighter paramedics can be on scene in less than 8 minutes, 90% of the time. This is an excellent performance benchmark. On evenings and weekends, this response time holds true for EMS calls in terms of getting at least one person on scene. On nights and weekends, the single on-duty member responds in a utility vehicle with Advanced Life Support (“ALS”) equipment. This is done to get life saving measures to the patient as quickly as possible. The time for an ambulance to arrive on-scene adds an additional five minutes as the turnout time from the station for POC personnel is at slightly over the 7 minutes 90% fractal.

In addition to call volume, the amount of time spent on calls is an important consideration in all departments, but especially for on-call/volunteer departments. This performance measure also is as value in determining availability of units and workload, which should be monitored to determine when additional units may need to be staffed. This measure is called Unit Hour Utilization or UHU. UHU is determined by dividing the number of a hours a unit is utilized on calls in this case the ambulance, so it includes time to the scene, on scene, time to the hospital and time to return to service at the hospital. Over the evaluated period, the median time on calls was 48 minutes or 0.8 hours. Table 13 shows the unit hour utilization for EMS calls over the last five years. A unit hour utilization of less than .1 indicates a unit is available for calls 90% of the time, a unit hour utilization of .2 is considered a maximum unit hour utilization in larger systems.

Table 13
Unit Hour Utilization

Year	Total	Median Time on Calls (In hours)	Annual Unit Hours	Unit Hour Utilization
2018	676	0.8	8760	0.062
2019	733	0.8	8760	0.067
2020	835	0.8	8760	0.076
2021	967	0.8	8760	0.088



Fire calls had average time per call of approximately 30 minutes. While fire calls do not generate enough volume to evaluate a statistically significant unit hour utilization, it is a significant measure regarding impact on Paid on Call staff time commitment. Time on the call does not account for the additional time that is spent returning to the station and placing fire apparatus and equipment back into service. These activities can easily double the time commitment per call.

Table 14
Time on Fire Calls

Year	Time in minutes	Calls	Avg. Time on Calls/week min.	Avg. time Commitment/week/hours
2018	33	190	120.5769231	4.02
2019	29	190	105.9615385	3.53
2020	27	180	93.46153846	3.12
2021	26	219	109.5	3.65

Table 15
Jackson Fire Department Calls by Day of Week

Sun.	Mon.	Tues.	Wed.	Thurs.	Fri.	Sat.
11.97%	15.65%	14.74%	14.42%	14.12%	14.82%	14.49%

There is little difference in call volume by day of the week (Table 15), but very obviously the daytime hours generate the greatest volume with just over two thirds (66.86%) of the calls for service occurring then. This reinforces the current staffing patterns of having the greatest in-station staffing during the time when call volume is the highest. Another key performance indicator reviewed is the number of personnel that turn out per incident. The data shows that the Fire Department meets the benchmark standard for a mostly volunteer/POC department. NFPA 1710 is only concerned with the number of personnel responding to structure fires.

Level of Service: Fire

For structure fires, the 10-minute total response time is a benchmark performance measure in the national NFPA 1720 Standard for the Organization and Deployment



of Fire Suppression, Emergency Medical Operations, and Special Operations to the Public by Volunteer Fire Departments. This standard is based on having 10 personnel on scene with a travel time of 10 minutes or less, 80% of the time for suburban areas and 14 minutes 80% of the time for rural areas. Unfortunately, the current system does not track beyond the first arriving unit for fires. Therefore, we can only measure the Department's ability to get one unit on scene; not necessarily the desired force. There are, however, some conclusions we can draw from the data we currently have to work with.

The standard operating guideline for the Jackson Fire Department is that the first-out engine responds when four personnel are assembled; therefore, based on the data we have, we can conclude that on fire calls at least four personnel on scene in approximately 13 minutes occurs 90% of the time. This meets the rural area benchmark of NFPA 1720. When it comes to areas in the Village that are under the suburban benchmark, we are unable break that information out from the available data. We can assume travel time to a scene in the Village is significantly less than 6 minutes. In fact, our response time modeling using Geographic Information System software (GIS) shows that the areas within the Village are within a travel time of five minutes or less. Within the Village it can be assumed that the 80% fractal in response time is close being met by at least one unit. Based on interviews and no supporting data, estimates are as high 11 minutes to achieve a somewhat full turnout for fire calls.

When reading and reviewing the following response time data, we also provide the following information for your consideration. NFPA 1720 response times are based on responses to structure fires, as they would present the highest level of urgency and response. The tables show response data for all calls, some of which may safely be responded to in a non-emergent manner, such as smoke alarm malfunctions or carbon monoxide alarms with no report of persons feeling ill.

It should be noted that the accuracy of this data may vary by at least seconds, because it is reliant on a dispatcher manually entering the data. Most systems today, to obtain reliable data, utilize Mobile Data Computers (MDC's) that automatically log response times in the 911 Computer Aided Dispatch (CAD) system log. MDCs are laptop computers located in emergency response apparatus. Since these systems are a component of the entire 911 system that is shared by



Washington County, the Jackson Fire Department is somewhat limited. When the next opportunity arises to upgrade the County 911 system, the Village and Jackson Fire Department should strongly advocate for inclusion of this equipment.

As stated above, we completed a more analytic view of the travel time portion of response time using GIS to model travel distances and travel times. It should also be noted that the GIS system only follows existing roads and not “area coverages,” so additional road development could show additional coverage of some areas. These maps can be found in Appendix F. Map 1 shows the response time estimates for five-minute travel times for the suburban area and Map 2, the 14-minute travel times for the rural area. This is calculated using an industry standard response time formula that was developed by the Rand Corporation and is proven to be quite accurate. The service area of the Fire Department was well within the response time goals of the current station for travel times from both perspectives.

Maps 3 and 4 show response travel distance. The Insurance Service Office (ISO) uses a travel time distance of 1.5 miles to receive maximum credit for “distribution of engine companies” in areas served by a municipal water system. It is important to note that while this distance coverage would receive a 100% score, a percentage of coverage score would still receive some credit for areas more than this distance. ISO also only credits for department coverage in the rating to properties located within 5 road miles of a fire station. The Village is adequately covered in the first distance which is the suburban area covered by a municipal water system. The Villages favorable ISO rating of three obviously reflects this. A rating of three is remarkable for a combination department. As can be seen by the map, most of the property within the City limits and the developed areas in townships are covered within the 5-mile travel distance.

Table 16 shows the average number of personnel responding to all fire incidents and then more specifically to structure fires and mutual aid structure fires. The primary reason for doing this is that structure fires present the greatest demand for personnel on scene.



Table 16
Jackson Fire Department Average Personnel on Fire Calls

All Fire calls	Structure Fires in Response Area	Structure Fires Mutual Aid
5.32	12	7

The “All-Fire Calls” number is lower as this includes calls for such issues as carbon monoxide alarms or other single fire company responses and is based on the actual responders on scene when more may have “showed up” at the station but were not sent to the scene. Regarding structure fires, all available personnel that arrive at the station are sent to the scene. Mutual Aid calls for structure fires have a lower number because of the lower number of lesser number of units that are sent, usually two (one engine and one ladder truck).

While the number of personnel responding to structure fires meets the minimum benchmark of 10 minutes for suburban areas and 6 minutes for rural areas, the complete benchmark is for the number of desired personnel to be assembled on scene within the total response time benchmarks. This data is not currently tracked, but may become trackable, if the Fire Department installs MDCs in its vehicles and enters personnel responding on each specific unit into future fire reports. The total number of personnel responding should be one of the performance measures tracked and reported by the Fire Department. The last ISO evaluation recognized 0.50 on-duty personnel and an average of 17.00 on-call personnel responding on first alarm structure fires. This is based on the roster not the actual response as set forth on Table 16. The ISO credits on-call personnel differently than personnel staffed in the station, essentially counting them at one third of the credit awarded to 24-hour station personnel. This reduction in points is made, according to the ISO, to reflect the time of personnel responding to the station and to assemble as a team due to varying arrival times at the station. This number could be enhanced by mutual aid companies if they are automatically dispatched on the initial call out of the Fire Department. Calling for additional resources through the MABAS system is a good practice that the Jackson Fire Department currently does, however, the ISO does not count it into the initial response force unless it is automatic aid.



Calls for mutual aid were also reviewed and for simplification, a four-year review with the first and last year are shown to evidence the trend. The Jackson Fire Departments is a net provider of mutual as are most fire departments, meaning they give mutual aid more than they receive. This is a positive measure or sign as a higher “received” than “given” balance would indicate a department having issues meeting its own response area needs. Some may question this, however because it appears the department is providing more assistance than it receives. Just from a “mutual standpoint”, if a fire department provides aid to five neighboring departments, and each has the same demand or need for aid, the aid given would be five times greater than the mutual aid received, so from the standpoints of individual neighboring departments, the aid is truly mutual or balanced. Increasing call volume of mutual aid can be seen which is indicative of call volume increasing for all departments in the area. The second trend that is revealed is that more departments are relying on mutual aid with increased frequency due to limited availability of staff in meeting the overall increase in call volumes. Since most of the Jackson Fire Department’s mutual aid neighbors are a combination of POC departments this trend is not surprising. The available mutual aid data is listed in Table 17 below.

The Department should continuously monitor mutual aid demand to determine if and when the Fire Department is providing appreciably more mutual aid assistance to its neighboring departments than it is receiving. This could be addressed in discussions with surrounding communities and departments that could entail some compensation for mutual aid if certain unbalanced service thresholds are met.

Table 17
Jackson Fire Department Mutual Aid Calls

Year	Mutual Aid Given	Mutual Aid Received
2018	22	4
2021	43	7

The Fire Department currently employs the practice of an all-call paging response for fire calls meaning that all personnel are paged, and if available, respond to every call. As call volume increases, this approach places more pressure on all-call staff.



With response turnout numbers and information gained in interviews, turnout to the station already is less for some types of calls. POC personnel, knowing a single company or two will respond, may choose not to respond if others will, and they may not arrive in time to “get on the first-out company.” This is a very common phenomenon we find with busier on call departments. To combat call fatigue of POCs and to control and ensure a proper response, we recommend creating call groups within the Fire Department. For incidents that require only one apparatus to respond, this call group would comprise the only personnel paged. Incidents such as CO calls, fire alarms/smoke detector activations, with no report of fire and Mutual Aid responses are examples. A guideline should be created to identify which incidents require only one vehicle to respond. This could also be used to ensure that there is minimum coverage on weekends and holidays within the Service Area. The Fire Department is already organized into battalions or groups and currently employs a software scheduling package that could be used to manage these response groups. This is already done on a limited basis for EMS calls and for Incident Commanders and officers.

Level of Service: Paid on Call Member Availability

PAA surveyed all Fire Department members asking the following question regarding their availability to respond to the station in a timely manner. “Listed below are the days of the week and time range (in military time example 0600 to 1800 6:00 a.m. to 6:00 p.m.) check when you are available for response to the station (travel time) in 6 minutes or less (Note: only check boxes that you are available for 80% or more during the time range).”

The results of this question in the survey are listed in Table 18.

Table 18
Jackson Fire Department Member Availability Travel Time to Station

Weekday	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
6:00 am to 6:00 pm	11	7	5	5	5	7	12
6:00 pm to 6:00 am	13	14	13	11	12	13	14



Table 19
Number of Volunteer Firefighters on Duty per Population and Day of Week

Population Protected	Weekday Days	Weekday Nights	Weekend Days	Weekend Nights
10,000-25,000	6.7	11.6	10.3	12
5,000-9,999	6.9	12.6	11.5	14.1

Table 18 clearly shows that a limited number of Jackson Fire Department staff are available on weekdays from 6:00 a.m. to 6:00 p.m., which is very comparable to national averages shown on Table 19. On a positive note, when the questions were asked about members' commitment for emergency response, 90% reported it was within their expectations. The 10% that reported that it was above expectation, however, also reported that they can meet the demand. Regarding overall time commitment to the Fire Department, 75% reported that it was equal to or less than the time that they expected to commit. Of the 25% that reported that the time commitment was more than they expected only 10% of those respondents reported that it was difficult for them to meet the expectation. This data suggests a healthy work-life balance for 90% of the members that responded to the survey.

Of concern, however, is the fact that for varying reasons 35% of Fire Department members report some level of dissatisfaction. While a full climate survey was not conducted, and this was the single question posed on satisfaction with the Fire Department, some general conclusions can be drawn from the open-ended comment section of the survey as well as from interviews that were conducted with a cross section of the membership.

Level of Service: Emergency Medical Services

A review was conducted of the Fire Department's EMS Operational Plan ("Operational Plan") that is currently on file with the State of Wisconsin. The most recent update appears to have been made in September 2019. This submission amended the Operational Plan to provide for flexible paramedic staffing. Overall, PAA notes no significant issues in the filed Operational Plan. PAA recommends an annual review of the Operational Plan, however, to update any items that have changed from the previous year. Most of these updates would relate to changes in the following: Names of personnel, vehicles, job responsibilities related to quality assurance, infection control and training. Each of these issues may not



necessarily be critical, in and of themselves, but without a dedicated process to annually review the Operational Plan, information can become outdated and inaccurate over time. The annual review is also an opportunity to align the organization with the expectations of the Operational Plan. It is all too easy to stray from the Operational Plan, over time, as operations are altered to meet changing situations. Those changes, however, should be systematically vetted and reflected in the Operational Plan

The Operational Plan is a detailed representation of the operational actions of the Fire Department related to factors including, but not limited to staffing, training, capability, coverage expectations and response. Once approved, the organization is authorized to operate as an EMS system in accordance with the submitted plan. Plans are often submitted as “a best-case scenario.” The real measure of the plan is how well it is followed and how it functions in the real response environment.

Generally, every section of the Fire Department Operational Plan appears to be met. All specific requirements are in place and are being followed by the Fire Department. The Clinical Laboratory Improvement Amendment (CLIA) laboratory waiver on file is expired, but we are assuming it has been renewed and that fact has simply not been updated in the Operational Plan.

A highly salient issue and the impetus motivating this review, is the ability of the Fire Department to meet all the specific requirements of not only the Operational Plan, but also the increasing demand on the EMS system. The Fire Department and the Village are reevaluating how the Fire Department responds to Fire and EMS requests by their community to provide the absolute best response it can with the resources available.

While the Fire Department is currently compliant with the Operational Plan, discussions with the medical director and fire personnel have revealed increasing concerns over the ability to continue to remain compliant. While the Fire Department is “holding the line,” the ability to fill work schedules given the limited availability of staff and the almost continual work requires a significant amount of administrative time. The varied nature of staffing also creates challenges related to maintaining EMS skill competencies among personnel, particularly in the POC ranks. These demands stress the flexible staffing model, making it difficult to provide consistent and reliable paramedic coverage to the community.



To clarify the difference between advanced life support care and basic life support care, the Jackson Fire Department medical director, Dr. Stephanie Post, wrote an explanation. Her comments are as follows:

To whom it may concern,

I am writing on the behalf of the Jackson Fire Dept. I am currently their medical director and so in essence direct and provide guidance over the prehospital medical care that administer to the community at large whether at community events or during 911 calls. Over the past few years, we, as a department, have increased our ability to care for our community members by changing our service level from providing BLS services to now more ALS services. What this means is that when an individual is experiencing an allergic reaction, we can provide them Benadryl, Pepcid, and steroids which will help them with their reaction while still going to the hospital potentially to be monitored. When an individual is having chest pain and goes into an abnormal heart rhythm, we can now provide some lifesaving medication to prevent further decompensation while getting them safely to the hospital. When an individual is in pain from a chainsaw accident, or they pinned their arm or leg at work we can administer pain medication to make them more comfortable quicker. Historically, prior to this service level change, we would either go without these medications and try to get the patient safely to the hospital or we would wait for another area service such as West Bend to meet us to give these same medications. We know we are providing better more encompassing care since we no longer must go without those medications or wait longer for others to come. As a community I understand that it is difficult to perhaps understand these differences but hopefully the above examples make it much clearer. We continue to strive to make differences in our community by the leadership and care we provide as a department. We need your support to continue to evolve and enact these positive changes.

*Sincerely,
Dr Stephanie Post*

The flexible staffing model was designed to be a transitional model to move toward a more consistent paramedic capability to the public on a 24/7 basis. To take the



next step toward the goal of a more consistent and reliable paramedic level response agency, required to serve an expanding and aging community, PAA recommends that more capacity be added to daily staffing. Ideally this would consist of a dedicated duty crew to respond to calls, preferably with two paramedic-trained personnel. This would accomplish several goals: Less administrative time spent on scheduling and addressing concerns over staffing. Less time spent by the Chief and Training Captain responding on calls. Increased training effectiveness by the medical director and her designees. These advantages, together with a maintained ability to flex to a single paramedic by splitting crew, increases response depth and versatility when a paramedic ambulance needs to transport out of the immediate community. It allows the second paramedic to return to the response area and staff with other personnel.

While not a specific objective of this study, a cursory review of revenue and EMS billing information revealed a factor faced by many EMS services. The payor mix has changed significantly from 2017 to 2021. Payors with Medicare coverage have increased from 40% in 2017 to 63% in 2021, while those with commercial insurance have decreased from 26% to about 15% over the same period. This is likely a result of retirements from the workforce and an aging population that requires more care and has transitioned to Medicare. Fortunately, the Medicaid percentage has remained steady at around 15%. Although revenue has increased over the time from 2017 to 2021, increased call volume and the changes in payer mix appear to have resulted in a net per call revenue decrease from \$443 in 2017 to \$370 in 2021.

In summary, the Fire Department is on track with the work that it is performing and has done a commendable job of maintaining services in the current environment of expanding demand. PAA recommends, however, that adjustments be made now to position the Fire Department to not only maintain the status quo, but to meet impending growth and demand in a reliable and sustainable manner.

Level of Service: Training

All personnel meet or exceed the minimum training levels established in Wisconsin SPS 330 for fire personnel and Wisconsin DHS requirements for EMS personnel. Required continuing education and training is provided by the Fire Department on Monday evenings from 6:30 to 9:00 p.m. The first and fourth Mondays are directed to fire subjects, the second Monday to officer training and meetings, the third Monday EMS and when there is a fifth Monday in the month it is designated for



driving and apparatus operations. Fire training does not have a benchmark hour requirement for continuing education, rather a subject matter-based training program is outlined, which the Fire Department is meeting. The last ISO review shows there is room for improvement in training however this rating number was impacted at the time by the fact the Fire Department did not have a structure fire training facility, which it now does. A noticeable increase in this evaluation area should be seen in the next ISO evaluation.

By policy, Firefighter EMT's must attend nine sessions in a six-month period with Officers and MPO required to attend ten. Officers are also required to attend all officer meetings. This places a minimum 6-month base time demand of 22.5 hours for Firefighter EMT's, 25 hours for MPO's and 40 hours for officers. Note these are minimums and if maximum attendance is achieved the numbers are 30 hours for firefighter EMTs 35 hours for MPO's and 45 hours for officers.

Level of Service: Prevention

Fire inspection is regulated by the Department of Safety and Professional Services and the rules set forth under [SPS 314. SPS 314] also contain the requirements for minimum eligibility for 2% dues. These are fire insurance premiums collected by the state and shared with municipalities to help offset the cost of fire prevention and response. The Fire Captain supervises fire prevention activities, and most inspections are carried out the full time Firefighter /Paramedics during their scheduled shifts.

SPS 314 requires that all public buildings, places of employment and apartments of three family dwellings and more are inspected twice per year. The Jackson Fire Department conducts approximately 1,000 total inspections annually. We used the term approximately as this number will vary year to year based on businesses opening and closing and new construction.

The Jackson Fire Department also provides education to the public on fire prevention and safety. Every year the Fire Department holds an open house at the fire station during fire prevention week. Fire Department personnel also conduct events at the local schools and daycare centers. It should be noted that these activities are also required under SPS 314.



The Jackson Fire Department is heavily involved in public education and community risk reduction. Some examples of the programs which it facilitates include fire prevention talks, CPR classes, fire extinguisher education, block parties, parades, station tours, first aid classes, ride home in a fire truck, fireworks stand-by, fall prevention presentations, and school/business fire drills. In the month of October, it conducts 15 separate age-appropriate school presentations where over 600 children are reached. To wrap up Fire Prevention Week, which takes place in October, an open house, attended by over 1,000 people, is held each year. It should be noted that these activities are also required under SPS 314. The Fire Department meets and exceeds this requirement and should be commended for its community involvement efforts

The ISO also provides credit and evaluation of Fire Prevention activities under the general category of Community Risk Reduction. This is broken down in detail by the categories of Code Enforcement/Inspection, Public Fire Safety Education, and Fire Investigation. The Fire Department received 4.26 out of 5.5 possible points.

Overall, the Fire Department is doing an excellent job in fire prevention/code enforcement and public education. There are two specific areas though in this functional area that we will address and provide recommendations on.

A provision is contained in State of Wisconsin Administrative Code that reduces the number of all required annual inspections from two per year, in non-overlapping six-month periods, to one per year in non-overlapping 15-month periods by developing a local ordinance. SPS 314.01(13) (7) Wis. Admin Code. It states, "Where authorized by a local ordinance, a city, village, or town may reduce the inspections required under sub. 3. to at least once per calendar year, provided the interval between those inspections does not exceed 15 months." There are several advantages for a municipality to exercise this option. The first advantage is that it avoids the State 2% dues audit requirement of two inspections in non-overlapping six-month periods, which can be burdensome and difficult to meet. This option also allows the Village to maintain a two inspection per year cycle if it chooses, however, it still allows some flexibility if it is not met to avoid putting 2% dues in jeopardy. As inspection volume grows or there is a change in how inspections are conducted, the Village will have flexibility in choosing which buildings need to be inspected twice per year, therefore better managing its costs and staff workload.



The second fire prevention/code enforcement area which merits consideration concerns the adoption of a model code as well as any allowances provided by the State. For the most part, Wisconsin Fire Code is a min-max code meaning a municipality cannot adopt stricter or less strict requirements. Options available should be reviewed by the Jackson Fire Department and the municipalities it serves. For example, one option allows adoption of the International Fire Code (IFC) over NFPA 1. NFPA 1 is the default model code for Wisconsin, however, the State, the International Building Code, and the IFC is the companion fire code, which, in our opinion is more congruent with the building code. There are also provisions for certain permits and fees that should be considered by the Department and its municipalities.

Recommendations:

- 1. Improve data collection and reporting to provide enhanced monitoring of critical performance measures for emergency response, benchmarking to NFPA 1720 standards for structure. This reporting also should be sorted to the different staffing model periods and response times broken down by municipality served.**
- 2. Consider changing the local fire prevention ordinance(s) to reduce the required number of annual inspections, providing the Fire Department more flexibility in meeting state requirements.**

COMPENSATION REVIEW AND PLAN

Members are the Jackson Fire Department's most important asset. Every fire department is unique with its own organizational structure, budget, staffing model, member size, community population, square miles of coverage and call volumes. The Jackson Fire Department was compared to two "peer" groups; first, to departments similar in structure, population, and call volumes; and secondly to area departments which are often the places firefighters, paramedics, officers, and chiefs transition to when large gaps in salaries and benefits develop.

Competitive salary and benefits attract new fire department members. These, along with effective department leadership, retain department members. So, to



attract and retain the best Firefighters, Paramedics, Officers, and Chiefs in the state, the Village of Jackson needs to offer a competitive total compensation package. Since fewer students are graduating with the necessary firefighter and paramedic certifications, competition among hiring departments is fierce. In addition, the current job market requires that fire departments not only be competitive among other departments, but also among all local employers.

Once PAA drafted the proposed Fire Department reorganization (See Personnel and Organization) data was collected and analyzed with respect to all applicable positions. Research for the proposed salary structure was conducted at state and national levels. One source of information was the 2021 Wisconsin State Fire Chiefs Salary Survey. This organization studies career, combination, and volunteer Wisconsin Fire Departments. The data includes starting pay and top pay for the positions of Chief, Assistant Chief, Division Chief, Battalion Chief, Deputy Chief, Shift Commander, Fire Investigator, Fire Inspector, Fire Marshall, Captain, Lieutenant, Firefighter, and Clerical. Community type, population, fire, and EMS run totals and square mileage covered are also identified.

Chief: The current salary for this position is \$93,104.44. The average Chief's salary in peer communities is \$96,005. In nearby communities the average is \$106,871. PAA recommends an upgrade to \$101,871

Assistant Chief: This is a new position to be filled by a current department Captain who is now being paid \$69,947. The average salary comparison for like communities for Assistant Chief is \$81,087. In nearby communities the average is \$96,493. PAA recommends that the salary for this new position be established at \$81,087.

Fire Lieutenant Paramedic: The current individual salary for the three Firefighter Paramedics transitioning into these roles is \$63,479. The data collected only shows Firefighter Lieutenants without Paramedic licenses. However, in Wisconsin, the addition of a paramedic license adds an additional 5% to any firefighter or officer rank. The average Lieutenant's salary in like communities is \$70,679. In nearby communities the average is \$79,396. (These figures include the 5% paramedic pay)



Firefighter Paramedic: The current salary for this position is 63,479. Once again, the data collected only shows Firefighter salaries without a paramedic license. The average Firefighter salary in like communities is \$61,595. In nearby communities the average is \$65,569. (These figures include the 5% paramedic pay).

The following is a summary of the cost's pertaining to the above-stated recommendations:

Upgrade Fire Chief Salary - \$101,871 (+\$8,334)

One new FF/P position - \$63,582 (+\$63,582)

Three rank changes from FT FF/P to FT LT/P - \$70,679 (+\$21,600)

One rank change from Captain to AC - \$81,087 (+\$11,140)

Total annual cost: Salaries \$104,656 + Benefits (35%) \$36,630 = \$177,916

Paid-on-call (POC) Salaries

The average State of Wisconsin POC salary is between \$15 - \$30 per call. The Fire Department's average POC salary is \$15.71.

PAA recommends the following with respect to POC and FT pay:

1. **Increase POA pay 20% throughout the pay scales. This will raise compensation into the lower end of the state average. The Fire Department POC average salary will be \$18.85.**
2. **Increase the minimum pay for all POC responses from 30 minutes to 1 Hour.**
3. **Starting FT salaries: Chief - \$101,871, AC - \$81,087, LT/P - \$70,679, and FF/P - \$63,582.**

BUDGET AND FINANCE

A review of the current model for distributing annual fire and EMS service costs among the participating communities was conducted. Fire and EMS costs are currently distributed among the three communities using two factors: population and equalized property value. The formula is described and applied in detail in Appendix C.



PAA is familiar with other methodologies currently in use. It is common for Fire/EMS districts, such as the North Shore Fire Department, to utilize a formula that also includes usage. Member communities that utilize more services pay a greater proportion of the bill.

Current Fire Department response records do not contain all necessary data to accurately determine a usage charge. In the five years of Fire Department Fire and EMS runs that were studied (over 5,000 responses), many addresses in the run information lines did not identify community locations. Therefore, it is not possible to accurately sort and determine the usage portion of the comparative formula at the present time. Going forward, this can be corrected with a dispatch center update to computer-aided-dispatching (CAD) and the installation of mobile data terminals in fire apparatus. This will allow emergency services to plan, manage, and respond to incidents rapidly and efficiently. This real-time technology also provides detailed run data that is easily retrievable and analyzed. Until updates are made to collect complete usage data, continued use of the current formula is recommended.

To equitably apportion costs of shared services it is important that all the costs associated with the service are captured. It is recommended that all participating communities review any indirect support that they may be providing to the operation and that those “overhead costs” be included in the annual Fire Department budget.

Budget and Finance Recommendations:

- 1. Install computer aided dispatching and mobile data terminals.**
- 2. Reevaluate the Fire Department cost distribution formula when accurate data is retrieved.**
- 3. Capture all indirect support that is being provided to the Fire Department and include those amounts in the annual budget.**

Table 20 shows the per capita cost of Fire/EMS services to the communities served by the Fire Department. Those costs compare favorably as shown in Table 21.



Table 20
2022 Fire Department Services Costs Per Capita

Municipality	Population	Cost Share	Per Capita
Village of Jackson	8,001	\$437,248.62	\$54.65
Town of Jackson	4,028	\$231,169.20	\$57.39
Town of Polk	1,020	\$ 74,916.18	\$73.43

Table 21
Fire and EMS Expenditures Per Capita-Comparable Wisconsin Communities

Municipality	Per Capita Cost
Chippewa Falls	\$233
Ashwaubenon	\$ 228
Mukwonago	\$ 128
Portage	\$ 98
Sussex	\$ 90
Jackson	\$ 75

FUTURE FIRE DEPARTMENT IMPROVEMENTS

Improved Data Collection and Reporting

Rather than a setting a specific timeline, the Fire Department's next organizational changes should be driven Key Performance Indicators (KPI's) that are part of the strategic plan of the communities served. This requires the Fire Department to collect and analyze the proper data.

To know when a step needs to be taken and what area of the Fire Department's service it is intended to improve, it is imperative that a set of KPIs be put into place and that accurate and relevant data are collected to support those indicators. Think of these measures as the "dashboard" of the Fire Department and each measure represents a gauge on the dashboard. The Jackson Village Board can then see how the Fire Department is meeting its mission on a regular basis. When one of the performance measures is falling out of acceptable range a solution can be



brought forward to correct it. Using this process, an expenditure can be tied to a specific performance measure and when implemented should show an improvement in the measurement.

PAA recommends that the following KPIs be put into place and reported at appropriate intervals for monthly, quarterly, and annual performance reporting:

- 1. Percentage of personnel in position versus authorized strength.**
- 2. Percentage of personnel retained at one, five and ten-year benchmarks.**
- 3. Maintenance of the certification level as outlined in WI SPS 330 for fire personnel and WI DHS for EMS personnel, for the position to which they are currently assigned.**
- 4. Ensuring personnel are provided with a minimum of x hours of training and continuing education annually.**
- 5. 95% of routine fire inspections completed in the assigned period according to WI SPS 314.**
- 6. Hours of public education and number of contacts.**
- 7. Fire station(s) are located to provide a travel time of less than 5 minutes in densely populated areas and 12 minutes in rural areas 80% of the time.**
- 8. Apparatus is maintained to ensure an availability 95% of the time or greater outside of scheduled routine maintenance.**
- 9. The staffing model of the Fire Department ensures that during weekday hours of 0600 to 1800 two personnel respond with a turnout time of less than from the time of alarm 90% of the time.**
- 10. The staffing model of the Fire Department assures that during the weekday hours of 0600 to 1800 two personnel arrive on scene from the time of alarm in 8 minutes 90% of the time in the Village and under 14 minutes 80% of the time in the contracted towns.**
- 11. For the current POC model, on duty EMS POC staff turnout from the station in x minutes or less.**
- 12. Turnout time of POC personnel for first and second fire company responding from the time of alarm to arrival on scene.**
- 13. For fire calls, a crew of at least four personnel and one engine arrive on scene in the Village in 10 minutes 80% of the time and 14 minutes 80% of the time in the contracted town areas.**



14. An effective on-scene response force is provided (structure fires only); minimum personnel on scene in 10-minute time 80% of the time in the Village and 14 minutes in the contracted town areas.

15. Incidents by type are reported, both fire and EMS.

16. EMS Revenue and Payor Mix reviewed annually.

POC Staffing

As a first step to ensure minimum staffing and minimize the “burnout” of POC members, we recommend shift staffing of POC’s for fire calls like what is now being done for EMS. Currently, the Fire Department utilizes an “all call” system for all responses. Every emergency that the Fire Department responds to doesn’t require a full response force. The “all call” approach or system also has an impact on demand and retention of members as call volume increases. Many calls can and should be handled by the response of a single fire company. Examples of these calls include automatic fire alarms, carbon monoxide calls, vehicle accidents not on a highway and medical/ambulance assist calls. Response groups would be developed, or the current Battalions could be used. Only that group would be called during the assigned periods for the emergencies in the category that has been established. The all-call system would be used for structure fires and other staffing-intense incidents, such as vehicle accidents in the rural areas and on highways. It should be noted that the Incident Commander can upgrade the response to include more units based on additional dispatch information or other circumstances.

Maintaining a Paid-on Call force is imperative for the efficiency and effectiveness of the Jackson Fire Department. The following staffing options are all built around the premise that this force remains in place. Generally, the concept of the future staffing options is to provide a paramedic ambulance and eventually a cross staffed ambulance fire company for initial response. This in station staffed initial force is supported by the Paid-on Call force for larger demand incidents and back up for overlapping calls. If an effective Paid on Call force can be maintained, the department should be able to meet demand with this type of organizational structure for the next 25 years, incrementally adding to the in-station staffing.

A completely full-time staffed department during this period would be either beyond the ability of the communities to pay for or designed within the financial



means of the communities, would likely be to poorly staffed to meet the areas demand in an effective manner.

As we considered the additional staffing options, we considered the impacts of the increase in cost and presented them as incremental options to help the municipalities with budgeting the increase in cost. By adding positions in any of the manners listed, full or paid on premise an incremental approach could allow the additions and remain within Levey Limits and expenditure restraint, as well as the general increase in property tax. We did not include any additional fees for service as a budget offset concept as Wisconsin Act 20 would require any new fees to be subtracted from the Levey, therefore leaving no net gain.

Staffing Option 1

With the difficulty in filling the part time firefighter/paramedic time slots on weekdays from 6:00 am to 6:00 pm, PAA recommends that this time slot/position be primarily filled by an additional full-time position. To begin with, this position could be 48 hours per week, four twelve-hour shifts and the remaining 12-hour shift filled by a part time position. There would be an additional cost, but not a full cost addition as this position is already filled/covered by part time personnel, Additional cost would be primarily due to the provision of benefits and a slight increase in hourly pay. This would also relieve the Fire Chief and Training Captain from having to fill this position as often as they do currently. They may still be used to fill in for vacancies that may occur occasionally due to scheduling difficulties or paid leave time, but it should be a major reduction in the need to do this, so they may focus on their primary duties. As previously stated, this position should be added within the next year and would result in a corresponding reduction in the Fire Department Part-Time personnel budget.

The net cost increase for implementing this step would be \$47,265 based on current 2022 wages for an entry-level full-time firefighter paramedic and filling the balance of 12 hours per week with part-time Firefighter Paramedics.

Staffing Option 2

When the staffing model described above is no longer meeting the established performance measures, add a Paid-on Premise (POP) Firefighter EMT position, in



the station from 6:00 p.m. to 6:00 a.m. on weekdays and 24 hours per day on weekends. This would allow the ambulance to respond in less than 2 minutes 90% of the time and improve the efficiency of patient care on the scene. This merely moves one of the POC's into the station rather than responding from home. The second POC position that is currently on duty would remain, but response could be limited to higher acuity calls and on request for additional assistance such as in lift-assist situations. In the event of a fire call or structure fire, the on-duty crew can respond with the initial engine. While a crew of two cannot make an offensive fire attack or enter a burning building, they can engage in some of the following critical initial actions including sizing up situations, establishing a water supply and providing defensive exposure protection. The majority of "fire incidents" in larger departments are handled by a single engine company. Utilizing this on duty company will lower the demand on POC personnel and improve the longevity of keeping a combination department. POP staff can be drawn from the on-call membership or be simply part-time employees. POP personnel are paid hourly for their time in the station but are limited in weekly hours to less-than-benefit-eligible status. POP wages typically in the same range as those provided POC and part-time staff. For purposes of modeling, the cost used is the current POC firefighter EMT rate of \$17.00 per hour. The annual added cost would be \$ 103,110.

Table 22
Paid on Premise Hours

	Daily	Week
Weeknights	12	60
Weekends	24	48
Week total		108
Annual Hours		5616

A sub-option to this step would be to increase the POP staffing number to two for these time periods. This model would provide a three-person fire company for immediate response or a three-person crew when needed for EMS calls like day staffing. In the event of a second call, depending on the medical need of the patient on the first call out, the second EMT or the on-duty Paramedic could provide first response followed up by a POC crew with the second ambulance. When there are no overlapping fire calls (which is rare) a backup ambulance would be available at



the Basic Life support level. Two POP positions would add approximately \$206,220 in cost above the current budget.

Staffing Option 3

The next phase of staffing would be triggered by the performance measure of staffing the POP and part-time positions. One additional performance factor would be upgrading to two paramedic coverage on the ambulance 24 hours per day. Two additional full-time Firefighter Paramedics would be added bringing the total to six, which allows the ambulance to be staffed by two 24 hours per day seven days a week. Daytime weekday staffing for a fire engine would then be 3-4 utilizing day staff. POP coverage should remain in place, if possible, for night and weekend shifts, which would also provide a fire engine to turnout of the station in less than two minutes with a crew of three to four. Paid leave time of full-time personnel would become an increasing factor and would need to be covered by part-time personnel first and if need be, overtime of full-time personnel. The cost for this option would be \$167,981 assuming option one was put into place. If option one or two were not chosen and this was put into place as a next step the cost would be approximately \$251,687 less the part time day position savings (\$60,451)-the net cost increase would be \$191,236.

Staffing Option 4

Option 4 is a combination of option 2 and 3. Add the full-time personnel for 24-hour paramedic ambulance coverage and one POP position on nights and weekends. In addition to the improvements listed earlier for initial fire and EMS response, there is added value of keeping the POC workforce engaged and working as POP staff. This option fully implemented would be approximately \$294,343 over the current budget.

All these options, maintain the department as a combination department. This will be dependent on the ability of the Department to continue to recruit and maintain POC call staff. These models will most likely meet the demand and performance measures of the communities served for the next 15+ years, depending on the community's continued growth and use of the services provided. Recruitment and retainage of volunteer/POC members is becoming more and more challenging



across the US. A broader view may need to be taken at this point to determine if the next best step would then be consolidation with neighboring departments. Consolidation can take many forms from combining some functions such as administration, inspections or training up to a full consolidation of personnel, facilities, and equipment. A step in between could also be employed utilizing automatic mutual aid for larger incidents such as structure fires...if uniform Standard Operating guidelines and training are the goal then this step must necessarily be taken first.

COMMUNITY SURVEY

A community survey was conducted by PAA in conjunction with the Village of Jackson to seek community ideas and opinions regarding Jackson Fire Department services to gauge its level of capability as well as the public's expectation of emergency response. This survey was distributed and made available to the community through the Village of Jackson community newsletter and the Fire Department and Village Facebook pages.

The data reviewed is what was received as of 8/19/2022. In most sections of the report, 141 or 142 responses were recorded. The question related to areas of importance of various Fire Department services received only 49 or 50 responses. This may have occurred because two versions of the survey, in which the question numbers did not correspond, were distributed. Below is the data as combined and analyzed. PAA corrected for this discrepancy, however, when combining and analyzing the data.

The first section concerns the public's expectation for speed of response for both medical emergencies and fire responses. The majority of those responding selected the fastest response possible as indicated in the available options listed. There was a seemingly significantly higher expectation for rapid response for medical emergencies than fire. Perhaps this is due to the human well-being component related directly to medical emergencies. Regardless, there is a high expectation in the community of a rapid response capability for both fire and medical emergencies.

Certainly, this is a much more complicated proposition, but when asked about their willingness to pay higher taxes to support the Fire Department's ability to maintain



a rapid response as indicated in the first two questions, 66% of respondents answered this question affirmatively.

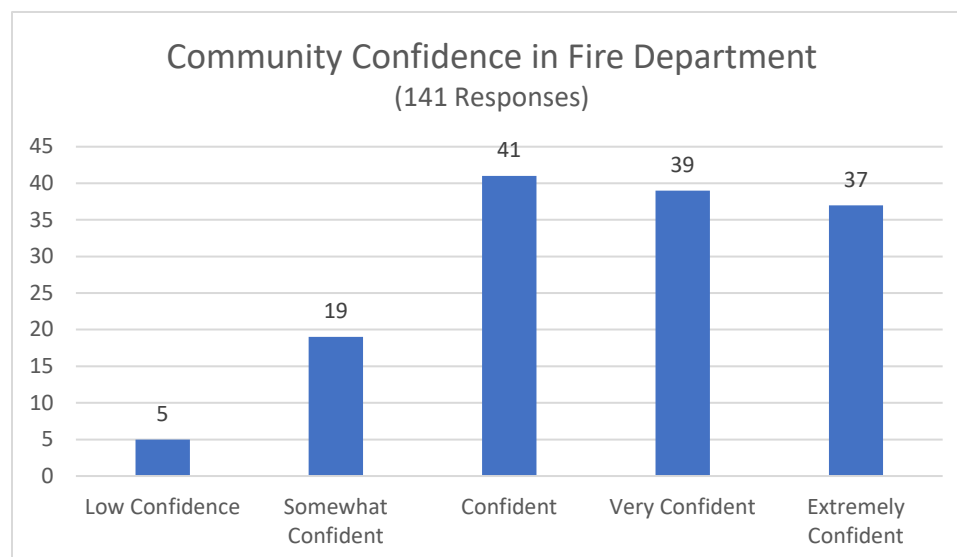
The community's knowledge of how the Fire Department was staffed seemed high with 82% of respondents understanding that the Fire Department had a combination of both 24 hour paid staff and volunteer/paid on call members.

There was nearly a 50/50 split on the level of care respondents expected if they needed to call for an ambulance. We believe that this result may have been influenced by the public's lack of knowledge regarding the capability of a caregiver to manage different types of medical emergencies, based on his or her skills and training. It is also possible that the use of the word "expect" in the question could have been interpreted to mean the level of response respondents think will show up versus what they believed ideally should be dispatched to their medical emergency. We do not believe that the response to this question is helpful without further study.

Overall, there appears to be a high level of confidence in the Jackson Fire Department's ability to perform the job expected of them. (Table 23) The number of respondents describing their confidence in the Fire Department as, "Confident," "Very Confident," or "Extremely Confident" is 83%. Only 4% expressed low confidence in the Fire Department.



Table 23
Community Confidence



The survey results from the community that related to the services provided by the Fire Department, in rank of importance, were interesting, but not surprising based on the trend of call types and volume. (Table 24) EMS ranked higher in importance for the Fire Department than fire response, although they were very close and indicated that both are core expectations for the department.

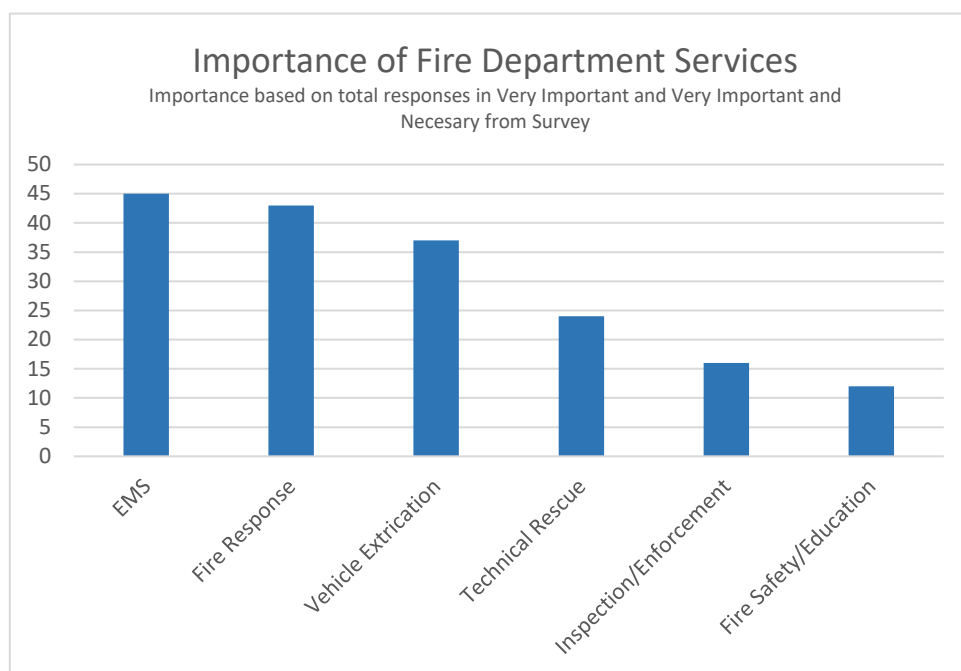
Following EMS and fire response in rank of importance were vehicle extrication and technical rescue. These services are really core skills related to the provision of EMS because they almost always involve an injured person and the ability to access them to be able to provide needed care. In that way they are closely related to EMS, especially when fire departments provide EMS. Technical rescue is probably the more difficult activity in which to maintain competency, from the perspective of the equipment, and manpower needed for specialty rescues. These services are often requested from outside departments, specialty teams, or may be a service provided jointly with other area departments to be effective, safe, and fiscally viable.

The last two items on the list, while not always the first things one thinks of when fire department capability and priorities are considered, are fire inspections/code enforcement and fire safety/education. When the ability to respond to and efficiently manage emergencies in a timely manner exists, these final two areas that should be a high priority for a department and a community. Being aware of



hazardous situations and preventing emergencies reduces the need for those limited resources to respond in the first place. Though they ranked low in public perception of importance for the Fire Department in the community survey, firefighters would agree that they are valuable for not only reduction of emergencies, but to the maintain community relations and Fire Department awareness of what is happening in the community. It should be noted that fire inspections are required by Wisconsin law and if fire departments are not performing them, someone else would need to take that responsibility.

Table 24
Importance of Fire Department Services



We encourage you to read the direct additional comments listed as part of the survey. Statistically, however, we believe that they have an insignificant bearing on the survey results. Generally, the comments are positive and are supportive of the Fire Department and the Village. There are a few random and off-topic comments based on individual circumstances and viewpoints. Concerns were expressed about raising taxes and fiscal responsibility by the Village. Other comments related to questions we studied such as the increasing demand on resources, maintaining staffing in a competitive environment and the Fire Department's ability to effectively cover an expanding area. It must be understood,



that all those commenting, both negatively and positively, also completed the survey that produced the recorded results.

The survey questions are reproduced below.



TOTAL RESPONSES	QUESTION	DATA				
		5 to 8	8 to 10	10 to 14		
141	Question #1 - If you had to call 911 for a fire in your home, how long do you think you should have to wait for a fire truck to arrive? (In Minutes)	92	38	11		
	Percentage	65%	27%	8%		
		5 to 8	8 to 10	10 to 14		
141	Question #2 - If you or a loved one were having a medical emergency and needed to call 911, how long do you think you should have to wait for an ambulance to arrive?	106	25	10		
	Percentage	75%	18%	7%		
		YES	NO			
141	Question #3 - Would you be willing to pay additional taxes to ensure the fire department is staffed in a manner to meet your response time expectation?	93	48			
	Percentage	66%	34%			
		All volunteer/on call from Home	24 hour personnel staffed in the fire station	Combination of the two above		
142	Question #4 - What is your understanding of how the Jackson Fire Department is staffed?	17	8	117		
	Percentage	12%	6%	82%		
		Basic Life Support	Advanced Life Support			
142	Question #5 - What level of Emergency Medical Care do you expect if you needed to call for an ambulance?	67	75			
	Percentage	47%	53%			
		Low Confidence	Somewhat Confident	Confident	Very Confident	Extremely Confident
141	Question #6 - Please rate your overall confidence and satisfaction with the Jackson Fire Department being prepared to meet your needs on the scale below	5	19	41	39	37
	Percentage	4%	13%	29%	28%	26%
		Not Needed	Somewhat Important	Important	Very Important	Very Important and Necessary
	Question #7 - Please rate the importance of the following services you believe the fire department should provide on a scale of 1 - 5, with 5 being very important and 1 being not needed at all.					
50	Fire Inspection/Code Enforcement	1	15	18	9	7
	Percentage	2%	30%	36%	18%	14%
49	Fire Safety/Education	5	15	17	7	5
	Percentage	10%	31%	35%	14%	10%
50	Fire Response	0	1	6	3	40
	Percentage	0%	0%	12%	6%	80%
49	Emergency Medical Response	0	0	4	8	37
	Percentage	0%	0%	8%	16%	76%
50	Vehicle Extrication	1	6	6	14	23
	Percentage	2%	12%	12%	28%	46%
50	Technical Rescue	2	7	17	12	12
	Percentage	4%	14%	34%	24%	24%



Increased Revenue Generation and Cost Recuperation Recommendations:

There are several ways for the Village of Jackson to both generate more revenue and recuperate fire and EMS costs.

- 1. Renegotiate new service contracts with an altered formula to increase current fees and/or incorporate capital costs not previously charged, but that puts the sole cost onto the Village. Capital expenses could include the new fire house, apparatus, and equipment. Caution needs to be exercised to avoid pricing yourself out of the market, causing communities to switch service providers.**
- 2. Add a 10% administration fee to all charges made to the communities served.**
- 3. Contact and negotiate new contracts with other non-contracted communities, which are currently under contract with other departments or businesses.**
Note: PAA contacted several communities including Slinger and Town of Polk, information from these communities was not available at the time this analysis was submitted.
- 4. Add an overhead cost or service charge to the current contract to supplement for station, apparatus, and administrative costs.**
- 5. Create a special revenue fund to which all involved communities would contribute. This could begin on a date mutually agreed upon date, or it could be implemented retroactively.**
- 6. Ask the Town of Polk to provide more than the 25% service coverage.**
- 7. Maintain efficiency and cost effectiveness, remain a combination department.**
- 8. Adopt a new formula that incorporates run volume into the calculation for service charges. This type of formula is used by the North Shore Fire Department; however, their charges are calculated not only on number of**



runs per community served, but also on the number of personnel dispatched on each run. This data can only be obtained with the use of Computer Aided Dispatch and Mobile Data Terminals.

Note: Since the outcomes of this calculation with actual Jackson Fire Department data is unknown, the results of this formula could lead to cost increases, not cost reductions.

A common recommendation is to charge more for ambulance service and transport. This is not possible, since the Village of Jackson is already at the federal government's maximum limit, making the current transport charge fair and equitable.

SUMMARY OF RECOMMENDATIONS

Personnel and Organization

1. Based on research and data, PAA recommends the following Fire Department organizational structure (set forth in detail in Appendix B) to include:
 - (1) Chief
 - (1) Assistant Chief
 - (3) Battalion Chiefs
 - (3) Captains
 - (3) Full-time Paramedic Lieutenants
 - (6) Motor Pump Operators

Part-time, Paid on Call, and Active reserve will remain the same.

This will require that a Jackson Fire Department member move into the Assistant Chief position while another member will assume the third Battalion Chief position vacated by the Captain of Training.

The net short term change will result in a staff reduction of two positions (46 to 44). Three full-time Fire fighter/Paramedics would transition to the three newly- created full-time Lieutenant Paramedic positions.

2. Add one additional full-time Firefighter/Paramedic position to cover four of the five 12-hour time slots currently covered by part-time personnel on



weekdays. The additional full-time Firefighter Paramedic position would work a Monday through Friday 40-hour week and be available during high volume, minimum staffing time periods.

3. Fill the vacant Lieutenant positions.
4. Transition the current full-time Firefighter/Paramedic positions to Paramedic Lieutenant positions to always ensure a supervisory person on duty in the station.
5. Create the position of full-time Lieutenant Paramedic and eliminate two of the three firefighter paramedic positions.
6. Create and staff the position of Assistant Fire Chief
7. Add one full-time Firefighter Paramedic position to the table of organization

Equipment and Vehicles

1. When the tender apparatus (#1290) needs to be replaced, replace it with a combination pumper/tender, engine and water tanker apparatus.

Level of Service

1. Improve data collection and reporting to provide enhanced monitoring of critical performance measures for emergency response, benchmarking to NFPA 1720 standards for structure. This reporting should be sorted to the different staffing model periods and response times broken down by municipality served.
2. Consider changing the local Fire Prevention ordinance(s) as discussed by reducing the required number of annual inspections giving the department more flexibility in meeting state requirements.

Compensation and Review

1. Increase POC pay 20% throughout the pay scales which will bring salary into the lower end of state average. The POC average salary will be \$18.85.
2. Increase the minimum pay for all POC responses from 30 minutes to 1 hour.
3. Starting FT salaries: Chief - \$101,871, AC - \$81,087, LT/P - \$70,679, and FF/P - \$63,582.



Budget and Finance

1. Install computer aided dispatching and mobile data terminals.
2. Reevaluate the Fire Department cost distribution formula when accurate data is retrieved.
3. Capture all indirect support that is being provided to the Fire Department and include those amounts in the annual budget.

Future Fire Department Improvements

1. Percentage of personnel in position versus authorized strength.
2. Percentage of personnel retained at one, five and ten-year benchmarks.
3. Maintenance of the certification level as outlined in WI SPS 330 for fire personnel and WI DHS for EMS personnel, for the position to which they are currently assigned.
4. Ensuring personnel are provided with a minimum of x hours of training and continuing education annually.
5. 95% of routine fire inspections completed in the assigned period according to WI SPS 314.
6. Hours of public education and number of contacts.
7. Fire station(s) are located to provide a travel time of less than 5 minutes in densely populated areas and 12 minutes in rural areas 80% of the time.
8. Apparatus is maintained to ensure an availability 95% of the time or greater outside of scheduled routine maintenance.
9. The staffing model of the Fire Department ensures that during weekday hours of 0600 to 1800 two personnel respond with a turnout time of less than from the time of alarm 90% of the time.
10. The staffing model of the Fire Department assures that during the weekday hours of 0600 to 1800 two personnel arrive on scene from the time of alarm in 8 minutes 90% of the time in the Village and under 14 minutes 80% of the time in the contracted towns.
11. For the current POC model, on duty EMS POC staff turnout from the station in x minutes or less.
12. Turnout time of POC personnel for first and second fire company responding from the time of alarm to arrival on scene.



13. For fire calls, a crew of at least four personnel and one engine arrive on scene in the Village in 10 minutes 80% of the time and 14 minutes 80% of the time in the contracted town areas.
14. An effective on-scene response force is provided (structure fires only); minimum personnel on scene in 10-minute time 80% of the time in the Village and 14 minutes in the contracted town areas.
15. Incidents by type are reported, both fire and EMS.
16. EMS Revenue and Payor Mix reviewed annually.

Increased Revenue and Cost Recuperation

1. Renegotiate new service contracts with an altered formula to increase current fees and/or incorporate capital costs not previously charged, but that puts the sole cost onto the Village. Capital expenses could include the new fire house, apparatus, and equipment. Caution needs to be exercised to avoid pricing yourself out of the market, causing communities to switch service providers.
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4. Add an overhead cost or service charge to the current contract to supplement for station, apparatus, and administrative costs.
5. Create a special revenue fund to which all involved communities would contribute. This could begin on a date mutually agreed upon date, or it could be implemented retroactively.
6. Ask the Town of Polk to provide more than the 25% service coverage.
7. Maintain efficiency and cost effectiveness, remain a combination department.
8. Adopt a new formula that incorporates run volume into the calculation for service charges. This type of formula is used by the North Shore Fire Department; however, their charges are calculated not only on number of runs per community served, but also on the number of personnel



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Note: Since the outcomes of this calculation with actual Jackson Fire Department data is unknown, the results of this formula could lead to cost increases, not cost reductions.

A common recommendation is to charge more for ambulance service and transport. This is not possible, since the Village of Jackson is already at the federal government's maximum limit, making the current transport charge fair and equitable.



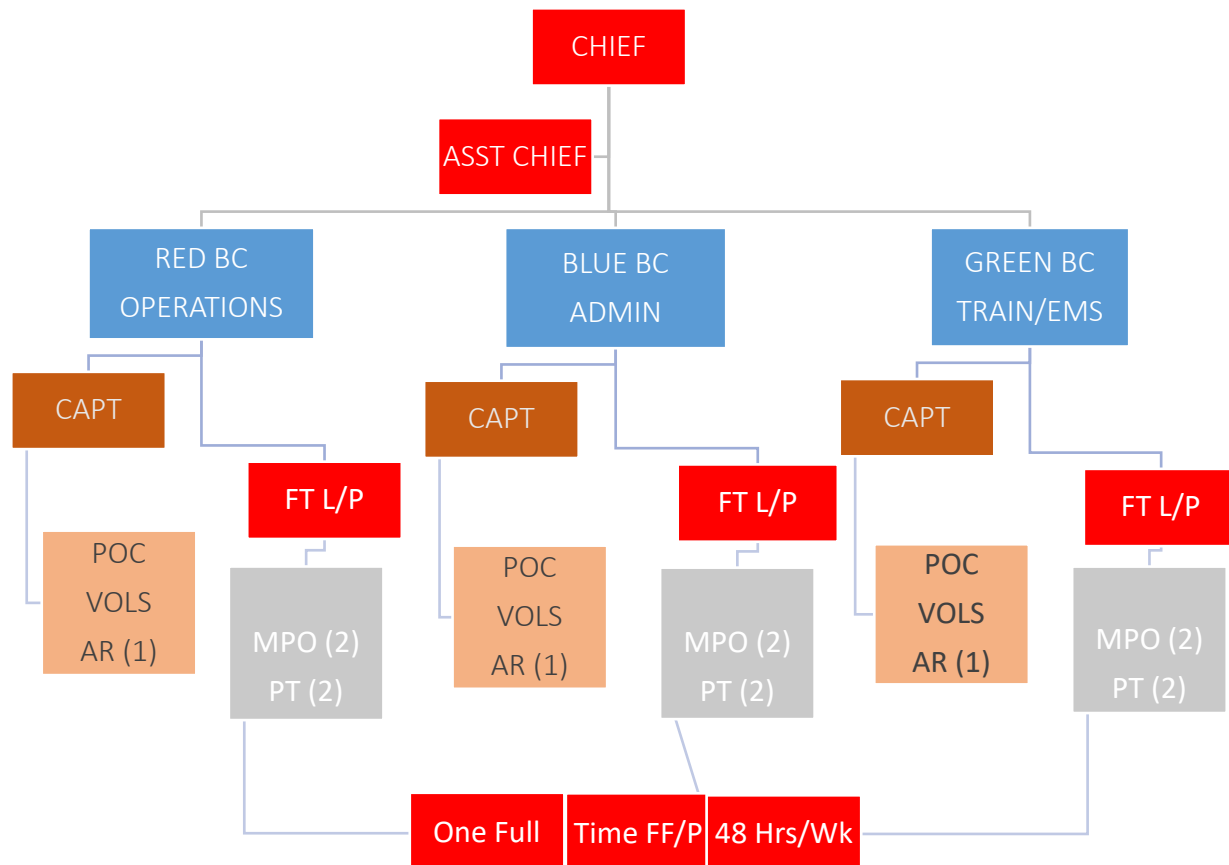
Appendix A Current Organization

JACKSON FIRE DEPARTMENT ORGANIZATION CHART

<u>Fire Chief</u>					
Aaron Swaney					
<u>Red Battalion</u>		<u>Blue Battalion</u>		<u>Green Battalion</u>	
Battalion Chief	Kurt Kruepke	Battalion Chief	John Lamm	Training Captain	Jim Huyser
Captain	Mark Oestreich	Captain	Jason Gonzalez	Captain	Jeff Froemming
Lieutenant	Vacant	Lieutenant	Erik Weiss	Lieutenant	Vacant
Full Time	Gregg Rathke	Full time	Kyle Newberg	Full time	Tony Ewing
MPO	Brian Heckendorf	MPO	Ryan Ganshow	MPO	Dave Farchione
Acting MPO	Marcus Kranz	Acting MPO	Andrew Tinlin	Acting MPO	Vacant
Part Time	Jordon Laboy	Part Time	Ben Beck	Part Time	Daryn Dymond
	Vacant		Laura Goggins		Vacant
Firefighter/EMT	Erik McGraw	Firefighter/EMT	Ron Eickstedt	Firefighter/EMT	Russ Krueger
	Jerome Robertson		James Belfield		Rod Hanson
	Mathew MacRae		Don Fisher		Zach Hornung
	Lisa Seeger		Ginger Oestreich		Rachel Fick-Luplow
	Kevin Berben		Leah Sberna		Holly Rubin
	Matt Grevenow		Sam Budnik		Brandon Frank
	Taylor Battisti		Dylan Bartelt		Victoria Obst
	Nolan Diermeier		Amy MacRae		David Abuya
	Tracy Kienzle		Curt Minter		
Active Reserve	Duane Hafemeister	Active Reserve	Shawn Selode	Active Reserve	Kenny Klumb



Appendix B Proposed Organizational Chart



Appendix C

CURRENT METHODOLOGY FOR DETERMINING DISTRIBUTION OF JACKSON FIRE BUDGET (Based on 2022 Budget)

2022 BUDGET TO BE DISTRIBUTED

\$743,334

How shares are determined:

- 1. Calculate the total population of residents served by the Fire District and percentage of population by served municipality.**

Municipality	Population	Percent of District Population
Village of Jackson	8,001	61.3
Town of Jackson	4,028	30.9
Town of Polk (1/4 of Town)	1,020.25	7.8
Total	13,049.25	100

- 2. Next determine total equalized value of taxable property within the District, which is comprised of the equalized values of the Town of Jackson and Village of Jackson plus 25% of Town of Polk valuation.**

Municipality	Equalized Value	Percentage of Equalized Value
Village of Jackson	\$916,555,900	56.3
Town of Jackson	\$509,767,900	31.3
Town of Polk (1/4 of Town)	\$200,754,525	12.3
Total	\$1,627,078,700	100

- 3. Calculate proportional shares by adding percentage of Service Area population and equalized value and dividing the sum by 2.**

Municipality	Percent of population	Percent of Equalized value	Share
Village of Jackson	61.3	56.3	58.823
Town of Jackson	30.9	31.3	31.099
Town of Polk (1/4)	7.8	12.3	10.078
Total	100	100	100

- 4. Multiply proportional share by the overall budget to determine each community's share**

Municipality	Total budget	Share calculated in 3	Share
Village of Jackson	\$743,334	58.823	\$437,248.62
Town of Jackson	\$743,334	31.099	\$231,169.20
Town of Polk (1/4)	\$743,334	10.078	\$74,916.18



Appendix D

Proposed Fire Department Compensation Structure with Steps

Title	Level	Salary yr 1	Salary yr 2	Salary yr 3	Salary yr 4	Salary yr 5	Salary yr 6	Salary yr 7	Salary yr 8	Salary yr 9	Salary yr 10
Chief	Starting Pay	\$ 101,871	\$ 103,908	\$ 105,987	\$ 108,106	\$ 110,268	\$ 112,474	\$ 114,723	\$ 117,018	\$ 119,358	\$ 121,745
Assistant Chief	3	\$ 89,398	\$ 91,186	\$ 93,010	\$ 94,870	\$ 96,768	\$ 98,703	\$ 100,677	\$ 102,691	\$ 104,744	\$ 106,839
	10 Years Service										
	2	\$ 85,141	\$ 86,844	\$ 88,581	\$ 90,353	\$ 92,160	\$ 94,003	\$ 95,883	\$ 97,801	\$ 99,757	\$ 101,752
	5 Years Service										
	1	\$ 81,087	\$ 82,709	\$ 84,363	\$ 86,050	\$ 87,771	\$ 89,527	\$ 91,317	\$ 93,143	\$ 95,006	\$ 96,906
	Starting Pay										
Lieutenant	3	\$ 77,924	\$ 79,482	\$ 81,072	\$ 82,693	\$ 84,347	\$ 86,034	\$ 87,755	\$ 89,510	\$ 91,300	\$ 93,126
	10 Years Service										
	2	\$ 74,213	\$ 75,697	\$ 77,211	\$ 78,755	\$ 80,330	\$ 81,937	\$ 83,576	\$ 85,247	\$ 86,952	\$ 88,691
	5 Years Service										
	1	\$ 70,679	\$ 72,093	\$ 73,534	\$ 75,005	\$ 76,505	\$ 78,035	\$ 79,596	\$ 81,188	\$ 82,812	\$ 84,468
	Starting Pay										
Firefighter	3	\$ 70,099	\$ 71,501	\$ 72,931	\$ 74,390	\$ 75,878	\$ 77,395	\$ 78,943	\$ 80,522	\$ 82,132	\$ 83,775
	10 Years Service										
	2	\$ 66,761	\$ 68,096	\$ 69,458	\$ 70,847	\$ 72,264	\$ 73,710	\$ 75,184	\$ 76,688	\$ 78,221	\$ 79,786
	5 Years Service										
	1	\$ 63,582	\$ 64,854	\$ 66,151	\$ 67,474	\$ 68,823	\$ 70,200	\$ 71,604	\$ 73,036	\$ 74,496	\$ 75,986
	Starting Pay										

Pay Structure

- Increases available 2 ways
 - Upward progression – attaining additional skills (to be defined by each leave)
 - Lateral progression – yearly increase (% agreed by committee OR could assess at certain intervals to remain with consistent with Market)
- Yearly structure can also be used for placement of experienced new recruits
 - Example: New skilled Firefighter hired - can bring them in at the Firefighter 1; Year 6 salary



Appendix E

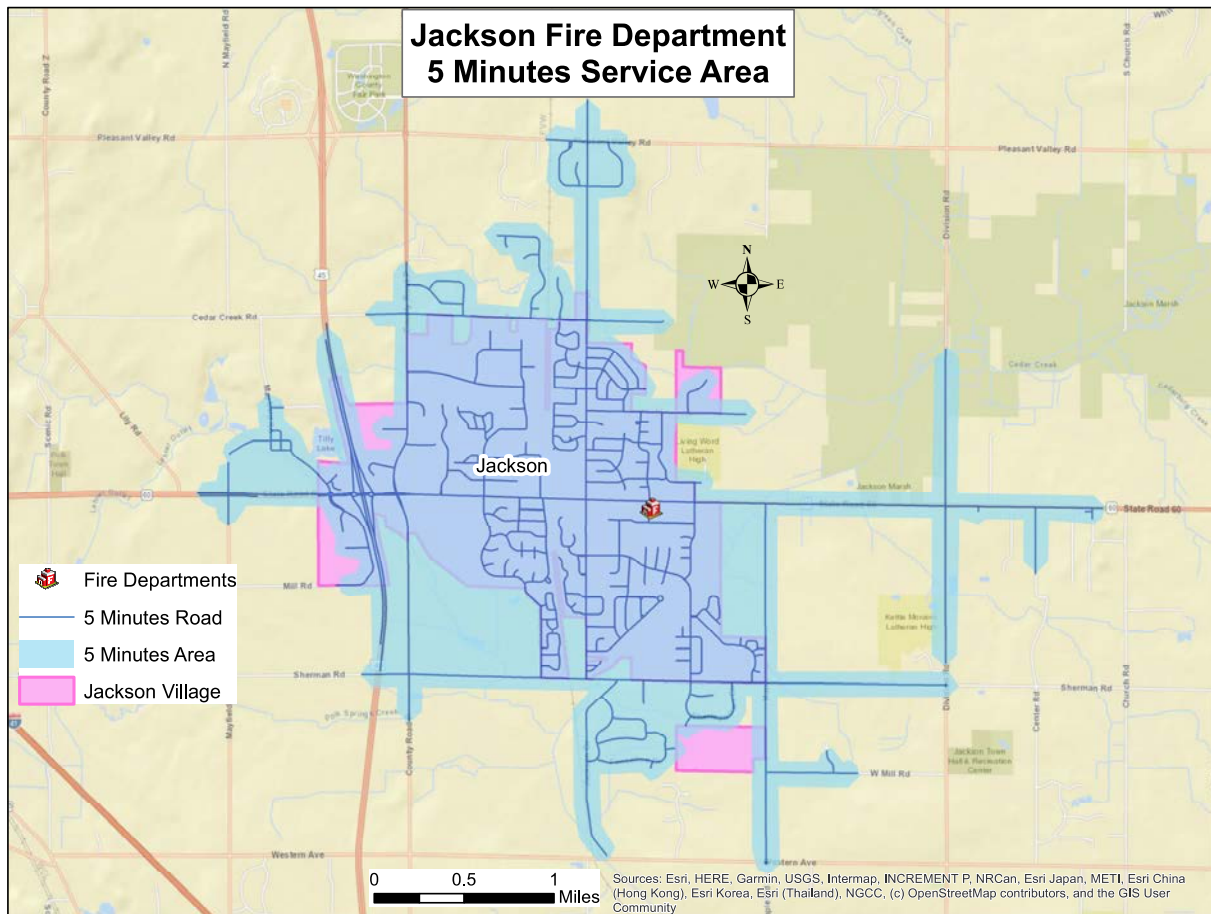
Jackson Fire Department Salary Comparisons with Peer Departments (Municipalities)

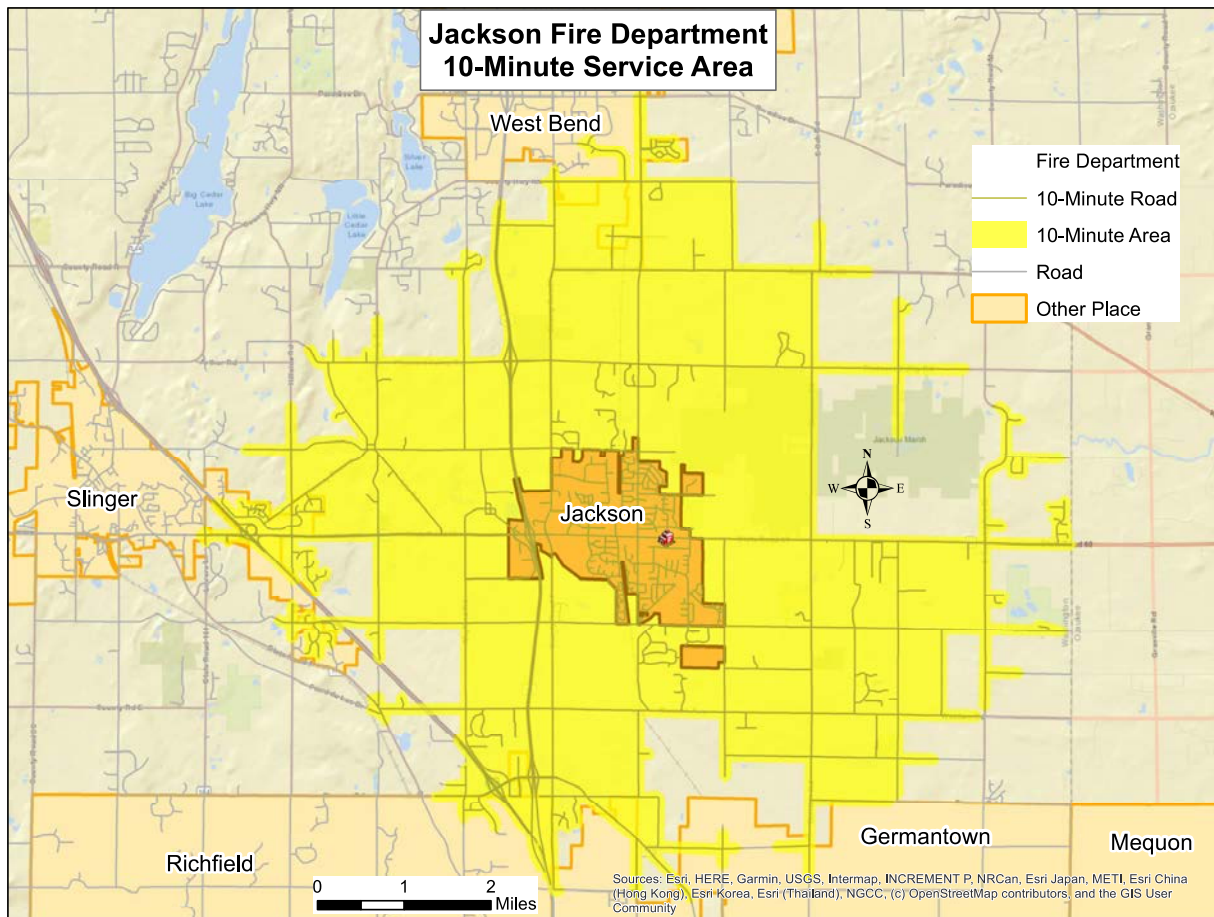
Volunteer/Combination											
POP.	City	Captain		Lieutenant		Firefighter		Chief		Call Volume	
		Start	Top	Start	Top	Start	Top	Start	Top	EMS	Fire
10,300	Portage	\$ 59,433.00	\$ 66,189.00	\$ 57,046.00	\$ 63,772.00	\$54,658.00	\$ 62,316.00	\$ 64,474.00	\$ 96,772.00	0	440
12,000	Sussex			\$ 69,977.00	\$ 83,462.00	\$50,895.00	\$ 67,106.00	\$ 92,508.00	\$ 104,982.00		
12,752	JACKSON	\$54,000	\$57,000			\$51,000	\$54,000	\$75,000	\$88,192		
14,164	Chippewa Fire District			\$ 54,756.00	\$ 64,584.00	\$47,736.00	\$ 61,776.00		\$ 92,241.00	2300	304
15,858	Mulowanago				\$ 77,684.00	\$53,464.00	\$ 73,985.00	\$ 80,407.00	\$ 108,549.00		
17,777	Ashwaubenon		\$ 97,584.00	\$ 88,584.00	\$ 92,584.00	\$55,836.00	\$ 85,265.00		\$ 114,284.00	1300	250
			\$ 220,773.00		\$ 382,086.00		\$404,448.00		\$ 516,778.00	3600	994
Average Top Wages Captain, Lieutenant, and Firefighter		\$ 110,386.50		\$ 76,417.20		\$ 80,889.60		\$ 103,356.00	range Call Volume	1800	331
Full Time Paid											
POP.	City	Captain		Lieutenant		Firefighter		Chief		Call Volume	
		Start	Top	Start	Top	Start	Top	Start	Top	EMS	Fire
5,482	Oconomit	\$ 62,722.60	\$ 68,736.00	\$ 62,400.00	\$ 68,342.00	\$61,555.00	\$ 65,841.00	\$ 84,872.00	\$ 127,824.00	1127	300
9,989	St. Francis	\$ 94,711.00	\$ 97,088.00	\$ 83,551.00	\$ 85,648.00	\$56,732.00	\$ 80,679.00	\$ 116,104.00	\$ 129,018.00	1306	370
11,119	Mannette				\$ 63,772.00	\$53,173.00	\$ 59,084.00		\$ 93,506.00	443	337
11,893	Ashland		\$ 64,771.00		\$ 62,973.00		\$ 59,861.00	\$ 81,660.00	\$ 81,660.00	2500	200
12,360	Sturgeon Bay				\$ 69,142.00	\$57,438.00	\$ 63,704.00		\$ 99,221.00	1175	131
12,752	JACKSON	\$54,000	\$57,000			\$51,000	\$54,000	\$75,000	\$88,192		
14,366	Chippewa Falls				\$ 65,212.00	\$48,422.00	\$ 58,447.00		\$ 105,356.00	2954	202
14,894	Greendale	\$ 93,404.00		\$ 87,498.00			\$ 81,234.00		\$ 114,300.00	2136	397
			\$ 380,999.00		\$ 502,587.00		\$522,850.00		\$ 839,077.00	11641	1937
Average Top Wages Captain, Lieutenant, and Firefighter		\$ 95,249.75		\$ 71,798.14		\$ 74,692.86		\$ 104,884.63	range Call Volume	2328	387
Paid On Call											
POP.	City	Recruit	FF I	FF II	Lieutenant	Captain	Deputy Chief Assistant Chief		Chief		
									Start	Top	
12,000	Sussex	\$ 7.25	\$ 14.29	\$ 14.54					\$ 92,508.00	\$ 104,982.00	
12,752	JACKSON		\$11.88	\$13.87	\$16.68						
14,164	Chippewa Fire	\$ 10.50	\$ 15.00	\$ 16.00		\$ 17.50	\$ 18.50			\$ 92,241.00	
15,858	Mulowanago	\$ 11.00	\$ 13.50	\$ 14.00	\$1.00 + Base	\$2.00 + Base	\$3.50 + \$3,00.00 Stipend +Base	\$4.50 + \$3,00.00 Stipend +Base	\$ 80,407.00	\$ 108,549.00	
17,777	Ashwaubenon		\$ 13.53							\$ 114,284.00	
		\$ 28.75	\$ 68.20	\$ 58.41						\$ 420,056.00	
Average Firefighter POC Rat		\$ 9.58	\$ 17.05	\$ 19.47					Average Top Wage	\$ 101,924.00	

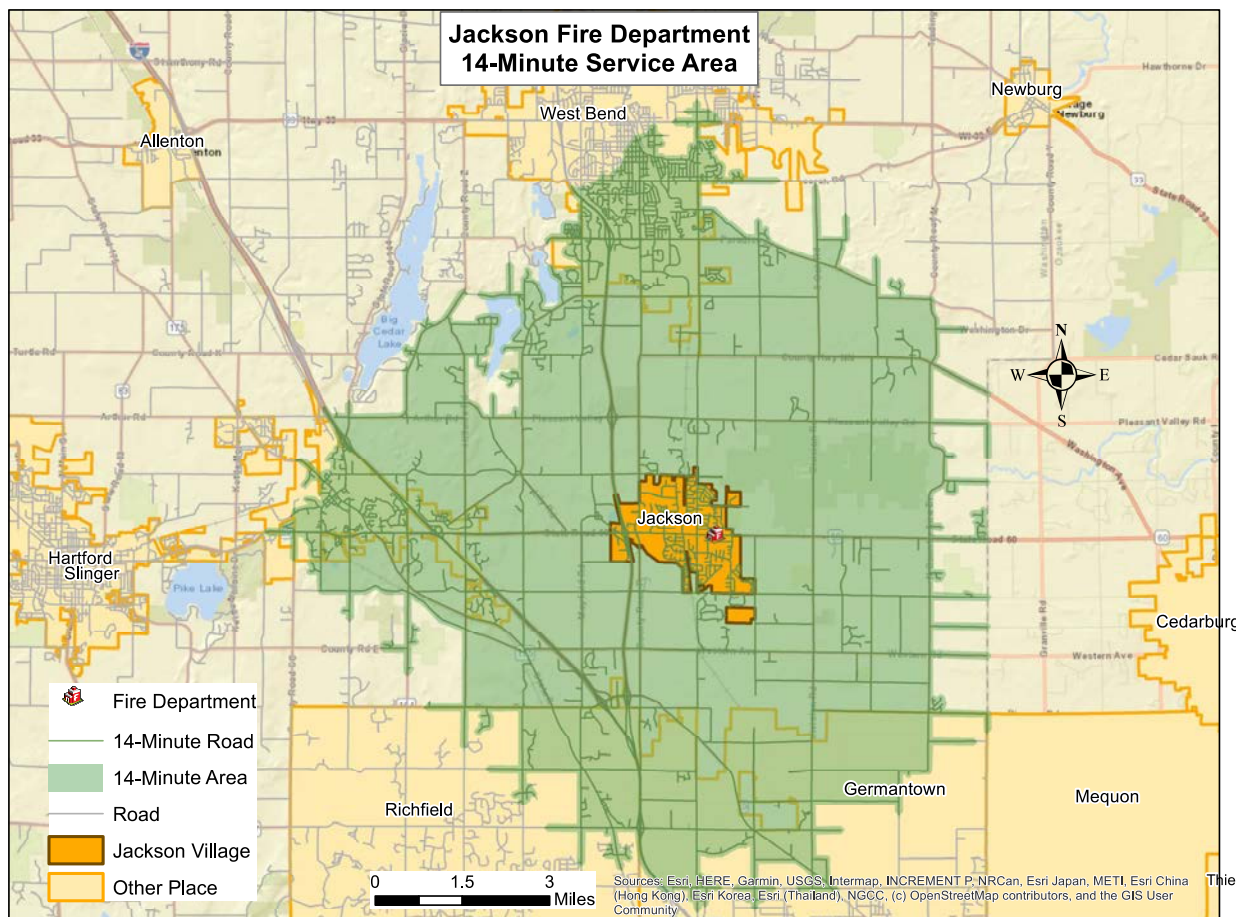


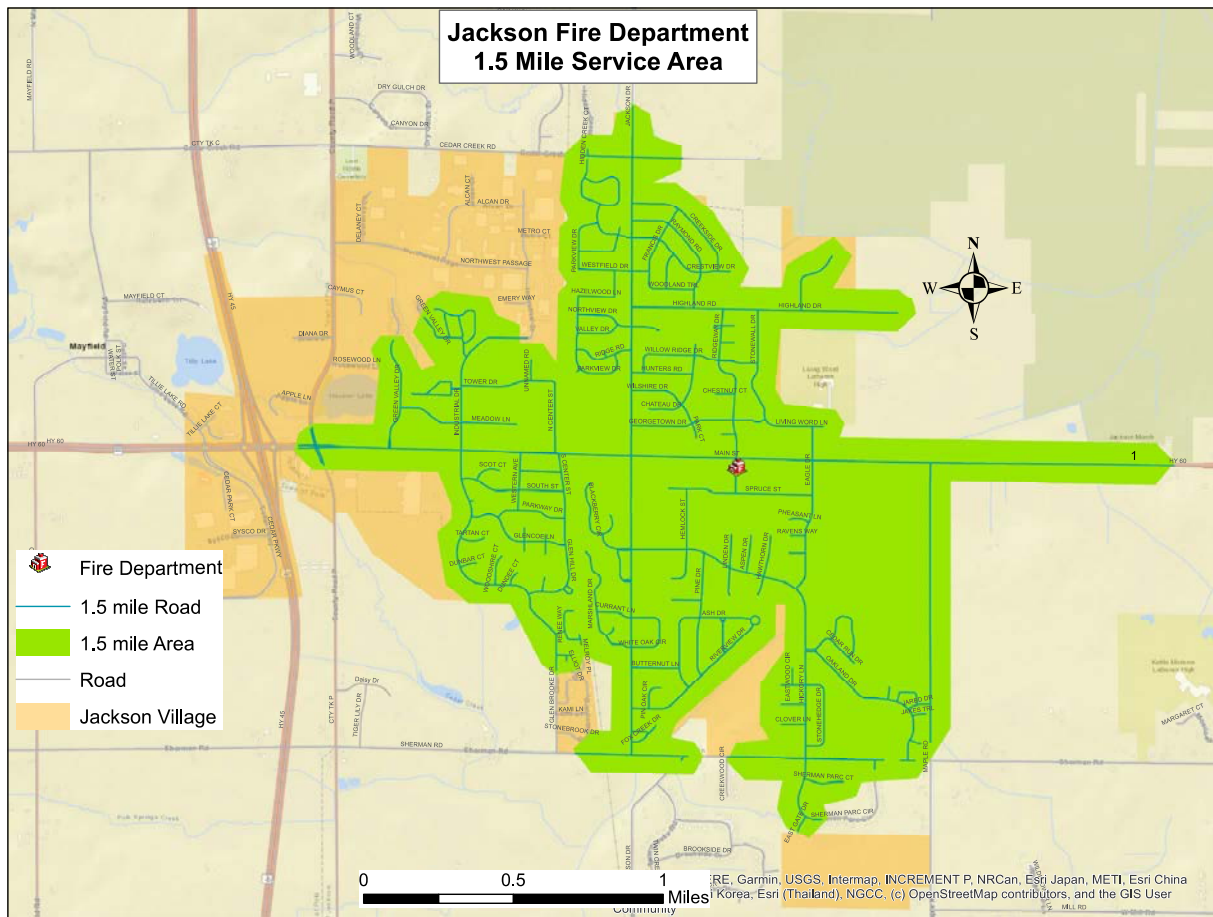
Appendix F

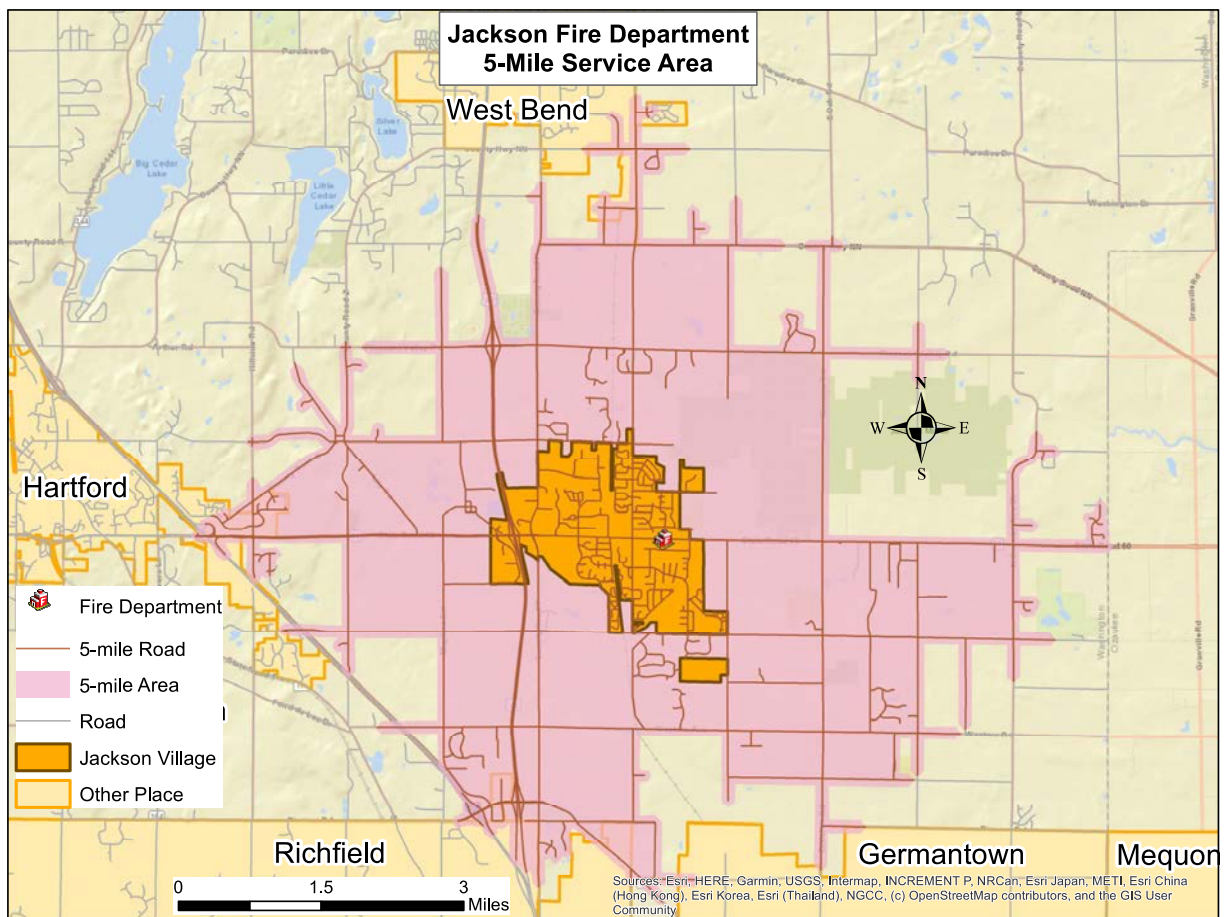
Jackson Fire Department Service Area Maps











Appendix G

Report on Village of Jackson Elected Leaders Interviews

Jackson Fire Study

Conducted by Public Administration Associates (PAA)

Interviews Conducted by Kevin Brunner and Mike Romas of PAA in June and July 2022

Village of Jackson Leaders Interviewed- Village Board Members-Mike Schwab (Village President); Brian Emmrich (Trustee); Tim Engelhardt (Trustee); Brian Heckendorf (Trustee); John Kruepke (Trustee); Randy Matter (Trustee) and Traci Wells (Trustee).

The same following questions were asked of each community leader as part of the PAA's initial information gathering for the Jackson Fire Study:

- 1) What do you believe are the issues that prompted this study to take place?
- 2) Are there any issues or problems regarding the Jackson Fire Department that concern you?
- 3) In your opinion, what response time goals should the Jackson Fire Department have for fire calls? EMS calls?
- 4) How do you measure the success of the Jackson Fire and EMS services to the communities that they serve (other performance indicators)?
- 5) Are you aware of any current recruitment and /or retention issues for the Jackson Fire Department?
- 6) Are there any unique barriers in the Jackson community that you believe affect either Fire or EMS performance?
- 7) What key stakeholders do you believe should be engaged in this study to ensure its ultimate success?
- 8) What are other things that you want the consultants to know about the Jackson Fire Department services that we might not have covered in previous questions?

The following is a summary of interview responses from each question along with some key quotes:

Question 1-What issues prompted this study of the Jackson Fire Department?



Among Village leaders, there was a common concern about the rising costs of Fire/EMS services to the Village. It was mentioned several times that Village/EMS costs have risen more than any other function of Village government over the last ten-year period. Many questions need to be answered in terms of the financial sustainability of these services over the next 3–5-year period, particularly as it relates to possible enhanced paramedic level EMS in the future. The equity of current charges for Fire/EMS services to the surrounding towns and this needs to be reviewed as well as any possible charges for services provided.

Determining what might be a more “equitable” distribution of Fire and EMS costs was raised by several Village leaders as a key issue that should be addressed in any new intergovernmental service agreements that may be negotiated with surrounding municipalities in the future.

In addition to rising costs, Village leaders were almost unanimous in their belief that appropriate staffing needs to be evaluated in the Study with staffing recommendations to be considered going forward. There seemed to be a ready acknowledgement that, across Wisconsin and indeed across the US, that it is getting increasingly more difficult to attract and retain Fire/EMS Paid on Call employees although this hasn’t hit the Jackson Fire Department as much as it has other departments. Consequently, village board members are questioning how the department can best maintain the strong core of its paid-on-call staff with part-time and full-time staff.

Village leaders want to provide competitive wage and benefits to the full-time, part-time, and paid-on-call employees.

Selected Direct Key Quotes in Response to this Question-

“I’m concerned about fire department budget increases over the last ten-year period (provided budgetary figures for 2012-2021 that shows that Village Fire/EMS costs have risen 96.6% during that period while total overall Village spending went up 44.7%...the only other department in the Village that approached that level of spending increase was Building Inspection which increased 90.2%, however, this was offset almost entirely by an increase in inspection fees and other related revenues”

“I first heard about the fire study when it came before the Village Board for approval. In my opinion, this study should have been done before the new facility



was constructed and we had a clearer picture of what the proper staffing of the department should be”

“Personnel reasons...we need to be able to recruit and retain good people although that has been an issue for many years...I got on the department in the 1980’s and spouses were much more understanding about allowing fire volunteers to participate but that’s not the case today”

“I don’t think that enough POC (Paid on Call) will be there in the future...need to hire more full-time positions”

“A lot comes down to internal structure- big expansion in space ...do we need a higher level of EMS service; do we have enough staff; are our wages and benefits competitive; are we charging enough to...Town of Jackson and the Town of Polk for the services we provide?”

“What are appropriate levels of staffing, equipment and budgets for Jackson Fire...NFPA concerns-are we overbuilt, and we need to be frugal and ask the right questions”

“Want to see how we compare especially on staffing and pay...we have added 3 FT paramedics in the last three years...can we sustain that and how”

“Biggest concern is how do we compare with other departments on pay”

Question 2- Are there any issues or problems regarding the Jackson Fire Department that concern you?

Some of the same issues that Village leaders expressed in response to the question of why the Jackson Fire Study was commissioned were raised again in answering this question. They included appropriate departmental staffing levels; competitive pay and fringe benefits for FT, PT and POC employees; equitable sharing of related costs with other municipalities and financial sustainability of providing Fire/EMS services. Interestingly, EMS enhancement to the paramedic level was not mentioned at all.

Somewhat surprisingly, there were several Village trustees who expressed almost a “buyer’s remorse” about the size and equipping of the new fire station. Some comments were made to the effect that the Village needs to maximize its return on investment by charging outside departments for the use of Jackson facilities, principally for training and meetings that are held there. There were also questions raised about using Fire Department vehicles in parades and other social events as



well as whether Jackson was being properly reciprocated under its MABAs agreements with other departments.

Selected Direct Key Quotes in Response to this Question-

“I’m concerned over the use of fire department vehicles for uses other than emergency purposes such as parades and other social events...the prohibitive cost of purchasing, operating and maintaining these specialized vehicles leads me to believe that they should be strictly limited to use for emergency purposes and training for those emergency purposes.”

“Jackson has invested significantly in the training areas of the new facility...I would like to know if the Village is compensated for the use of facilities and the training events it hosts.”

“Is the MABAS system arrangement equitable for the Village...is it a true ‘give and take’ situation.”

“We need to be more resourceful in getting support for Fire/EMS services and I’m also concerned about staffing and compensation.”

“Current wages and benefits are not sufficient to keep good people...we should be paying in the \$70-\$75K range for FT personnel...I don’t want to go back in service levels.”

“What do we really need here...I know we are growing but how much expansion of these services can we accommodate reasonably.”

“Was our facility overbuilt and did we give staff too much latitude in its design?”

“Nothing really stands out but I do hear rumors about private ambulance service.”

“We need to scrutinize what we are charging the Towns for service...when was the last time that our rates were raised for them.”

Question 3-What response time goals should the Jackson Fire Department have for fire calls? EMS calls?

In response to this question, all the community leaders invariably said that current response times are adequate, and they rarely receive any complaints or concerns for their constituents about fire or EMS response times. Also, that the Jackson Fire Department is respected in the community and its employees are greatly appreciated.

It was interesting that not a single community leader could articulate what the Fire Department’s response time goals are or should be or what they regard as key



department performance indicators. They responded to this question again (as well as to Question #4) by generally stating that they rarely receive any complaints about response times to fire and EMS incidents and that complaints were their number one indicator of department performance.

Notwithstanding the lack of clear response time goals, however, the community leaders interviewed indicated that they were very aware of the need to develop such goals and performance goals in the future in the context of continuous improvement efforts. They are hoping that this Fire Study will help establish some response time goals that should be maintained going forward and that articulated that NFPA standards should be applied where appropriate.

Selected Direct Key Quotes in Response to this Question-

“I used the EMS service ten years ago and it was a very good response time, and I was located as far away from the station in the Village that you could be...not aware of any problems in this regard.”

“As I understand it, a paramedic is dispatched right away...much better than when I was on the department, and I think that fire responses are adequate.”

“I have a personal experience and the response times are phenomenal ...first responders are beating the cops to the scene and response times have been much better in the last three years.”

“Absolutely no complaints from constituents.”

“We have no real response time goals, but we should discuss them...I believe that we are adequate in terms of Fire and EMS response times, but we should look at NFPA for guidance.”

“Not a concern at all...have never heard any complaints.”

“EMS responses are great...first person gets out the door right away...Fire response is okay but overall good when compared to other municipalities.”

“No issues here for me...current response times are meeting my expectations as an elected official”

Question 4- How do you measure the success of the Jackson Fire and EMS services to the communities that they serve (other performance indicators)?

Again, the development of performance measures or standards for the Jackson Fire Department was cited as something they would like to see emanating out this study. In addition to response time goals for both Fire and EMS, retention rates for



FT, PT and POC employees of the department was cited by most of the Village leaders as being something that they measure the success of the department by.

Almost all the Village trustees also mentioned the importance of maintaining high levels of training and education among the members of the department. Creating a great departmental learning and professional development culture was cited by several as being a key component in retention as well as attracting new employees to the department. The development of training and/or certification goals should be established as a departmental performance indicator(s).

Several Village trustees also want to look at per capita service costs (in comparison to similarly staffed municipal departments with comparable call volumes) as another departmental performance indicator that could be used in the future.

Cost recovery rates (revenues for services provided as a percentage of department expenses) could also possibly be used as a future departmental performance indicator.

Selected Direct Key Quotes in Response to this Question-

“Concerned about recruitment and retention (mentioned that statistics in those areas should be maintained and evaluated annually), level of complaints and costs per capita.”

“Complaint volume is good barometer for me...I have served on the Village Board for a long, long time and I have not received complaints about the Fire Department for many years.”

“I look at the departmental leadership...we have really advanced in recent years.”

“Need to establish response time goals.”

“Employee retention rates are important to me as well as maintaining high levels of education/certifications...we need that frankly to keep and retain good staff...I believe that employees will overlook disparities in pay and benefits if they have good professional development opportunities.”

“I’ve never heard complaints about the JFD...but I question if we need to have several vehicles responding at the same time...do you need that kind of response...that level of touch necessary?”

“Response times compared to other municipalities and treating our patients well...maybe we should do periodic patient surveys?”



“Retention of FT, PT and POC’s is a real good indicator for me as well as maintain high professional training standards”

Question 5- Are you aware of any current recruitment and /or retention issues for the Jackson Fire Department?

Generally, there were concerns raised by Village leaders about the ability of the Jackson Fire Department to attract and retain volunteer paid-on-call firefighters although everyone thought that the current staffing was adequate, and that department leadership was doing all that it can to maintain that level of staffing. There is a realization among the elected leaders that many potential volunteer firefighters just don’t have the time anymore to devote to the training and certifications that may be necessary to provide effective and efficient fire services.

There seemed to be a good understanding that due to the population growth as well as the overall aging population in the Jackson FIRE/EMS service area that engaging volunteers in the EMS service is not going to be very viable going forward. Licensing and training requirements can be a significant burden for volunteers, and this is not lost on the elected leaders.

One Village Trustee made a good suggestion that Jackson area high school students be approached to serve as volunteer POC’s and that a concerted effort be made to recruit them. This has been successfully done in number of communities across the country

Selected Direct Key Quotes in Response to this Question-

“The EMS volunteer system is almost dead and fire volunteerism is getting there too.”

“Chief does a great job of tapping into volunteer resources and we are not at the tipping point yet.”

“Getting volunteers for both services is a never-ending battle.”

“I think that we need to engage young people more in these services...a high school recruitment and training program could bring a number of potential POC’s on board as well as provide encouragement to possibly full-time careers in Fire and EMS...we need to teach them that giving is a lot better than taking.”

“Money isn’t everything...we need to sell more that we have the best facilities and equipment in Washington County.”



“I’m worried about losing our Fire Chief...I think he is underpaid, and I know he has applied for other chief positions.”

“I’m concerned about keeping the people we have, and I believe they are severely underpaid, and I worry about that.”

“I am not aware of any issues, but I think that the Chief sometimes rubs people the wrong way because of his desire to grow the full-time employee side of things.”

“Not aware and I think the new fire station helps immensely in recruitment and hopefully retention.”

“POC’s are harder and harder to get...recruitment is an issue I think but not retention”

Question 6- Are there any unique barriers in the Jackson community that you believe affect either Fire or EMS performance?

While this question was posed to determine what “physical” barriers exist in the Jackson community, invariably the elected leaders interviewed talked about financial or political barriers. STH 60 was mentioned several times as providing good east-west access to the Fire Department service area. There was a concern raised that the future reconstruction of STH 60 in 2024 could cause some major disruption to Fire and EMS service delivery systems and that needs to be carefully planned for.

Financial sustainability was a possible obstacle that several Village leaders cited as a barrier. While there was again a general concern that the costs for providing the Jackson Fire and EMS services be fair and equitable, particularly in accurately reflecting the Village’s significant capital and overhead costs, there was at least one person that urged caution in setting future rates for surrounding communities because “I’m concerned that other communities could step in and provide those services as well”.

Several of the elected officials interviewed cited “politics” as a barrier to department performance. Village and Town leaders might have differing “philosophies” on what constitutes an acceptable level of service. They expressed some hope that the Jackson Fire Study will help to bridge that gap in acceptable levels of service and appropriate performance indicators.

Selected Direct Key Quotes in Response to this Question-



“Just the need to plan for 2024 when STH 60 will be reconstructed.”

“Newer residents are accustomed to full-time departments from where they are moving from...they have high expectations.”

“Primarily financial...can we provide the coverage and service levels that people want.”

“Not aware of a single time that the Village Board has turned down a request from the Fire Department for any equipment of any kind...I think that we have borne a higher percentage of capital costs than our surrounding communities have...Village property taxpayers are paying more than their fair share.” “Responses to nursing homes...I think that we are unfairly subsidizing their costs.” “Is our growth a barrier...getting through the Village to the West can be pain at times.”

“Finances...can we afford what we need to pay our people as well as provide a high level of service that may residents want.”

“Town of Jackson and Town of Polk...are we recovering our overhead costs (new building) sufficiently...that doesn’t bother me necessarily because I am concerned about possible competition from other communities that could conceivably provide Fire and EMS services to them.”

“Major train derailment on STH 60 could provide a major disruption but there are now only two trains per day, so the possibility is remote.”

“Sometimes the response times to some of the further reaches of our Fire and EMS service territory concerns.”

“Not aware of any...Jackson is a pretty good place to be”

Question 7- What key stakeholders do you believe should be engaged in this study to ensure its ultimate success?

In addition to the elected leaders interviewed as part of these studies, the following were identified as stakeholders who might be consulted about Jackson services (or at least be informed of study conclusions/recommendations:

- Towns of Jackson and Polk (Town Chairs)
- Village Business Leaders
- Former Village Trustee Casey Latz (3)
- Local School Leaders (Kettle Moraine Lutheran HS, Living Word HS, and West Bend SD)
- Emergency Service Providers
- Community Survey (4)



- Past EMS Patients or Family Members
- Kerry Ingredients, Sysco, Rytex Doors and other Large Businesses in Jackson
- Jackson Area Business Association
- Jackson HOA's

Question 8-Other Issues that Consultants Should be Aware of or Parting Comments?

There were several items that local leaders wanted our consultant team to be aware of or that they wanted to have addressed in the Jackson Fire Study (these are presented in no priority order and are direct quotes from the interviews conducted:

Village Officials

- "I'm very appreciative of what our Fire and EMS volunteers and full-time staff do for our community...we need to be more responsive to their needs and get them the resources they need."
- "We have to address our future growth...development of more equitable financing as well as proper staffing levels is in everyone's best interests."
- "I want the consultants to be as visionary as possible in projecting what our future Fire and EMS needs for our community should be."
- "Retention and keeping good people should be our number one priority in the future."
- "What is the accuracy of data presented by department to the Village Board and are we billing the Towns and recipients of the service what we should? Are our billings an accurate reflection of our actual costs to provide the service including capital?"
- "I'm just concerned about staffing (attraction and retention of good personnel FT, PT and POC's) ...we have great facilities and equipment!"
- "I am just curious as to how we stack up with similarly sized communities with their staffing and budgets...I think that we have an up-and-coming fire department in Jackson, and we need to carefully plan to keep it that way."



Appendix H

Jackson Fire Department Member Interview Results

Strengths, Opportunities, Aspirations, and Results (SOAR)

Stakeholder Discussions

This SOAR (Strength, Opportunity, Aspirations, Results) analysis represents the results of in-person and phone interviews conducted between March 31st and June 17th with twenty Fire Department members of varied experience levels and rank. Members interviewed are as follows: B.Beck, D.Dymond, D.Fisher, E. Weiss, G.Rathke, J.Gonzalez, J.Huyser, J.Lamm, J.Laboy, K.Berben, K.Kruepke, K.Newberg, L.Sberna, L. Seeger, M.Oestreich, M.Grevenow, R.Hansen, T.Ewing, V.Obst, and Z.Horning.

STRENGTHS:

- State of the art fire station
- Great apparatus and maintenance
- Standard Operating Guidelines (SOG) and Policies
- Communication
- Training
- Good recruitment and retention
- Staffing levels for current needs
- Chief's Friday updates
- Promotional process
- Teamwork
- Good response times
- Family feel
- Camaraderie
- Service to citizens
- Officers
- Knowledgeable employees
- Pride

OPPORTUNITIES:

- Conflict resolution (between POC and full time; shifts, ranks)
- Training: increase caliber of fire and EMS training, increase hands-on/skills training, have medical director provide training



- Promotional process
- Compensation Review: pay grade system (standardize, simplify, make competitive)
- New member on-boarding
- Staffing level review (shifts, roles, ranks, overnight)
- Succession planning
- Recruitment (including improved expectations and communications to candidates)
- Define and communicate roles expectations for full time and POC
- Promotional opportunities for full time paramedic/firefighters – make lieutenants
- Full time meds trying to run calls
- Improve inter-shift communication
- Transition from Part Time/POC model to full time
- Promotional tracks
- Consistent procedure and policy application among all shifts and ranks
- Losing volunteers due to lack of involvement at scenes
- Communication could be better
- SOG review
- Recruitment and retention to meet retirements
- Perform exit interviews
- Selecting good hires
- Full time med promoted rank
- Lieutenants in limbo
- No promotional process in 2 years
- Would pay per call help recruitment and retention
 - 5 yes
 - 3 no
 - Don't get stipend if on call and didn't work
- Improve dispatch efficiency
 - Freeway fire rescue, should be fire response, meds not needed
 - Nursing home calls send med level response, not needed



ASPIRATIONS (3-5 years):

- More career members
- Planned retirement replacements
- Need surge capacity
- Meet needs of Village growth
- Staffing
- Recruitment
- Retention
- Staffing level
- Ambulance revenue should be held by Fire Department for capital improvements

RESULTS:

- State of the art fire station completed in 2021
- Acquired necessary apparatus and equipment

Responses to the question, “Is there anything else you would like to add?”

- Add more full-time staff
- Don't rely on MABAS
- Increase POC pay
- Recruit at tech schools
- Love this department
- Leadership is great
- Need to mentor and retain POC
- Fulltime/POC relationship is the long-term key
- Love POC and would hate to see POC go away
- Make staffing fair
- Make pay fair
- Bring everyone together
- Increase number of med positions
- Meds should tell people what to do
- Love being part of the team
- Accountability
- Higher standards
- Salary projections 5 years out
- Pay for less than 1 hour



- Restructure training committee, most experience and best teach
- Full time meds are struggling
- Chief does a great job
- Improve command presence
- Comp and wage increases, comparable to surrounding communities
 - o Port, Mequon, Germantown
- State of the art fire station (also a recruiting tool) unanimous

Other pertinent information:

- Agree with org. structure: 12-yes, 4-no
- More career
- Paramedic Lieutenants upstaging young lieutenants
- Unfilled positions
- POC battalion chiefs need more responsibility
- Personality of leader needs consistency



AGREEMENT FOR 2022 JACKSON FIRE DEPARTMENT SERVICES

THIS AGREEMENT made this 29th day of November 2021, by and between the **Village of Jackson Fire Department** of the Village of Jackson, Washington County, Wisconsin, hereinafter called the Village, and the **Town of Polk**, Washington County, Wisconsin, hereinafter called the Town.

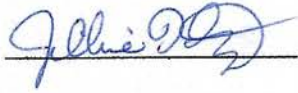
WITNESS:

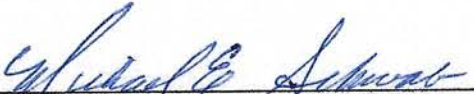
1. That for a valuable consideration, the terms of which are more particularly provided for in paragraph two (2) of this agreement, the Village will furnish fire fighting protection and emergency medical service to the designated sections located in the Town for the period of one year, commencing on the 1st day of January, 2022 and ending on the 31st day of December, 2022, and from year to year thereafter unless notice in writing by either party upon the other signifying the intention of terminating this agreement is served by registered mail on or before 360 days before the expiration of such original term or renewed term.
2. That in consideration therefore the Town shall pay the Village for the twelve months commencing on January 1, 2022, and terminating on December 31, 2022, for such protection, the sum of \$74,916.18 Said charge to cover all calls for the period and such principal sum shall be paid as follows: \$18,729.04 on March 11, \$18,729.04 on June 10, \$18,729.04 on September 9, and \$18,729.04 on December 9, 2022.
3. The Village shall invoice the Town for the installments due. An itemized statement and record of fire and EMS calls shall be sent to the Town on a quarterly basis.
 - A. Except that in the case of a car fire or when in the opinion of the Fire Chief or his authorized assistant or other law enforcing agency, that the cause of a fire has been caused by negligence, nonfeasance, malfeasance or any other cause of a suspicious or legally questionable nature, the Village shall within five (5) days after answering the call, forward a copy of the fire report, to the Town Clerk, setting forth the fire facts, the cars owner or renter, length of service in hours, the type of fire cause if possible, and in case of suspicion or questionability of such case, to so state therein, setting forth the reasons therein.
 - B. A further consideration of this agreement is that if the Village operates an emergency medical service, this service be made available to all residents of the Town on a fee basis equal to that charged residents of any other municipality served by the Village, and further that emergency ambulance and/or rescue squad service rendered by the Village to persons injured in accidents on highways or from other causes within the Township be collected according to provisions of existing statutes, laws and ordinances of the State of Wisconsin, Washington County, Wisconsin, and the Village of Jackson.

- C. The Village may exercise its right to bill the Town and the Town shall be liable for the payment of emergency medical calls for assistance that occurred in the Town that remain unpaid after all reasonable efforts to collect them have been exhausted.
- 4. That the Village shall be on call 24 hours a day for such service unless an act of God prevents the Village from fulfilling its duty.
- 5. That the Village assumes all responsibility for any injury to its members in the fighting of fires and the performance of its duties in fighting fires; the Town shall in no way be liable or responsible for any injury suffered by any members of the Village in the performance of its duties in fighting fires; the Town shall in no way be liable or responsible for any injury suffered by any members of the Village in the performance or their duties in fighting of fires; the Town shall not be liable or responsible for any damage to any property of the Village used in the performance of the duty of fighting said fires under this agreement; and the Village shall file with the Town Clerk annually during the term of this contract or renewal thereof proof of current liability, personal injury and compensation coverage's in the form of a certificate of coverage executed by the insurance company or its duly authorized agent underwriting such coverage.
- 6. If the Village makes the necessary fire inspections and files the proper reports, the Village shall be entitled to the fire department insurance dues as provided by section 101.14 of the State Statutes when received by the Town and when the reports have been filed. The Town of Polk shall forward all the 2% dues when they are received to the Village of Jackson. The dues will remain with Village of Jackson for the designated use of the 2% dues according to SPS 330.
 - A. The Village guarantees that fire prevention related inspections will be made as required by law by an authorized member of the Village and the cost of the inspection shall be borne by the Village; and following such inspection, the Chief or his duly authorized agent, shall, on request, file with the Clerk of the Town a report of all premises inspected therein; the date of such inspection and the name of the person making such inspection. The Town further agrees that the Town's building, plumbing and electrical inspectors will assist the Village Fire Inspector in enforcement of fire codes as necessary. Fees charged will not be less than such fees established by the Village.
 - B. Village Fire Inspectors will enforce all federal, State of Wisconsin, Village of Jackson and Town of Polk laws, statutes, ordinances, resolutions and regulations. In doing so, as an agent of the Town, if no such laws have been adopted by the Town, the existing Village fire code Chapter 3.21 to 3.41 excluding section 3.30(A) on open burning, shall be used for enforcement purposes.
- 7. Should a catastrophic event occur within the Town and the cost to provide fire and emergency services to the incident totals over \$10,000, the Village and Town will equally divide the total costs of the incident over \$10,000.

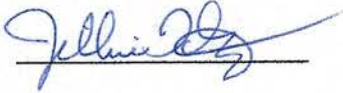
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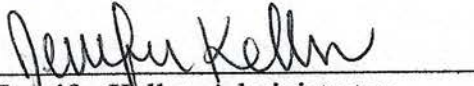
VILLAGE OF JACKSON, By:




Mike Schwab, Village President

12-14-21
Date

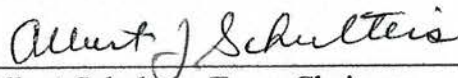



Jennifer Keller, Administrator

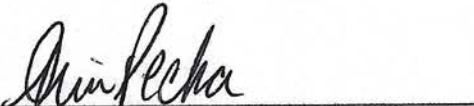
12-14-21
Date

In the presence of:

TOWN OF POLK, Washington County, Wisconsin


Albert Schulteis, Town Chairman

12-9-21
Date


Alison Pecha, Town Clerk

12-9-21
Date

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WITNESS:

1. That for a valuable consideration, the terms of which are more particularly provided for in paragraph two (2) of this agreement, the Village will furnish firefighting protection and emergency medical service to all sections located in the Town for the period of one year, commencing on the 1st day of January, 2022 and ending on the 31st day of December, 2022, and from year to year thereafter unless notice in writing by either party upon the other signifying the intention of terminating this agreement is served by registered mail on or before 360 days before the expiration of such original term or renewed term.
2. That in consideration therefore the Town shall pay the Village for the twelve months commencing on January 1, 2022, and terminating on December 31, 2022, for such protection, the sum of \$231,169.20. Said charge to cover all calls for the period and such principal sum shall be paid as follows: \$57,792.30 on March 11, \$57,792.30 on June 10, \$57,792.30 on September 9, and \$57,792.30 on December 9, 2022.
3. The Village shall invoice the Town for the installments due. An itemized statement and record of fire and EMS calls shall be sent to the Town on a quarterly basis.
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 - C. The Village may exercise its right to bill the Town and the Town shall be liable for the payment of emergency medical calls for assistance that occurred in the Town that remain unpaid after all reasonable efforts to collect them have been exhausted.

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7. Should a catastrophic event occur within the Town and the cost to provide fire and emergency services to the incident totals over \$10,000, the Village and Town will equally divide the total costs of the incident over \$10,000.

In the presence of:

VILLAGE OF JACKSON, By:

Jillie DeBry

Mike Schwab
Mike Schwab, Village President

12-14-21
Date

Jillie DeBry

Jennifer Keller
Jennifer Keller, Administrator

12/14/21
Date

In the presence of:

TOWN OF JACKSON, Washington County, Wisconsin

Monica Diaz

Robert Hartwig
Robert Hartwig, Town Chairman

12-13-21
Date

Monica Diaz

Bob Eichner
Bob Eichner, Town Clerk

12.13.21
Date

ORDINANCE #22-13

**AN ORDINANCE TO AMEND THE ADOPTED 2050 COMPREHENSIVE PLAN
FOR THE VILLAGE OF JACKSON, WASHINGTON COUNTY, WISCONSIN**

WHEREAS, the Village Board adopted a comprehensive plan on August 10, 2009, as referenced in Chapter 38 of the Village Code of Ordinances; and Sections 66.1001(1)(a) and 66.1001(2), Wis. Stats.; and

WHEREAS, the Village Board has made a number of minor revisions to the adopted plan since that time including a major plan update in 2019; and

WHEREAS, the Plan Commission desires to revise Exhibit 8.11 titled "Projected Land Use: 2050" in the adopted comprehensive plan; and

WHEREAS, the Plan Commission finds that the revisions set forth herein are consistent with the remainder of the adopted plan; and

WHEREAS, the Village published a Class 1 public notice and held a public hearing on September 13, 2022 to obtain public comments regarding the comprehensive plan amendment, as enumerated in Section 66.1001(4)(d), Wis. Stats., and the public participation procedures for comprehensive plan amendments adopted by the Village Board through Resolution #19-24; and

WHEREAS, by a majority vote of the entire Plan Commission recorded in its official minutes on February 24, 2022, the Plan Commission recommends to the Village Board the revisions to the adopted comprehensive plan as included in adopted Resolution #22-02 and as set forth herein.

NOW, THEREFORE BE IT RESOLVED, the Village of Jackson Village Board, Washington County Wisconsin ORDAINS AS FOLLOWS:

Section 1. Amend Map 1, titled "Land Use Plan for the Village of Jackson: 2050" on page 5 of the Comprehensive Plan for The Village of Jackson: 2050 by changing the projected land use for certain parcels as set forth in the following table.

MAP ID	TAX KEY NO.	CURRENT LAND USE PLAN 2050	PROPOSED LAND USE CLASSIFICATION
1	V3_019700U	GOVERNMENT AND INSTITUTIONAL	MULTI-FAMILY/HIGH-DENSITY URBAN RESIDENTIAL
2	V3_019700T	GOVERNMENT AND INSTITUTIONAL	MULTI-FAMILY/HIGH-DENSITY URBAN RESIDENTIAL
3	CSM 2631	INDUSTRIAL	GOVERNMENT AND INSTITUTIONAL
4	V3_0776	GENERAL COMMERCIAL	MEDIUM DENSITY RESIDENTIAL

Section 2. This ordinance shall become effective upon passage and posting, or publication as provided by law.

Section 3. The Village Clerk is directed to send a copy of the amendments to each of the following parties listed below pursuant to Section 66.1001(4)(b) of the Statutes:

- a. the clerk for Washington County;
- b. the clerk for the Town of Jackson;
- c. the clerk for the Town of Polk;
- d. State of Wisconsin Department of Administration;
- e. Southeastern Wisconsin Regional Planning Commission (SEWRPC); and
- f. Slinger Community Library.

Section 4. The several sections of this ordinance are declared to be severable. If any section or portion thereof shall be declared by a court of competent jurisdiction to be invalid, unlawful, or unenforceable, such decision shall apply only to the specific Section or portion thereof directly specified in the decision and shall not affect the validity of any other provisions, sections, or portions thereof of the ordinance. The remainder of the ordinance shall remain in full force and effect. Any other ordinances whose terms are in conflict with the provisions of this ordinance are hereby repealed as to those terms that conflict.

Section 5. The Village Clerk and Village Administrator are authorized and directed to make all changes within the Village of Jackson Code of Ordinances necessary to reflect this ordinance.

Introduced by:_____ Seconded by:_____

Vote: _____aye _____nay Passed and approved_____

VILLAGE OF JACKSON

By:_____
Michael E. Schwab, Village President

Attest:

Jilline S. Dobratz, Village Clerk

Proof of Posting:

I, the undersigned, certify that I posted copies of this Ordinance on bulletin boards at the Village Hall, Post Office and one other location in the Village.

Village Official

Date

DRAFT MINUTES

Village Board Meeting

Tuesday, September 13, 2022 at 7:30 p.m.

Jackson Municipal Complex

N168W19851 Main Street

Jackson, WI 53037

1. Call to Order and Roll Call

Pres. Schwab called the meeting to order at 7:30 p.m.

Members Present: Trustees Emmrich, Heckendorf, Kruepke, Matter, and Wells.

Member Excused: Trustee Engelhardt

Staff Present: Building Inspector Collin Johnson, Administrator Jen Keller, Director of Public Works/Village Engineer Brian Kober, Parks and Recreation Director Kelly Valentino, Police Chief Ryan Vossekuil, and Clerk Jilline Dobratz

Also Present: Mike Court of Short Elliott Hendrickson Inc. (SEH), Deb Sielski of the Washington County Department of Community Development, and Christian Tscheschlok of Economic Development Washington County

2. Pledge of Allegiance

Pres. Schwab led the assembly in the Pledge of Allegiance.

3. Village Citizen Comment on an Agenda Item

None.

4. Presentation – TID 7 Commercial Development Marketing Framework – Christian Tscheschlok, Economic Development Washington County

Christine Tscheschlok presented the marketing framework to the Village Board. Discussion ensued regarding potential site limitations which would be ironed out by Staff and other additional consulting with EDWC and an engineer.

Motion by Pres. Schwab, second by Tr. Heckendorf approve the strategic framework as presented.

Vote: 6 ayes, 0 nays. Motion carried.

Motion by Tr. Heckendorf, second by Tr. Kruepke authorize Staff to utilize available funds from the sale of Village Hall for professional services through the end of the year in an amount not to exceed \$25,000.00

Vote: 6 ayes, 0 nays. Motion carried.

5. Jackson Next Generation Housing Pilot – Authorizing for Village Staff to work with Washington County to Contract for Engineering Service with Short Elliott Hendrickson Inc. (SHE)

Administrator Keller provided background information. Deb Sielski gave details on the proposal from Short Elliott Hendrickson Inc.

Motion by Pres. Schwab, second by Tr. Wells, to accept the recommendation of Next Generation House and Village Staff and issue a contract for engineering services with Short Elliott Hendrickson Inc. (SHE) in an amount not to exceed \$297,652.00 for the Jackson Next Generation Housing Pilot.

Vote: 6 ayes, 0 nays. Motion carried.

6. Public Hearing – Resolution #22-14 – Final Assessment Coffee Connection Trail Project

Pres. Schwab opened the Public Hearing.

Mark Flitsch, N160W20069 Main Street, owner of Main Street Mart, commented on the lack of communication of the project, inquired on the size of the sidewalk and what the total special assessment amount is benefiting the owner.

Pres Schwab closed the Public Hearing.

Motion by Pres. Schwab, second by Tr. Kruepke, to approve Resolution #22-14 – Final Assessment Coffee Connection Trail Project.

Pres. Schwab gave information on the size of the path and standards of Village sidewalks. Discussion ensued and included discussion of notifications provided in accordance with State Statute. Director Kober provided information on the dimensions of sidewalks and that the Village and Sewer Utility paid for a portion of the project as well. The notification process was explained which included letters to the property owners, legal ad, and then second letters to property owners.

Vote: 6 ayes, 0 nays. Motion carried.

7. Public Hearing – Resolution #22-16 – Final Assessment Willow Ridge Project

Pres. Schwab opened the Public Hearing.

Ann Marie Henninger, N170W19960 Willow Ridge Drive, commented on the project, issues with yards and the lack of communication.

Holly Helmers, N170W19959 Willow Ridge Drive, spoke about her yard, a bush was moved during the project that then died in which she would like to be reimbursed for. Trees were discussed at the initial meeting, but trees were not planted.

Kathy Resop, N170W20058 Willow Ridge Drive, questioned how the costs were determined of the sidewalks and storm laterals for each property. It was also asked why properties on Willow Ridge Drive have to hook up to the storm laterals.

Joan Schulist, N170W19980 Willow Ridge Drive, inquired on how it was determined where mailboxes should be.

Anthony Futterer, N170W20201 Willow Ridge Drive, commented that communication was lacking, and grass was not reestablished well. It was also stated the storm lateral is working great and lawns were sprayed with no prior notification.

John Resop, N170W20058 Willow Ridge Drive, requested information for how storm lateral costs are determined as he had done 40' of lateral himself.

Ned Farley, N170W20106 Willow Ridge Drive, inquired on how final special assessment payment plans will be determined.

Pres Schwab closed the Public Hearing.

Motion by Pres. Schwab, second by Tr. Kruepke, to approve Resolution #22-16 – Final Assessment Willow Ridge Project.

Director Kober provided information regarding trees that will be planted, streetlights being installed, 5' is the standard for sidewalks, storm laterals costs are based on linear footage, and True Lawn was hired to spray properties. A retainage of \$20,000.00 is being held from the contractor to fix the lawns. Tr. Heckendorf inquired whether Cedar Corporation, as the project manager, had a supervisor on site to communicate with the property owners. Tr. Kruepke commented on the landscaping issues and using topsoil instead. Tr. Emmrich commented on landscaping problems and using sod instead of seeding.

Vote: 5 ayes, 1 nays (Tr. Emmrich). Motion carried.

8. Public Hearing – Final Plat – Phase I Maple Fields Subdivision – Neumann Developments Inc.

Pres. Schwab opened the Public Hearing. No one spoke. Pres Schwab closed the Public Hearing.

Motion by Pres. Schwab, second by Tr. Wells, to approve the proposed Final Plat for Phase I Maple Fields Subdivision by Neumann Developments Inc.

Vote: 6 ayes, 0 nays. Motion carried.

9. Public Hearing – Amendments to the Village of Jackson Comprehensive Plan: Map 1 Future Land Use Plan 2050

Pres. Schwab opened the Public Hearing. No one spoke. Pres Schwab closed the Public Hearing.

10. Ordinance #22-13 Adopt Amendments to the Village of Jackson Comprehensive Plan: Map 1 Future Land Use Plan 2050

Motion by Tr. Kruepke, second by Tr. Wells, to introduce Ordinance #22-13 Adopt Amendments to the Village of Jackson Comprehensive Plan: Map 1 Future Land Use Plan 2050.

Vote: 6 ayes, 0 nays. Motion carried.

11. Approval of Minutes for the Special Village Board Meeting of July 29, 2022 and the Village Board Meeting of August 9, 2022

Motion by Tr. Emmrich, second by Tr. Wells, to approve the minutes for the Special Village Board Meeting of July 29, 2022 and the Village Board Meeting of August 9, 2022.

Vote: 6 ayes, 0 nays. Motion carried.

12. Approval of Licenses

- Operator's Licenses:
 - East Side Mart, Main Street Mart & The Village Mart: Cheyln Behling, Cynthia Blackley, James Decenzo

Motion by Tr. Wells, second by Tr. Emmrich, to approve the licenses as listed.

Vote: 5 ayes, 0 nays, 1 abstain (Tr. Kruepke). Motion carried.

13. Budget & Finance Committee

- **Village Board Room Dais Quote for Construction – Cathedral Builders**

Director Kober provided information on the new dais.

Motion by Pres. Schwab, second by Tr. Kruepke, to approve the proposal for the construction of a Village Board Room Dais by Cathedral Builders in the amount of \$15,276.00.

Vote: 6 ayes, 0 nays. Motion carried.

Motion by Tr. Kruepke, second by Tr. Wells, to approve the Village Board Room Dais alternate proposal by Cathedral Builders in the amount of \$582.00 if necessary

Vote: 6 ayes, 0 nays. Motion carried.

The Board chose Option A. No motion was needed.

- **2023 Budgeting Update and Timeline**

Administrator Keller commented on the budgeting timeline.

Tr. Kruepke commented the goal of the Department Heads is to have a zero-increase budget. Tr. Matter stated concern for utilizing short term funds for long term funding.

- **Review of Insurance Liability Claim – David Gogert**

Pres. Schwab stated the item came from Budget & Finance Committee with the advice that money is available in the General Fund if the Board so chooses to pay the claim. This item will be discussed in closed session.

- **Review of WisDOT Temporary Easement South Center Street & STH 60**

Motion by Pres. Schwab, second by Tr. Emmrich, to approve WisDOT Temporary Easement South Center Street & STH 60 in the amount of \$2,400.00 and with acceptable terms by Village Counsel.

Vote: 6 ayes, 0 nays. Motion carried.

14. Board of Public Works

- **Review of Certified Survey Map (CSM) Willow Ridge Drive**

Motion by Pres. Schwab, second by Tr. Heckendorf, to approve Certified Survey Map (CSM) for Willow Ridge Drive.

Director Kober gave background information.

Vote: 6 ayes, 0 nays. Motion carried.

15. West Bend School District Report

Tr. Wells stated West Bend football won two games, the Board recently discussed dress code policy enforcements, bus driver substitutions are needed and political advocacy regarding Staff carrying firearms.

16. Washington County Board Report

Pres. Schwab commented on the items that will be discussed tomorrow evening which are the State requiring mental health professionals on hand at the jail, and in closed session County cyber security plans.

17. Greater Jackson Business Alliance Report

Tr. Matter reported the next meeting will be next Wednesday at Kerry Ingredients.

18. Mid-Moraine Municipal Association Report

Tr. Wells stated that the next meeting is Wednesday, September 13, 2022, at 7:00 p.m. discussing sharing Washing County tax sales and changes in Wisconsin voting laws. The next dinner meeting is on Wednesday, September 28th in Kewaskum the speaker is Attorney Anita Gallucci from Boardman Clark addressing utilities in Right of Ways.

19. Citizens to Address the Village Board

None.

20. Closed Session pursuant to Wis. Stats. §19.85(1)(c) for the purpose of considering employment, promotion, compensation or performance evaluation data of any public employee over which the Village has jurisdiction or exercises

responsibility and §19.85(1)(e) “deliberating or negotiating the purchasing of public properties, the investing of public funds, or conducting other specified public business, whenever competitive or bargaining reasons require a closed session, and §19.85(1)(g) Conferring with legal counsel for the governmental body who is rendering oral or written advice concerning strategy to be adopted by the body with respect to litigation in which it is or is likely to become involved.”

The closed session is for the following purposes:

- **Review of insurance liability claim**
- **Review of personnel matters**
- **Review request from Village of Richfield for sewer and water utility services**

Motion by Pres. Schwab, second by Tr. Heckendorf, to convene into closed session at 9:23 p.m. to include the Village Board, the Village Administrator, the Village Police Chief, for a portion of the items and the Village Engineer for the request from Village of Richfield for sewer and water utility.

Roll Call Vote: 6 ayes, 0 nays. Motion carried.

21. Reconvene into Open Session with possible action including disallowance or approval of claim and waiving the Jackson Police Department 3-year payback agreement for Village Employee.

Motion by Pres. Schwab, second by Tr. Emmrich, to reconvene into open session at 9:38 p.m.

Vote: 6 ayes, 0 nays. Motion carried.

Motion by Pres. Schwab, seconded by Tr. Kruepke, to disallow the Insurance Liability Claim from David Gogert in the amount of \$959.60.

Vote: 6 ayes, 0 nays. Motion carried.

Motion by Pres. Schwab, seconded by Tr. Wells, to approve waiving the Jackson Police Department 3-year payback agreement for Village Employee.

Vote: 5 ayes, 1 nay (Tr. Heckendorf). Motion carried.

22. Adjourn

Motion by Pres. Schwab, second by Tr. Kruepke, to adjourn.

Vote: 6 ayes, 0 nays. Meeting was adjourned at 9:39 p.m.

Respectfully submitted:

Jilline Dobratz, *CMC/WCPC*
Village Clerk

DRAFT MINUTES
Special Village Board Meeting
Monday, September 26, 2022 at 6:30 p.m.
Jackson Municipal Complex
Training Rooms 1 & 2
N168W19851 Main Street
Jackson, WI 53037

1. Call to Order and Roll Call

Pres. Schwab called the meeting to order at 6:30 p.m.

Members Present: Trustees Emmrich, Heckendorf, Kruepke, Wells and Matter

Member Excused: Trustee Engelhardt

Staff Present: Administrator Jen Keller, Fire Chief Aaron Swaney

Also Present: Mike Romas, Tim Franz, and Chuck Butler, Public Administration Associates (PAA)

Chairman Butch Schulteis, Town of Polk.

2. Pledge of Allegiance

Pres. Schwab led the assembly in the Pledge of Allegiance.

3. Presentation – 2022 Jackson Fire and EMS Study by Mike Romas, Tim Franz, and Chuck Butler of Public Administration Associates

Representatives from PAA presented the study findings to the Village Board specifically regarding PAA's analytical approach, analysis and department overview, and recommendations.

Analysis and Department Overview

It was stated the Village is a combination department that is a mixture of paid on call, part-time, and full-time employees providing Fire and EMS services. It was stated Staff are well trained, apparatus is in good condition and replaced as necessary, the station amenities provide for a recruitment tool and retention of current employees. Lastly, response performance is deemed adequate, but the analysis found there are stressors that can be addressed with some recommendations. The Study was constructed with the anticipation the service area population is anticipated to grow 24% through 2040. It was stated call volume grew faster than population. This was determined to be an outcome of demographic shifts, where there was a 40% Medicare participation rate for many years which has transitioned to 60% Medicare participation rate.

Recommendations

Adding one full time firefighter/paramedic to cover weekday hours from 6AM-6PM was the immediate need identified by the Study in concert with wage adjustments for fulltime and POC employees. Adjustments to Part time employees were not recommended because the candidate pool is not necessarily affected by wage change in PAA's research. PAA recommended a set of Key Performance Indicators be identified and those be measured continually so as to determine what changes may be needed in the future such as more Staffing, changes to departmental policies, etc.

President Schwab encouraged Trustees to voice comments or concerns regarding the presentation of PAA's findings.

1. Trustee Emmrich posed questions and comments regarding the citizen survey responses indicating EMS responses were desired to be fast, and more efficient than fire response. It was of importance to serve the citizens with quality core services.
2. Trustee Matter included questions and comments related to the difference between advanced and basic life support and significance of hospital locations in the Jackson area opposed to the Village boundary. It was asked what it would take to implement the Key Performance Measures included in the recommendations. PAA shared that some technology upgrades are needed, especially for Computer Aided Dispatch System which would be a part of a countywide change. Manual maintenance of data, such as effective response force of ten people on a structure fire call, was also stated as an option.
3. Trustee Heckendorf asked questions and included comments focusing on Table 7 regarding call volume with concern for call volume at the Community Based Residential Facilities in Jackson and higher concentration of calls to those locations. It was shared there are options such as payments in lieu of taxes agreements for nonprofit entities which can be considered in instances of growing presence of assisted living facilities, CBRFs, and skilled nursing facilities. It was also stated from PAA continued conversations with these facilities and being a part of policy changes is crucial to continued care as well. It was also stated frequent use of 911 for fire calls can prompt communities to adopt and impose additional fees for extraordinary levels of service, however EMS laws do not provide a community the ability to begin charging fees for repeated calls. Avenues some departments have been forced to pursue include APS complaints which should only be considered if a facility is not providing adequate care to patients. It was also stated continually rising expenses of the department are a concern for the Village, and the report did not outline clear cost saving opportunities but more so revenue growing options. It was also a concern there may not be enough pay included in the part time positions. Lastly, support for the department was echoed as elevated levels of service Jackson is able to provide while larger communities are not, is something to be proud of.
4. Trustee Kruepke shared that Paid-on-Call employees are driven to help people in the community and taking too many of those opportunities away from POC and providing more to the full-time Staff may lead the Village to an imbalance. It was shared that equipment should be kept longer if it is in good condition. Lastly, should wages increase, it was stated that equipment should be maintained longer.
5. President Schwab provided questions and comments stating Key Performance Indicators are helpful, and national standards of services should be the focus of the Village. It was stated the 5-minute, 10-minute and 14-minute response time maps were NFPA standard compliant. For medical calls, response time standards were discussed, and it was stated they revolve around cardiac arrest events and the need to have basic life support on scene within 5 minutes. After that, Advanced Life Support on scene in 8-9 minutes is the American Heart Association recommendation regarding chain of survival. Additional discussion regarding staffing recommendations and an interest in data to know capacity would have been more helpful for future decision making. Current metrics were discussed by PAA, and it was stated there are response times of 5 minutes for one paramedic at night, and 6 minutes during the day 2 paramedics respond on average in 6 minutes 90% of the time. Lastly, it was shared by PAA and Staff that, at present time, administrative work such as maintaining Key Performance Indicators are not possible because of workload which includes heightened call volume and vacant part time positions.

4. Discussion and Possible Action Related to 2022 Jackson Fire and EMS Study Recommendations

Motion by Pres. Schwab, second by Trustee Kruepke to defer actions related to the study recommendations to the next Village Board meeting, and to include a closed session review.
Vote: 6 ayes, 0 nays.

5. Adjourn

Motion by Pres. Schwab, second by Trustee Emmrich, to adjourn.
Vote: 6 ayes, 0 nays. Meeting was adjourned at 8:13 p.m.

Respectfully submitted:

Jen Keller
Village Administrator

DRAFT

Licenses: October 11, 2022

Village Board Meeting

Name	Establishment	Police Chief Recommendation
OPERATOR'S LICENSES		
Aleesha Poss	East Side Mart, Main Street Mart & The Village Mart	Denial
Rani Zerkel	East Side Mart, Main Street Mart & The Village Mart	Approval



Taking the lead in Washington County.

MEMO

TO: Jen Keller, Village Administrator; Mike Schwab, Village President; Board of Trustees

FROM: Darlene Smith, Treasurer

RE: Adjustment to Park Fund

DATE: October 11, 2022

After Department Head review of the 2021 Financial Statements there were some concerns regarding the Park Fund ending balance. I did a full examination of the Park Fund revenues and expenses from 2017 to present. The following adjustments were made to account for the discrepancies:

1. A transfer of funds from the LGIP Park Fund account to the General Fund in the amount of \$97,093.00 for the 2019 Hickory Lane Playground.
2. A transfer of funds from the LGIP Park Fund account to the General Fund in the amount of \$2,500.00 for the 2021 Land Purchase Deposit.
3. A transfer of funds from the LGIP Park Fund account to the General Fund in the amount of \$7,612.34 for 2017 Park Expenses.
4. A journal entry to reclassify 2019 miscellaneous play apparatus cost from the Park Fund to the Capital Projects Fund in the amount of \$108,193.00.

N168W19851
Main Street
Jackson, WI 53037
Phone: 262-677-9001
Fax: 262-677-1710

Mailing Address:
P.O. Box 637

www.villageofjacksonwi.gov



September 8, 2022

Village of Jackson
W194 N16660 Eagle Drive
Jackson, WI 53037

Attention: Brian Kober, P.E.
Director of Public Works

Subject: Project: VOJ 21-01
Coffee Connection Trail
Jackson Drive – Eagle Drive
Pay Request #6

Dear Mr. Kober:

Enclosed you will find Pay Request #6 for the Coffee Connection Trail project in the Village of Jackson. The total amount, due to the contractor, includes the total retainage. This would close out the project.

Total work completed to date	= \$ 399,393.42
Work completed, Pay Request #6	= \$ 1,241.00
Total Retainage	= \$ 8,964.32
Amount due to Contractor, Pay Request #6	= \$ 10,205.32

If you have any questions or comments, please contact me at (920) 924-5720.

Sincerely,

Todd Drew
Project Inspector
Gremmer & Associates, Inc.

Project VOI 21-01
Coffee Connection Trail
Jackson Drive - Eagle Drive

Pay Request #6
Pavement Paving - Prime Contractor

Item No.	Description	Unit	s	Total	Public/Paving		Pay Request #1		Pay Request #2		Pay Request #3		Pay Request #4		Pay Request #5		Pay Request #6		Cumulative Totals		% Complete
					Unit Price	Bid Total	Actual Quantity	Total	Actual Quantity	Total	Actual Quantity	Total	Actual Quantity	Total	Actual Quantity	Total	Actual Quantity	Total	Actual Quantity	Total	
100-01	Removing Small Pipe Culverts	EACH	1	\$200.00		\$200.00		\$0.00		\$0.00	1.00	\$200.00		\$0.00		\$0.00		\$0.00	1	\$200.00	100%
100-02	Removing Concrete Pavement	SF	65	\$30.00		\$1,950.00		\$0.00		\$0.00	60.00	\$1,800.00		\$0.00		\$0.00		\$0.00	60	\$1,800.00	97%
100-03	Removing Asphaltic Surface	SF	35	\$12.00		\$420.00		\$0.00		\$0.00	84.00	\$1,008.00		\$0.00		\$0.00		\$0.00	84	\$1,008.00	240%
100-04	Removing Curb & Gutter	LF	350	\$11.00		\$3,850.00		\$0.00		\$0.00	350.00	\$3,850.00		\$0.00		\$0.00		\$0.00	350	\$3,850.00	100%
100-05	Removing Concrete Sidewalk	SF	65	\$30.00		\$1,950.00		\$0.00		\$0.00	47.00	\$1,410.00		\$0.00		\$0.00		\$0.00	47	\$1,410.00	72%
100-06	Excavation Common	CY	637	\$46.00		\$29,282.00		\$0.00	510	\$18,460.00	316.00	\$14,656.00		\$0.00		\$0.00		\$0.00	866	\$37,116.00	136%
100-07	Base Aggregate Dense 3/4-inch	TON	104	\$32.00		\$3,328.00		\$0.00		\$0.00	105.12	\$3,363.84		\$0.00		\$0.00		\$0.00	105	\$3,363.84	101%
100-08	Base Aggregate Dense 1 1/4-inch	TON	1,135	\$29.00		\$32,915.00		\$0.00	1252.94	\$36,335.26	270.40	\$7,841.60		\$0.00		\$0.00		\$0.00	1523.34	\$44,176.86	134%
100-09	Breaker Run	TON	180	\$29.00		\$5,220.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00	0%
100-10	Concrete Driveway 6-inch	SF	31	\$90.00		\$2,790.00		\$0.00		\$0.00	31.33	\$2,819.70		\$0.00		\$0.00		\$0.00	31	\$2,819.70	101%
100-11	Drilled Tie Bar	EACH	36	\$15.00		\$540.00		\$0.00		\$0.00	47.00	\$705.00		\$0.00		\$0.00		\$0.00	47	\$705.00	131%
100-12	Asphaltic Surface	TON	370	\$114.00		\$42,180.00		\$0.00		\$0.00	433.30	\$49,396.20		\$0.00		\$0.00		\$0.00	433	\$49,396.20	117%
100-13	Concrete Curb & Gutter 30-inch Type D	LF	350	\$66.00		\$23,100.00		\$0.00		\$0.00	350.00	\$23,100.00		\$0.00		\$0.00		\$0.00	350	\$23,100.00	100%
100-14	Concrete Curb Pedestrian	LF	25	\$78.00		\$1,950.00		\$0.00		\$0.00	25.00	\$1,950.00		\$0.00		\$0.00		\$0.00	25	\$1,950.00	100%
100-15	Concrete Sidewalk 6-inch	SF	2,910	\$6.30		\$18,333.00		\$0.00		\$0.00	2092.00	\$13,160.00	95.57	\$602.00		\$0.00		\$0.00	2096	\$13,202.00	72%
100-16	Concrete Sidewalk 6-inch	SF	755	\$8.80		\$6,644.00		\$0.00		\$0.00	1380.00	\$12,144.00	171.20	\$1,506.56		\$0.00		\$0.00	1551	\$13,650.56	205%
100-17	Curb Ramp Detectable Warning Field Yellow	SF	135	\$30.00		\$4,050.00		\$0.00		\$0.00	154.00	\$4,620.00		\$0.00		\$0.00		\$0.00	154	\$4,620.00	114%
100-18	Curb Ramp Detectable Warning Field Red	SF	103	\$30.00		\$3,090.00		\$0.00		\$0.00	106.00	\$3,180.00		\$0.00		\$0.00		\$0.00	106	\$3,180.00	105%
100-19	Yellow	SF	4,456	\$10.14		\$45,183.84		\$0.00		\$0.00	4010.00	\$40,661.40	1198.01	\$12,147.82	173.38	\$1,758.07		\$0.00	5381	\$54,567.29	121%
100-20	Silt Fence	LF	1,895	\$2.00		\$3,790.00	1956	\$3,912.00	260	\$520.00		\$0.00		\$0.00		\$0.00		\$0.00	2216	\$4,432.00	117%
100-21	Inlet Protection Type A	EACH	1	\$105.00		\$105.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00	0%
100-22	Inlet Protection Type C	EACH	6	\$105.00		\$630.00	4	\$420.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	4	\$420.00	100%
100-23	Temporary Ditch Checks	LF	24	\$30.00		\$720.00	24	\$720.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	24	\$720.00	100%
100-24	Culvert Pipe Checks	EACH	8	\$185.00		\$1,480.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00	0%
100-25	Posts Wood 4x6-inch X 16-FT	EACH	20	\$390.00		\$7,800.00		\$0.00		\$0.00		\$0.00		\$0.00	18.00	\$7,020.00		\$0.00	18	\$7,020.00	90%
100-26	Signs Type II Reflective T	SF	135.0	\$36.00		\$4,860.00		\$0.00		\$0.00		\$0.00		\$0.00	99.00	\$3,564.00		\$0.00	99	\$3,564.00	73%
100-27	Traffic Control	LS	1	\$8,556.00		\$8,556.00	1	\$8,556.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	1	\$8,556.00	100%
100-28	Geotextile Type SAs	SF	600	\$2.40		\$1,440.00		\$0.00	397	\$952.80		\$0.00		\$0.00		\$0.00		\$0.00	397	\$952.80	66%
100-29	Marking Crosswalk Epoxy Transverse Line 6-inch	LF	623	\$10.86		\$6,746.56		\$0.00		\$0.00	148.00	\$1,607.28		\$0.00	572.00	\$6,211.92		\$0.00	720	\$7,819.20	116%
100-30	Marking Crosswalk Epoxy Ladder Pattern 24-inch	LF	88	\$44.36		\$3,903.68		\$0.00		\$0.00		\$0.00		\$0.00	70.00	\$3,105.20		\$0.00	70	\$3,105.20	80%
100-31	Sawing Asphalt	LF	225	\$2.50		\$562.50		\$0.00	485.5	\$1,163.75		\$0.00		\$0.00		\$0.00		\$0.00	485.5	\$1,163.75	207%
100-32	Sawing Concrete	LF	115	\$3.00		\$345.00		\$0.00	54	\$162.00		\$0.00		\$0.00		\$0.00		\$0.00	54	\$162.00	47%
200-01	Culvert Pipe Reinforced Concrete Horizontal Elliptical Class HE-10 34x23-inch	LF	--	\$180.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00	NA
200-02	Agree Endwalls for Culvert Pipe Reinforced Concrete Horizontal Elliptical 34x23-inch	EACH	--	\$1,060.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00	NA
200-03	Storm Sewer Pipe Class III-A 12-inch	LF	51	\$138.00		\$7,038.00	51	\$7,038.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	51	\$7,038.00	100%
200-04	Inlet Covers Type MS	EACH	1	\$748.00		\$748.00	1	\$748.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	1	\$748.00	100%
200-05	Inlet Medium 1 Grate	EACH	1	\$748.00		\$748.00	1	\$748.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	1	\$748.00	100%
200-06	Connect to Existing Storm Sewer Structure	EACH	1	\$900.00		\$900.00	1	\$900.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	1	\$900.00	100%
200-07	Storm Sewer Pipe PVC SDR-35 6-inch	LF	36	\$33.00		\$1,188.00	36	\$1,188.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	36	\$1,188.00	100%
400-01	Adjusting Sanitary Sewer Manhole	EACH	9	\$1,620.00		\$14,580.00	9	\$14,580.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	9	\$14,580.00	100%
400-02	Adjusting Water Valves	EACH	9	\$600.00		\$5,400.00	9	\$5,400.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	9	\$5,400.00	89%
400-03	Adjusting Hydrants	EACH	1	\$1,734.00		\$1,734.00	1	\$1,734.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	1	\$1,734.00	100%
400-04	Relocating Hydrant	EACH	1	\$8,370.00		\$8,370.00	1	\$8,370.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	1	\$8,370.00	100%
500-01	Posts Wood 4x6-inch X 16-FT	EACH	1	\$410.00		\$410.00		\$0.00		\$0.00		\$0.00		\$0.00	1.00	\$410.00		\$0.00	1	\$410.00	100%
500-02	Posts Tubular Steel 2x2 X 16-FT	EACH	1	\$410.00		\$410.00		\$0.00		\$0.00		\$0.00		\$0.00	1.00	\$410.00		\$0.00	1	\$410.00	100%
500-03	Signs Type II Reflective V	SF	10.5	\$26.00		\$273.00		\$0.00		\$0.00		\$0.00		\$0.00	39.38	\$1,028.68		\$0.00	39	\$1,028.68	375%
500-04	Relocate Sign	EACH	1	\$390.00		\$390.00		\$0.00		\$0.00		\$0.00		\$0.00	2.00	\$780.00		\$0.00	2	\$780.00	200%
500-05	Marking Line Epoxy 4-inch	LF	141	\$5.34		\$752.94		\$0.00		\$0.00	173.00	\$923.82		\$0.00		\$0.00		\$0.00	173	\$923.82	123%
500-06	Marking Stop Line Epoxy 18-inch	LF	76	\$25.00		\$1,900.00		\$0.00		\$0.00	96.00	\$2,400.00		\$0.00		\$0.00		\$0.00	96	\$2,400.00	126%
500-07	Removing Pavement Marking	LF	337	\$2.34		\$788.58		\$0.00		\$0.00	463.00	\$1,083.42		\$0.00		\$0.00		\$0.00	463	\$1,083.42	137%
600-01	Sanitary Sewer Pipe PVC SDR-35 6-inch, including all fittings (VOI 21-02)	LF	50	\$660.00		\$33,000.00	50	\$33,000.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	50	\$33,000.00	100%
700-01	Change Order: Install Asphalt Flume	LS	1	\$1,241.00		\$1,241.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	1.00	\$1,241.00	0	\$0.00	0%
TOTAL						\$395,813.00		\$87,644.00		\$75,431.81		\$197,630.20		\$14,256.47		\$21,207.97		\$1,241.00		\$598,152.47	118.66%

Pay Quantity differs from Requested Quantity (Est. 1&2)
Total Difference of \$ 574.25

Work completed, previous estimate
Work completed, this estimate
Retainage, previous estimate
Total retainage, previous estimates
Total retainage
Amount due to contractor, this estimate

\$23,207.87
\$1,241.00
\$399,393.42
\$0.00
\$0.00
\$8,964.32
\$10,295.32

Max retainage to hold-

\$4,382.20 Retainage Est #1
\$3,771.69 Retainage Est #2
\$810.42 Retainage Est #3
\$8,964.32



P.O. Box 13456
Wauwatosa, WI 53213-0456

Ph: 414.476.9130 Fax: 414.476.9132

INVOICE: 110575A

Date: 8/16/2022

Your PO:

Terms: Upon Completion

Salesperson: KOUTNICK

Contract #: C29212 P1

Job #: 21CK0024

BILL Village of Jackson
N168 W20733 Main Street
Jackson, WI 53037

SITE Coffee Connection Trail
Asphalt Paving Project
Jackson, WI 53037

Project #: VOJ-21-01
Pay Application - FINAL

DESCRIPTION

PRICE

Retention

8,964.32

Asphalt Flume

1,241.00

TOTAL AMOUNT DUE

10,205.32

Memo

To: Brian Kober
From: Jeff Kreutzinger
CC: Jeff Deitsch
Date: 9/23/2022
Re: Well #1 inspection

I have received 3 bids to remove and inspect well #1

<u>Contactor</u>	<u>Quote</u>	<u>Supplementary item – video survey</u>
Water Well Solutions	\$14,885.00	Included in Quote
CTW Corporation	\$12,950.00	Not Included in Quote nor furnished
Municipal Well and Pump	\$14,935.00	\$1,000.00

I would like to propose that we except the Quote of \$14,885.00 from Water Well Solutions. I have been working with WWS for over 20+ years and they have always done very acceptable work for me. I know that CTW and Municipal Well and Pump are both reputable company's and would do fine work, I'd just be more comfortable working with people I'm comfortable with.

Jeff Kreutzinger

Water Utility Supervisor

**REQUEST FOR PUMP AND WELL INSPECTION AND REHABILITATION SERVICES AT
WELL NO. 1
VILLAGE OF JACKSON**

1. Introduction

The Village of Jackson Water Utility is interested in obtaining the services of a Municipal well and pump firm for the inspection of the pump and well at W208N16898 N. Center St. The column diameter is 6" and the line shaft length is 110' with a 5' bowl assembly.

2. The scope of this project request is detailed as follows:

Step #1: Mobilize pump service rig and crew. Perform the complete removal of the vertical turbine pump and measure in to determine current total well depth.

Lump Sum

Step #2: Clean all equipment and inspect. Provide report to owner detailing findings including any additional repair recommendations along with associated prices. Adder for optional downhole video of the well with dual axis color camera.

Lump Sum

Step #3: Remove old shaft sleeves from line shafts. Clean shafts and measure run-out of each shaft. Flame straighten all line shafts. Clean shaft centering spiders, furnish and install all new stainless-steel line shaft sleeves. Remove and replace all rubber line shaft bearings. Rebuild stuffing box and clean/paint discharge head.

Lump Sum

Step #4: Rebuild CI bowl assembly to include cleaning, removal or wear rings and bearings, installation of new bearings and wear rings, check and flame straighten impeller shaft and re-assemble.

Lump Sum

Step #5: Perform the complete reinstallation of the vertical turbine pumping equipment including a short performance test while pumping to waste to record the well and pump hydraulic characteristics. Clean up the job site and demobilize.

Lump Sum

Jeff Kreutzinger
Water Utility Supervisor

Note: This is a request for proposal, not a bid; therefor the Village is not bound to accept the lowest cost for professional services.



September 17, 2022

Village of Jackson
W194N1666o Eagle Dr
PO Box 637
Jackson, WI 53037
Attn: Jeff Kreutzinger

RE: Well 1 Pump Pull & Inspection

Dear Mr. Kreutzinger,

Per your request, Water Well Solutions is pleased to submit the following proposal to pull and inspect pumping equipment at Village of Jackson Well No. 1 per your request.

Scope of Work

Step 1: Mobilize pump service rig and crew. Perform the complete removal of the vertical turbine pump and measure in to determine current total well depth. \$3,750.00

Step 2: Clean all equipment and inspect. Provide report to owner detailing findings including any additional repair recommendations along with associated prices. Including downhole video of the well with dual axis color camera. \$650.00

Step 3: Remove old shaft sleeves from line shafts. Clean shafts and measure run-out of each shaft. Flame straighten all line shafts. Clean shaft centering spiders, furnish and install all new stainless-steel line shaft sleeves. Remove and replace all rubber line shaft bearings. Rebuild stuffing box and clean/paint discharge head. \$2,485.00

Step 4: Rebuild Cl bowl assembly to include cleaning, removal or wear rings and bearings, installation of new bearings and wear rings, check and flame straighten impeller shaft and re-assemble. \$2,400.00

Step 5: Perform the complete reinstallation of the vertical turbine pumping equipment including a short performance test while pumping to waste to record the well and pump hydraulic characteristics. Clean up the job site and demobilize. \$5,600.00

Total estimated investment \$14,885.00



As always, all work will be performed on a time and material basis at our standard hourly rates. Should you wish to proceed with the scope of work outlined above, please sign below and return a copy of this proposal to our office. It is our understanding that the Village wishes to complete this project before end of 2022. Upon approval, we will schedule the work ASAP. Water Well Solutions values our relationship with The Village of Jackson and looks forward to working with you. As always, please feel free to contact us with questions.

Best regards,
Water Well Solutions

Peter Bennin

Peter Bennin

Senior Project Manager

N87W36051 Mapleton Street, Oconomowoc, WI 53066

Cell: (262) 269-8755 | Office: (920) 474-4777 | Fax: (920) 474-4771

Email: peter.bennin@wwssg.com | Web: www.wwssg.com



Signature: _____

Name: _____

Title: _____

Date: _____



INVOICES. Invoices will be submitted once a month with payment due within 10 days of the invoice date. A late charge at the rate of 1 1/2 % per month, or the highest rate allowed by applicable law, whichever is lowest, will be added to all amounts outstanding after 30 days. Purchaser agrees to pay any and all attorneys' fees and court costs should attorneys be utilized, or court proceedings initiated to collect any past due amounts.

INFORMATION. It is recognized that Purchaser has superior knowledge of the job site, site history, access routes to the job site, known or suspected contaminants, surface and subsurface conditions, etc., and Purchaser is obligated to advise Water Well Solutions of all or any conditions that may affect Water Well Solutions performance hereunder. Purchaser agrees to provide Water Well Solutions with such specifications, plans, site history information, reports, studies or other information on surface and subsurface conditions as will be reasonably required by Water Well Solutions for safe, proper and timely performance of the work. Purchaser shall obtain all necessary permits and rights-of-way and indemnify and hold Water Well Solutions harmless for its failure to do so and for claims of trespass or damage to property, including underground utilities or structures, which arise out of the work.

LIABILITY. Neither party shall be liable to the other party for any special, indirect, incidental, or consequential damages, whether based on contract, tort (including negligence), strict liability or otherwise. Further, Purchaser agrees to indemnify and hold Water Well Solutions harmless from and against any and all claims, demands, causes of action (including third party claims for contribution or indemnification), liability and costs (including attorneys' fees and other costs of defense) which result from (i) any release or threatened release of any substance (whether hazardous or not); (ii) any claim that Water Well Solutions or any of its subcontractors was a "generator" or "transporter" of hazardous waste or an "operator" of the job site (as such terms are used or defined under local, state or federal laws or regulations); or (iii) any negligent or wrongful act or omission of Purchaser or others under Purchaser's control, except that this indemnification shall not apply to the extent any demand of cause of action results from Water Well Solutions negligence or intentional misconduct.

PERFORMANCE. Water Well Solutions will exercise reasonable skill and judgment in performing the work, EXCEPT AS EXPRESSLY PROVIDED HEREIN, NO OTHER WARRANTIES (EXPRESS OR IMPLIED, INCLUDING, BUT NOT LIMITED TO, WARRANTIES OF MERCHANTABILITY OR FITNESS FOR A PARTICULAR PURPOSE) ARE GIVEN HEREUNDER. Water Well Solutions does not warrant specific results of any kind or provide any guarantee of water quality or quantity.

CHANGED CONDITIONS. The discovery of any hazardous waste, substance, pollutant, contaminant, underground obstruction, condition or utilities on or under the job site which were not brought to the attention of Water Well Solutions prior to the date of this Work Agreement will constitute a materially different site condition entitling Water Well Solutions, at its option, to terminate this Work Agreement (and to receive payment for all work performed up to and including the date of such termination) or to receive an equitable adjustment in the contract price and time for performance. Water Well Solutions, however, shall only have the right to terminate if such different site condition(s) creates additional health and safety risks or requires Water Well Solutions to perform work outside the original scope or beyond its capabilities. In any event, Water Well Solutions may terminate operations on a site which it believes presents an unreasonable health or safety risk.

DELAYS. Water Well Solutions shall have no liability to Purchaser, or its clients, contractors or consultants for delays attributable to acts of God, acts of third parties, weather which is not reasonably anticipatable, intervention or public authorities, inability to obtain permits necessary to perform the work, work stoppages, changes in applicable laws or regulations after the date of commencement of performance hereunder and any other conditions or events which are beyond the reasonable control of Water Well Solutions shall be entitled to additional time to perform this Work Agreement equal to the time of any such delay.

MISCELLANEOUS. The terms and conditions set forth in the Work Agreement constitute the entire understanding of the parties relating to the work. All previous proposals, offers, and other communications relative to the work, oral or written, are hereby superseded. Any additional or conflicting provision(s) contained in any purchase order, acknowledgement, or other form of the Purchaser is hereby expressly objected to by Water Well Solutions and shall not modify this Work Agreement.

INTERPRETATION. This Work Agreement shall be governed and construed in accordance with the laws of the state of the job site location. If any term, provision or condition contained herein shall, to any extent, be invalid or unenforceable, pursuant to state law or otherwise, the remainder of the terms, provisions and conditions stated in the Work Agreement (or the application of such term, provision or condition to person or circumstances other than those in respect of which it is invalid or unenforceable) shall not be affected, and each term, provision and condition of this Work Agreement shall be valid and enforceable to the fullest extent permitted by law.



Project Proposal

Re: Jackson #1 - Inspection

Item #	Item Description	Quantity	Units	Unit Price	Extended Price
1	Mobilize crew & equipment, remove pump, sound well depth	1	LS	\$ 3,875.00	\$ 3,875.00
2	Clean & Inspect all equipment, provide report	1	LS	610.00	610.00
3	Remove replace all slv/brgs, clean/chk/straighten shafts,	1	LS	2,420.00	2,420.00
4	, rebuild stuffing box, spiders, clean/paint discharge head			-	-
5	Rebuild CI bowl assly, new bushing/wear rings, str shaft	1	LS	2,470.00	2,470.00
6	, machine impellers, reassemble bowls			-	-
7	Provide Reinstallation, disinfection, test, sample, clean up	1	LS	5,560.00	5,560.00
8	, demobilize , update pump record			-	-
9				-	-
10				-	-
11				-	-
12	Supplementary:			-	-
13	- Provide video survey and reports , copies, if appl,\$1000			-	-
14				-	-
15				-	-
16				-	-
17				-	-
18				-	-
19				-	-
20				-	-
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36				-	-
37				-	-
38				-	-
39				-	-
40				-	-
41				-	-
42				-	-
43				-	-
44				-	-
45				-	-
46				-	-
47				-	-
48				-	-
Total Project Proposal					\$ 14,935.00

Dated: September 19, 2022

By:

Tracy Greenfield

Tracy Greenfield
Senior Project Manager
Municipal Well & Pump

**REQUEST FOR PUMP AND WELL INSPECTION AND REHABILITATION SERVICES AT
WELL NO. 1
VILLAGE OF JACKSON**

1. Introduction

The Village of Jackson Water Utility is interested in obtaining the services of a Municipal well and pump firm for the inspection of the pump and well at W208N16898 N. Center St. The column diameter is 6" and the line shaft length is 110' with a 5' bowl assembly.

2. The scope of this project request is detailed as follows:

Step #1: Mobilize pump service rig and crew. Perform the complete removal of the vertical turbine pump and measure in to determine current total well depth.

Lump Sum\$ 3875

Step #2: Clean all equipment and inspect. Provide report to owner detailing findings including any additional repair recommendations along with associated prices. Adder for optional downhole video of the well with dual axis color camera.

Lump Sum.....\$ 610

Step #3: Remove old shaft sleeves from line shafts. Clean shafts and measure run-out of each shaft. Flame straighten all line shafts. Clean shaft centering spiders, furnish and install all new stainless-steel line shaft sleeves. Remove and replace all rubber line shaft bearings. Rebuild stuffing box and clean/paint discharge head.

Lump Sum.....\$ 2420

Step #4: Rebuild CI bowl assembly to include cleaning, removal or wear rings and bearings, installation of new bearings and wear rings, check and flame straighten impeller shaft and re-assemble.

Lump Sum\$ 2470

Step #5: Perform the complete reinstallation of the vertical turbine pumping equipment including a short performance test while pumping to waste to record the well and pump hydraulic characteristics. Clean up the job site and demobilize.

Lump Sum\$ 5560

TOTAL Items 1-5.....\$ 14,935

Jeff Kreutzinger

Water Utility Supervisor

Municipal Well and Pump

Tracy Greenfield, 9-19-22

Sr Project Manager

Note: This is a request for proposal, not a bid; therefore the Village is not bound to accept the lowest cost for professional services.

If possible, we would like the request's back by September 20th, 2002 and if at all possible completion in 2022 yet. Thank You



Jackson Water Utility
Attn: Jeff Kreutzinger
W197 N16660 Eagle Dr
Jackson WI 53037

September 23, 2022

Subject: Well #1 Motor, Pump and Well Inspection / Maintenance

Dear Mr. Kreutzinger,

Thank you for reaching out to us regarding the inspection and maintenance on Well #1. We're honored to have served you in the past and look forward to working with you again to keep your wells in good condition. We will be pulling your 40 HP 3 Phase 460 Motor and Simmons SL9 6 Stage 5" discharge pump at 110' setting to perform maintenance and replacement of items in need of replacement to meet industry standards. It appears your shafting is all stainless steel and shouldn't need any straightening or replacement. We can replace if needed but this quote does not include any shaft replacement. This work will include:

Motor:

1. Pull Motor using pump hoist vehicle
2. *Take motor to motor shop for maintenance and repair of any parts (estimated cost \$1500.00*)*
3. Deliver Motor back to site and mount with pump hoist vehicle
4. Re-Connect and put motor back into service

Pump:

1. Pull pump with appropriate rated pump hoist vehicle
2. Inspect pump
3. Rehab and repack stuffing box *(\$100.00)*
4. Replace:
 - a. Wear Rings – *(\$1,550.00)*
 - b. Shaft Bearings – *(\$375.00)*
5. Reuse Spiders
6. Pull and inspect head-shaft and provide written recommendations
 - a. If able to flip, head-shaft will be flipped and reused
 - b. If not able to be flipped head-shaft will be replaced *(new head-shaft approx. \$750.00*)*
7. Inspect shafting for straightness, if good, re-install if bad, replace
8. Add stainless steel sleeves to shaft if needed. *(*\$300.00)*
9. Re-build pump
10. Re-install with pump hoist vehicle

11. Flush to waste
12. Sample and provide passing results to place well back into service

Estimated Cost - \$12,950.00 (Includes * Items)

Costs may change depending on conditions found at time of work and inspection. Owner will be notified of existing condition of motor and pump as inspections are performed and of any additional costs prior to installation of items outside of the scope of this agreement.

Thank you again for the opportunity to serve you and the Village of Jackson. Please let me know if you have any questions on the work quoted and remember that we are including additional steps in our quote, based on our knowledge and your needs. This may differ from our competitors

Sincerely,

CTW Corporation
Gary Randle

Memo



To: Jackson Parks & Recreation Commission
Jen Keller, Village Administrator
Brian Kober, Village Public Works Director

From: Kelly Valentino, CPRP – Village Parks & Recreation Director

Re: Hasmer Lake Park – Master Plan RFP Selection

Date: September 30, 2022

The scores for the (3) proposals received are very similar, the scope of what they include, and the base fees vary. Below is my breakdown based on the criteria sheet:

	<u>Cedar Corp.</u>	<u>Rettler</u>	<u>MSA</u>
SCORE:	20	21	24
BASE FEE:	\$14,800.00	\$12,605.00	\$22,900.00

Cedar Corp. and Rettler provided similar proposals based strictly on the contents as presented in the RFP.

On the other hand, Jason Valerious and Emma Wenman from MSA set up a meeting with me in August to go over the scope of the project and tour the site. Although their proposal is the most expensive, I believe it is by far the most complete and leaves little room for “additional” fees which is what is mostly likely the case with the other less expensive proposals. Moreover, MSA clearly understands that Community, Stakeholder & Commission input is the most important part of this plan. In my opinion, if MSA is selected it will be funds well spent for a plan that will carry the Village into the future.

Thank you for your time and consideration.

A handwritten signature in purple ink that reads "Kelly Valentino". The signature is written in a cursive, flowing style.

HASMER LAKE PARK – MASTER PLAN RFP 2022

Proposal Ranking Sheet

SECTION 7

Evaluation Criteria

The following criteria will be used to evaluate each proposal submitted:

Rate System of 1-3, with 1 being not meeting criteria, 2 met criteria-doesn't pop and 3 meeting and exceeding criteria

	Cedar Corp	Rettlar	MSA
• Experience and qualifications relevant to key personnel.	2	3	3
• Project understanding and knowledge of area depth or relevant technical experience.	2	2	3
• Proven ability to appeal to a wide audience and incorporate public comment into plan.	2	2	3
• Ability to be responsive in meeting schedule required to complete the plan and deliverables.	3	3	3
• Ability to meet budget/value as related to proposed and additional costs.	3	2	3
• Level of experience with local government entities of similar size, structure and complexity.	3	3	3
• Demonstration of innovative approaches particular to technical solutions.	3	3	3
• Quality, clarity and completeness of submittal package.	2	3	3
Total Pts:	20	21	24

Special Notes/Comments:

See Memo



Statement of Qualifications and Proposal
Master Planning Services -
Hasmer Lake Community Park
Jackson, Wisconsin

September 13, 2022

STATEMENT OF INTEREST

Dear Ms. Valentino, CPRP:

Thank you for the opportunity to submit our proposal for planning services for the Village of Jackson's Master Plan project. We are excited to work with the Village on this unique planning project opportunity. Cedar Corporation is confident that we have assembled a team that can exceed your expectations to develop a Master Plan for Hasmer Community Park.

Cedar Corporation is a full-service consulting firm that has a qualified and experienced team of professionals who are prepared and eager to begin working with you on this project. We present a very experienced park planning team. The project will be led by Madison Smith under the direction of Senior Consultant, Ken Jaworski. They will be assisted by Landscape Architect, Dennis Blau, LA. We are very confident that we will provide the knowledge, experience, and creativity this project requires.

Thank you for giving us the opportunity to submit a proposal. If you have any questions, please feel free to call us at 262-204-2360.

Sincerely,

Cedar Corporation



Ken Jaworski

Senior Consultant

ken.jaworski@cedarcorp.com



COMPANY OVERVIEW

WHO IS CEDAR?

(CORPORATE BACKGROUND)

Our mission, as a full service design and engineering firm, is to provide the highest standards of design excellence and service to our clients. Our goal is to develop a team relationship between our clients and our staff. We possess the technical expertise necessary to meet the demands of our clients on a timely basis and within budget guidelines.

Repeat business with numerous public and private clients attests to our ability to assemble a team concept with our clients working within their guidelines. Confident of this, we respectfully submit this summary of Cedar Corporation for your review.

SERVICES

Cedar Corporation is a full-service firm with disciplines in engineering, architecture, environmental, planning, economic development, landscape architecture, and surveying. Founded in 1975, the company has grown in size to its present staff of 95. We have continued to grow because of our commitment to providing comprehensive service and effective communication with our clients. Our staff is dedicated to the principles on which the firm was developed: exemplary service to clients, professionalism, and use of state-of-the-art technology.

LOCATION

W61N497 Washington Avenue
Cedarburg, WI 53012
www.cedarcorp.com

PHILOSOPHY

We recognize that our clients are most concerned with three major issues as they engage the services of consultants - quality, timeliness, cost. Cedar Corporation undertakes each project with a pledge to our clients that they will receive the best value-per-dollar spent on their projects.



PROFESSIONAL SERVICES

Cedar Corporation provides a wide range of professional services to deliver projects in the areas of Community Infrastructure, Architecture, and Environmental Services. The categories below call out the nine (9) major areas of service provided to a variety of government and private market sectors. Within the nine categories are nearly 100 types of professional services and/or deliverables. Cedar's value may come in the form of a single service or deliverable, but just as often from an integrated group of services managed to meet our customer's broader needs. At Cedar, we are very confident in our capabilities and expertise to address a wide range of public and private client needs in any of the service groups listed below.



Architectural
Services



Economic
Development



Environmental
Services



Municipal
Engineering



Planning
and Grants



Structural
Engineering



Transportation
Engineering



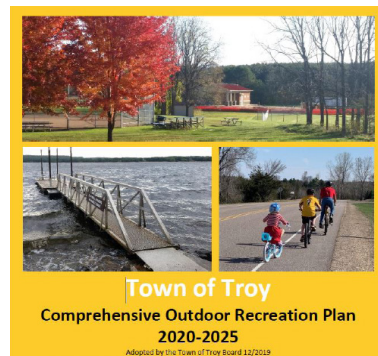
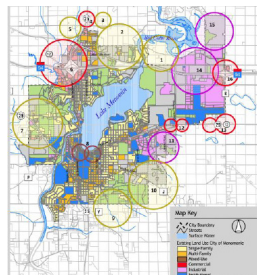
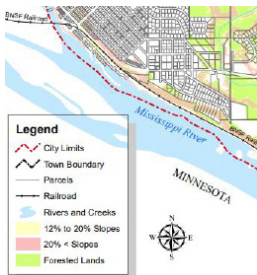
Water Resource
Engineering



Wetland
Delineations

Planning and Grants

SERVICES



Service Overview

Our planning and grants team helps communities turn their vision into reality by engaging community members, identifying needs, and finding ways to meet those needs with the help of state and federal funding programs.

Expertise

- Comprehensive Plans
- Comprehensive Outdoor Recreation Plans
- Municipal Building Needs Assessments
- Zoning Ordinance Administration
- Ordinance Writing and Amendments
- Site Plan Reviews
- Geographic Information Systems
- Grant Writing and Administration
- Project Funding Identification
- Land Use Planning
- Housing Studies
- Meeting Facilitation
- Impact Fees
- Conceptual Site Planning



PROJECT EXPERIENCE



Hika Park Master Plan

Cleveland, Wisconsin

In 2019, the Village of Cleveland Plan Commission hired Cedar Corporation to provide professional planning services to update the Park Site Master Plan for Hika Bay Park & Dam Impoundment on the shores of Lake Michigan. The Park includes over 1000 feet of shoreland and is a popular place to enjoy the passive beauty of the Lake Michigan, providing access for boats, canoes and kayaks.

Cedar Corporation was contracted to provide the following services.

- Review existing plans and studies related to Hika Park and the waterfront.
- Design and lead a process which includes strong public collaboration on park uses and development goals.
- Assist the Village with preparation of a Hika Park Master Plan that will serve as the foundation for future park decisions and improvements.

The Master Plan Update was created with input from stakeholders, the public and the Village's Plan Commission. Hika Park is comprised of three (3) distinct areas referred to as the Hika Boat Launch and Pavilion, Hika Sands and the Centerville Creek Restoration Area.





Village Center Master Plan Concept

Sherwood, Wisconsin

Cedar Corporation was hired by the Village of Sherwood to create a Village Center Master Plan Concept. The goal of the project was to revitalize the village center while supporting Sherwood's desire to utilize its outdoor recreation opportunities to provide growth and development for the larger community. By activating this space, the community can offer additional development sites while enabling the community to take advantage of open space to create areas for social interaction.

Taking information gathered from the existing Master Plan, Community Development Authority discussions, and comments from Wisconsin Department of Transportation, Cedar modified the original site plan. Through this process, the 2019 Village Center Master Plan Concept was created supporting a safer, walkable downtown that provides usable outdoor space and adds accessible walking/biking trails. The plan also includes legal requirements for development as outlined in the Village Municipal Code and Wisconsin Department of Transportation Standards. Finally, Cedar worked with participating entities to help drive consensus while ensuring design concepts were feasible.

Some key features of the Village Center Master Plan Concept are:

- Construction of numerous businesses to build economic value
- Incorporation of a "Drive Thru" business type
- Small monument located at the intersection of Clifton Road and Harrison Street to display flags, statuary, or honorary amenities related to the Village
- The addition of a proposed roadway, gas station, and credit union to be included for future discussion
- Numerous areas of green space to increase social interactions among residents and visitors
- Possible installation of:
 - ◊ Drinking fountains
 - ◊ Public restrooms
 - ◊ Water feature
 - ◊ Screening methods for parking areas



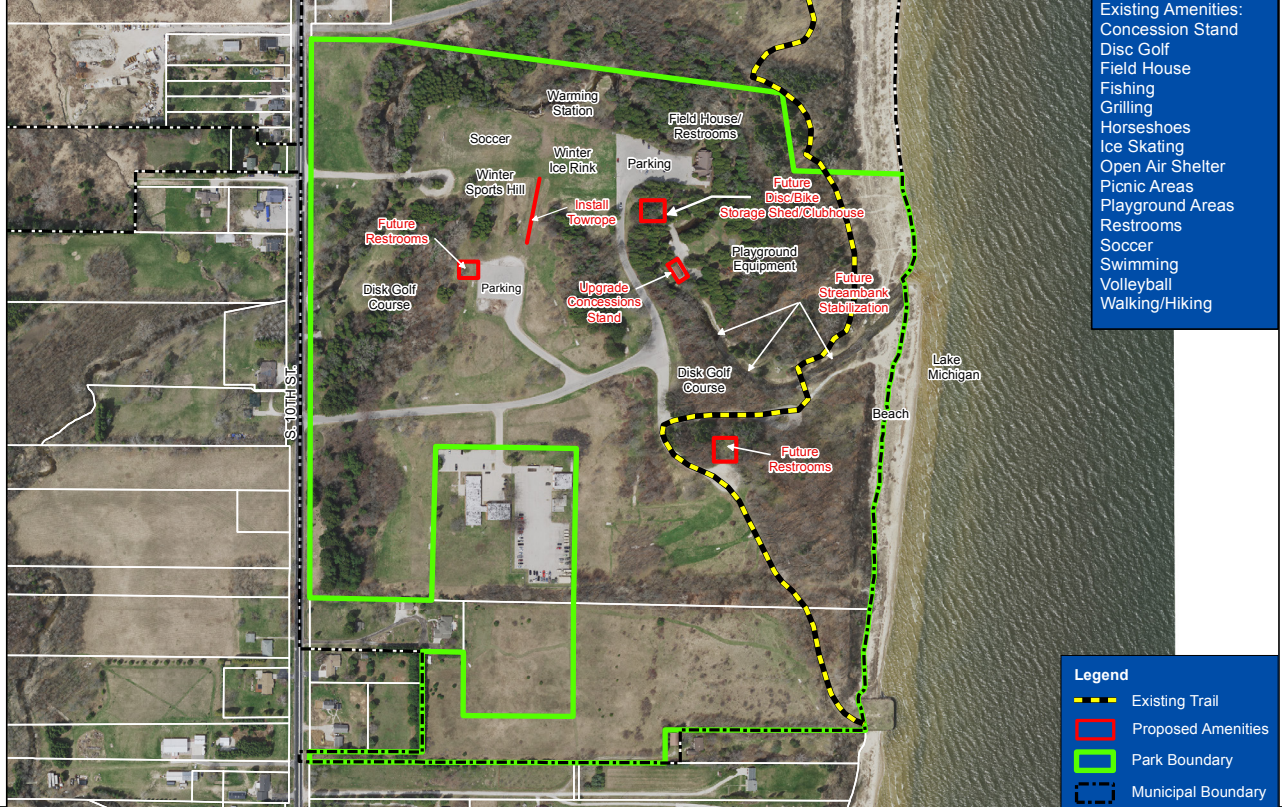
Bedford Heights Park Master Plan

Bellevue, Wisconsin

In 2018, Cedar Corporation worked with the Village of Bellevue's Parks, Recreation, and Forestry Department to organize a series of informational meetings with the residents of the Bedford Heights Subdivision to gather input on the design of a new park. The 3.5 acre parcel was identified as a mini-park in the Village's Comprehensive Outdoor Recreation Plan.

Cedar was involved in leading subdivision residents in a series of exercises that identified and prioritized park amenities resulting in two conceptual site plans. The residents voted on the preferred concept that included walking trails, a gazebo, children's playground equipment, a prairie area, berm for children to play on, and a gaga court. The Bedford Heights Park construction phase was completed in Fall 2019.





Park Planning - Comprehensive Park and Recreation Plan

Manitowoc, Wisconsin

In 2017, Ken Jaworski, while with another firm, led the development of this very detailed park planning effort designed to provide an overall picture of park and open space needs for the City of Manitowoc. The plan included the development of over 40 park site master plans for the City's park system including those on the Lake Michigan shoreline. Each master plan was tied to a six-year prioritized capital improvement program which included estimated costs and identification of potential funding sources.

One significant highlight of the process included stakeholder meetings with 10 local associations pivotal in carrying out various park and recreation functions while generating financial support for future improvements. A copy of the complete plan can be found on the City's website.





Riverfront Redevelopment Project

Prescott, Wisconsin

Cedar Corporation worked with the City of Prescott to create a downtown revitalization plan that focused on its historical downtown and the riverfront area at the confluence of the St. Croix River and Mississippi River.

The keystone of the project was a 43-unit condominium complex, which replaced a deteriorating commercial building on the riverfront. The once blighted area now includes attractive housing and walkways along the riverfront. The walkways lead to Mercord Mill Park, which was renovated to include a trail around its perimeter and an expanded parking lot. Cedar Corporation also conducted a downtown architectural inventory in order to incorporate architectural elements into our design of a clock tower next to the City's informational center.





Community Park Master Plan

Greenville, Wisconsin

In 2019, Cedar Corporation was retained by the Village of Greenville to provide park planning services for the Village's oldest park called "Community Park". The Park is a 20 acre park used most often by a local youth sports group. The Park is fully developed. Ken Jaworski worked closely with the park committee to develop several reuse concepts to be developed in a phased approach. The accepted plan recommends a major reuse of areas for recreational facilities that will better serve the community downtown area.





REFERENCES

REFERENCES



VILLAGE OF CLEVELAND
1150 West Washington Avenue
Cleveland, WI 53015

Stacy Grunwald, Dir. of Village Services/Clerk/Treasurer
sgrunwald@clevelandwi.gov
920-693-8181



CITY OF PRESCOTT
800 Borner Street N
Prescott, WI 54021

Jayne Brand, Clerk
jbrand@prescottcity.org
715-262-5544



TOWN OF TROY
654 Glover Road
Hudson, WI 54016

Ray Knapp, Chairperson
troychairperson@baldwin-telecom.net
715-629-0967



TOWN OF UNION
1506 N. Town Hall Road
Eau Claire, WI 54703

Fred Belay, Park Commission Chair
fredbelay@yahoo.com
715-271-1888



PROJECT APPROACH/ SCOPE OF WORK

PROJECT APPROACH/ SCOPE OF WORK



Task I: Inventory, Site Analysis, and Kick-Off Meeting

1. Identification and mapping of environmental conditions and features including topography, potential wetlands, soils, floodplains, and existing vegetation.
2. Relative to potential wetlands, Cedar Corporation's WDNR Assured Wetland delineator will conduct a desktop review of the property to determine the likelihood for the presence of wetlands. The research effort will include the following mapping, if available: WDNR Wetland Inventory; NRCS Draft Wetland Inventory; Web Soil Survey; USGS Quadrangle; County Contours; and Historic Aerials. Suspected wetland areas will be mapped.
3. Based on the above environmental conditions inventory, site opportunities, and constraints for park uses will be identified.
4. Review existing planning documents including, but not limited to, the Village's Comprehensive (Land Use) Plan and Comprehensive Outdoor Recreation Plan (CORP) to provide guidance to the site's potential design and uses.
5. Conduct an on-site meeting with Village Staff prior to holding a kick-off meeting with the Park Commission.
6. Park Commission meeting #1 to review the findings of the site analysis, discuss the planning process moving forward and validate approach to public outreach efforts. Cedar Corporation will summarize the discussion points and directives.



Task II: Coordinate and Conduct On-Site Park Workshop

1. Utilizing a contact list provided by the Village, develop an invitation to the workshop.
2. Create site information displays for workshop.
3. Greet people at the site. Hand out the agenda for the workshop.
4. Present Master Plan process and goals with analysis results.
5. Discuss challenges and possibilities of the site.
6. Have participants interact with displays of various park amenities and development ideas and have them vote on preferences.
7. Provide a board for participants to leave comments or other ideas.
8. Develop summary of workshop results for Village Staff and Park Commission review.
9. Attend follow-up meeting with Park Commission (#2) to review workshop results and get direction on conceptual plan development.

PROJECT APPROACH/ SCOPE OF WORK



Phase III: Conceptual Plan Development

1. Develop two concept Site Plans for the Hasmer Community Park Site based on workshop input plus Village staff and Park Commission directives. Provide cost estimates for the two concept Site Plans as a basis of comparison.
2. Develop a follow-up survey for the neighborhood group and other stakeholders to review and rate concepts. Record feedback and comments to present to Village Staff and Park Commission. An optional approach to the survey would be to hold a second public meeting to present the concepts and obtain review comments and opinions. There would be no cost difference between what outreach tool is selected under this task.
3. Record input to develop the final concept master plan.
4. Provide general cost estimates for the proposed park development features for the final concept Site Master Plan.



Phase IV: Develop DRAFT Master Plan Report including the following:

1. Description of site including natural and environmental features.
2. Describe site opportunities and constraints.
3. Summarize the entire planning process including workshops, public input, and Park Commission meetings.
4. Describe the final Master Plan development concept.
5. Include cost estimates and a development schedule (phases) for the final concept Site Plan.
6. Identify funding sources, deadlines, and Village funding match requirements to help offset costs of the park improvements.
7. The above will be developed in a complete document format including maps, graphics, photos, and written text available for final review.



Phase V: Village Park Commission/Board Presentation

1. Present Draft Master Plan report and final concept plan to Park Commission. Seek a recommendation to the Village Board.
2. Provide resolution to adopt the Final Park Master Plan.
3. Present PC recommended Master Plan report and final concept plan to Village Board. Seek passage of the Master Plan by the Village Board.
4. Prepare Final Master Plan report with supporting resolutions for printing, distribution and posting on the Village Web Site. Up to Twenty (20) printed copies of the Final Master Plan report will be produced.

PROJECT APPROACH/ SCOPE OF WORK

Responsibilities of the Village of Jackson

- Provide locations, advertising, and postings for all required meetings and workshops.
- Post planning related information including conceptual plans and final plans on the Village website for viewing. Host optional survey component, if approved.
- Provide contact list for outreach and execute mailings or workshop notices.
- Provide planning reports and any GIS data which may be of assistance to the planning process.

Deliverables

- In person attendance at three (3) Park Commission meetings and one (1) Village Board Meeting. Village staff meetings can occur prior to these meetings, if necessary.
- Facilitate one in-person on-site neighborhood workshop as described under Task 2.
- Develop survey questions and exhibits to be used to host an on-line public survey to review two park development concepts as described in Task 3.
- Develop a DRAFT Master Plan report document for review as described in Task 4.
- Provide a resolution sample for approval of the Master Plan.
- Develop and print up to 20 copies of the Final Master Plan report.

Optional Services

- Cedar Corporation has an assured WDNR wetland delineator on staff who can perform a wetland delineation of the park site in a timely manner, if requested.



ESTIMATED LABOR HOURS

ESTIMATED LABOR HOURS

Village of Jackson Master Park Plan	Senior Consultant	Planner	Landscape Architect
Tasks from Scope of Services (Hours)			
Task I: Inventory, Site Analysis, and Kick-Off Meeting	4	12	0
Task II: Coordinate and Conduct On-Site Park Workshop	4	20	0
Task III: Conceptual Plan Development	4	32	8
Task IV: Develop DRAFT Master Plan Report	2	20	8
Task V: Village Park Commission/Board Presentation	0	6	0
	14	90	16



KEY PERSONNEL

PROJECT TEAM

Village of Jackson

Kelly Valentino, CPRP
Parks and Recreation Director

Ken Jaworski

*Project Manager/
Senior Consultant*

Lynn McIntyre

*Planning and Grants
Team Lead*

Madison Smith

Community Park Planner

Dennis Blau, LA

Landscape Architect

YOUR TEAM



Ken Jaworski
*Senior Consultant/
Project Manager*

Ken brings over 30 years of experience in comprehensive planning, land use, natural resource management, and park planning. Ken will work in tandem with Madison Smith, in facilitating all elements of the Master Plan project, including but not limited, to attending Park Commission meetings, facilitation of workshops, site analysis, site design concepts, report writing, and more. Ken is an accomplished facilitator and presenter having led conference presentations for WTA, WAPA, and various other organizations. Ken has extensive experience developing fundraising strategies for 501c3 non-profit organizations including planning giving, underwriting, and sponsorships. Ken has served as project manager, facilitator, and author or co-author in the development of over 80 Comprehensive Plans within Wisconsin's Smart Growth requirements. He has also developed over 25 park and recreations plans including CORP's and Park Master Plans. His most recent Park Plans include the Hika Park Master Plan, Village of Greenville Community Park Master Plan, City of Manitowoc Comprehensive Park and Recreation Plan, and the Village of Suamico Calavera Springs Master Plan.



Madison Smith
*Community Park
Planner*

Madison is an experienced project coordinator in site planning and public outreach with a demonstrated passion for sustainable development. She carries strong graphic design skills, distinctive knowledge of natural resources, and coastal community planning. Madison enjoys creating innovative site design elements that align with sustainable environments. She has an array of technical skills with 3D softwares and rendering programs, including video visualization.



Lynn McIntyre *Planning and Grants Team Lead*

Lynn has more than 25 years of experience in Grant Writing and Administration. Lynn specializes in Community Development Block Grant (CDBG), Clean Water Fund (CWF), and Safe Drinking Water Program (SDWP) administration. Lynn has personally administered more than 40 CDBG funded projects. Lynn will be available to assist with any support needed by Jackson.



Dennis Blau, LA *Landscape Architect*

Dennis will serve the project team reviewing design concepts and offering adjustments, when necessary, based on his experiences as a Registered Landscape Architect.

KEN JAWORSKI

SENIOR CONSULTANT/PROJECT MANAGER

Ken Jaworski brings over 35 years of experience in community comprehensive planning, land use, natural resource management, and farmland preservation. He is very experienced in zoning ordinance development and zoning administration. Ken specializes in rural community town level planning.

Areas of Expertise Include:

- Author or co-author in the development of over 80 Comprehensive Plans within Wisconsin's Smart Growth requirements
- Planning and Zoning Administration
- Highway Corridor Master Plans
- Land Use Plans
- Public meeting facilitation
- Development of comprehensive park and recreation plans
- Intergovernmental agreements
- Farmland Preservation Plans and ordinances (DATCP certified)
- Greenway Corridor and trail planning
- Grant writing and administration
- School district attendance boundary studies
- GIS mapping
- Environmental Services program supervisor
- Business development
- Contract negotiation and execution
- Expert testimony

Representative Project Experience Includes:

- On-going Planning and Zoning Administration Services for the Villages of Bonduel, Kekoskee, and Mishicot, and the Towns of Freedom, Clayton, Newton, and Nepeuskun
- Comprehensive Plans for Green Lake County, Village of Little Chute, and the Towns of Clayton, Omro, Watertown, Manitowish Waters, Winneconne, and many more
- Farmland Preservation Plans for Fond du Lac and Green Lake Counties

Other Relevant Experience Includes:

- Dog park design
- Development of fund raising strategies for 501c3 organizations
- Conference presenter for WAPA, WTA, and other agencies

Education

Bachelor of Science in Regional Analysis, Co-Major in Geography: University of Wisconsin-Green Bay (1982)

Professional Certifications/ Training

AICP: 2000

Finance and Accounting: 2001

Negotiating Win/Win Outcomes: 2000

Certified Project Manager: 1996

Instructor – Environmental Planning Course, UW-Green Bay: 1994

Professional Affiliations

American Planning Association,

National and Wisconsin Chapters

Wisconsin Park and Recreation

Association

Wisconsin Towns Association

Total Experience

Since 1983

MADISON SMITH

PLANNER



Madison Smith is an experienced project coordinator in site planning and public outreach with a demonstrated passion for sustainable development. She carries strong graphic design skills, distinctive knowledge of natural resources, and coastal community planning. Madison enjoys creating innovative site design elements that align with sustainable environments. She has an array of technical skills with 3D softwares and rendering programs, including video visualization.

Areas of Expertise Include:

- Comprehensive Outdoor Recreation Plans (CORPs)
- Comprehensive planning
- Zoning and green infrastructure code audits
- Concept site designs
- Watershed management and action plans
- Invasive species management plans
- River restoration plans
- Coastal resiliency
- Hazard mitigation planning
- Stormwater management education and outreach

Representative Project Experience Includes:

(may include projects while with previous employer)

- **Town of Crossfield, Area Structure Plan:** compiled, organized, and analyzed town planning data on economic, social, and physical factors affecting land use. Consulted with professional architects, engineers, and planners to measure the effect of developments, servicing, housing, and transportation. Coordinated two open house events with residents to engage the public and collaboratively define solutions to concerns. Developed an ASP for Crossfield highlighting the benefits of the Intermunicipal plan between Rocky View County and the Town of Crossfield.
- **Town of Newberg, Revitalization of Riverfront:** working with the City of Newberg, as a team created the redesign plan of the City's Willamette River waterfront, and re-establish the historically important connection between the river and the greater community. Using the 2001 Riverfront Master Plan, in teams of 3, dynamic ideas were generated on how to approach the redesign with recent changes in surrounding infrastructure.
- **Western Sky Land Trust, Transferable Development Credits:** partnering with the client, Western Sky Land Trust, a TDC plan was created to allocate areas of growth, and areas of protection against urban sprawl. Using GIS, areas near headwaters and containing high biodiversity were mapped. In the adjacent Town of Cochrane, growth projections were completed to select higher density locations. Project included calculating the financial transaction (ratio) between the values of an acre of conserved land, and increasing density in targeted areas. The TDC plan highlighted the mutual benefit for rural land owners and developers to support and become involved in the plan.
- **Bowness Community Association, Redevelopment and Community Plan:** engaging and working with all stakeholders, a potential location for a community hub redevelopment was determined. Extensive background research concerning flood history, and mitigation was performed. Alongside, social planning research of demographics, market analysis, and circulation patterns using spatial mapping techniques. The goal of the redevelopment and community plan was to illustrate the heritage, unique identity, and values of Bowness, appeal to the diverse aging population, and create a hub which attracts all citizens through capitalizing on local amenities and needed resources.

Education

Bachelor of Science in
Environmental Science: Saint
Mary's University (2015)
Master of Urban and Regional
Planning: University of Calgary
(2017)

Professional Certifications

American Institute of Certified
Planners (AICP) - in progress
Aboriginal/Indigenous Tribal
Planning Certificate

Professional Affiliations

Wisconsin American Planning
Association (WAPA)
American Planning Association
(APA)
Wisconsin Parks and Recreation
Association (WPRA)
Alberta Professional Planners
Institute (APPI)

Total Experience

Since 2017

LYNN MCINTYRE

PLANNING AND GRANT TEAM LEAD



Lynn McIntyre has over 25 years of experience in Grant Administration and leads Cedar Corporation's Planning and Grant Team in the Menomonie office. This involves supervising professional planners and technical staff engaged in community development projects, feasibility studies, and the development and administration of grants. Additionally, Lynn specializes in Community Development Block Grant (CDBG), Clean Water Fund (CWF), and Safe Drinking Water Program (SDWP) administration and project oversight.

Areas of Expertise Include:

- Writing and administration of grants for water resources, transportation, parks, public facilities, and economic development projects
- Specializing in loan and grant applications and administration for Community Development Block Grants (CDBG), Safe Drinking Water, Clean Water Fund, Rural Development, PECFA, and other State/Federal programs
- Park planning projects and grant funding assistance
- Community Development surveys
- Attendance at Village Board, City Council, Town Board, Plan Commission, and various committee meetings
- Technical writing
- Project Plan preparation
- Davis Bacon Payroll Compliance/Certified Payrolls

Representative Project Experience Includes:

Grant Writing/Administration for:

- City of Prescott Food Pantry, Senior Meal Prep Kitchen, and COVID-19 Testing Location - 2021 CDBG-CV
- City of Owen Street and Infrastructure Improvements - 2021 CDBG
- Village of Norwalk WWTF Upgrades - 2021 CDBG
- City of Ashland Street and Infrastructure Improvements - 2021 CDBG and CLOSE
- City of Durand Street and Infrastructure Improvements - 2020 CDBG
- Village of Hilbert Acquisition and Demolition - 2020 CDBG and CLOSE
- City of Menomonie Street and Infrastructure Improvement - 2020 CDBG
- Village of Wausaukee Acquisition and Building Repurposing Project - 2020 CDBG and CLOSE
- Village of Milltown Street and Infrastructure Improvements - 2020 CDBG
- Town of Lorain New Fire Hall - 2020 CDBG
- City of Glenwood City Library/Senior/Community Center - 2020 CDBG
- City of Osseo Street and Infrastructure Improvements - 2020 CDBG
- Village of Elmwood Street and Infrastructure Improvements - 2020 CDBG
- City of Menomonie WWTF Upgrades - 2020 CWF
- Little Suamico Sanitary District No 1 - 2020 CWF
- Village of West Salem WWTF Upgrades - 2020 CWF
- City of Cornell WWTF Updates - 2019 CDBG and CWF
- Village of Woodville Well #3 - 2019 CDBG and SDWP
- Weyauwega Water System Improvements - 2019 CDBG
- City of Stanley Community Center - 2019 CDBG
- Calumet County Planning Grant Administration- 2019 CDBG
- City of Owen Street and Infrastructure Improvements - 2019 CDBG
- Village of Spring Valley Street and Infrastructure Improvements - 2019 CDBG
- Village of Cadott Street and Infrastructure Improvements - 2018 CDBG
- Town of Campbell Street and Infrastructure Improvements - 2018 CDBG
- Village of Camp Douglas Community/Senior Center - 2018 CDBG
- City of Glenwood City WWTF Improvements - 2018 CDBG
- City of Menomonie Street and Infrastructure Improvements - 2018 CDBG
- Village of Milltown Library Addition - 2018 CDBG
- Village of Wausaukee Well and Wellhouse - 2018 CDBG & SDW

Education

Bachelor of Science in
Management - Business
Administration: University of
Wisconsin-Stout (2016)
Associates Degree in Finance:
Western Wisconsin Technical
College (1991)

Professional Affiliations

Society of Human Resource
Management (SHRM)

Total Experience

Since 1993

DENNIS BLAU, LA

LANDSCAPE ARCHITECT



Dennis Blau is a Landscape Architect and specializes in site design for municipal, commercial, industrial, educational, and recreational facilities. Dennis has worked on a variety of projects including athletic fields, multi-purpose trails, signs, boat landings, parks, swimming pools, splash pads, reforestation, and many other projects large and small in size.

Areas of Expertise Include:

- Site design, grading plans, planting plans, and design of exterior environments for municipal, commercial, industrial, and recreational sites
- Urban streetscape
- Park planning/park development/redevelopment
- Boat landing design
- Master planning
- Erosion control plans
- Preparation of presentation graphics for display
- Construction specification
- Assistance with construction supervision

Representative Project Experience Includes:

- Trenton Island Boat Landing Reconstruction, Pierce County, WI
- Glenhaven Assisted Living, City of Glenwood City, WI
- Pleasant Valley Town Hall and Fire Station, Town of Pleasant Valley, WI
- Best Maid Cookie Company Expansion, City of River Falls, WI
- Arbor Place Treatment Facility, City of Menomonie, WI
- Lake Hallie Municipal Building, Village Lake Hallie, WI
- Markquart Toyota, Village of Lake Hallie, WI
- Wakanda Park Baseball Field, City of Menomonie, WI
- Chippewa River Beautification Project, City of Durand, WI
- UW-River Falls Mel Wall Amphitheater Renovation, City of River Falls, WI
- Carson Park Message Center Sign, City of Eau Claire, WI
- McDonough Park, City of Eau Claire, WI
- Jackson County Fair Park Renovation, City of Black River Falls, WI
- Black River Falls Foundation Trail, City of Black River Falls, WI
- UW-River Falls Multi-Modal Trail System, City of River Falls, WI
- Veteran's Peace Memorial Wayside, USH 53, (new facility), Washburn County, WI
- Great River Road Learning Center (new facility), City of Prescott, WI
- Public Library and Museum, Village of Luck, WI

Education

Bachelor of Landscape
Architecture: University of
Minnesota (1985)
Royal Melbourne Institute of
Technology: Melbourne, Australia
Exchange Program

Professional Registrations

Registered Landscape Architect
- WI

Total Experience

Since 1985



PROJECT SCHEDULE

PROJECT TIMELINE

Task	Timeframe
Task 1: Inventory, Site Analysis, and Kick-off Meeting	October 15 - October 30, 2022
Task 2: Coordinate and Conduct On-Site Park Workshop	November 1 - November 30, 2022
Task 3: Conceptual Plan Development	December 1 - December 31, 2022
Task 4: Develop DRAFT Master Plan Report	December 1, 2022 - January 31, 2023
Task 5: Village Park Commission/Board Presentation	February 1 - March 14, 2023



THANK YOU

FOR YOUR TRUST
FOR YOUR BUSINESS

W61N497 Washington Avenue
Cedarburg, WI 53012
262-204-2360
www.cedarcorp.com



PROPOSAL

Based on our review of the requirements outlined in the RFP and our understanding of the project, we propose to complete professional planning services for the Hasmer Lake Community Park Master Plan for a **Lump Sum Fee of \$14,200.**

Additional fees will include, but is not limited to, mileage, printing, etc.: **\$600**

Project Total: \$14,800



PROPOSAL TO PROVIDE Hasmer Lake Community Park Master Planning Services

Prepared for:

Village of Jackson Parks & Recreation
September 13, 2022



MSA PROFESSIONAL SERVICES, INC.

220 East Buffalo Street, Suite 201, Milwaukee, WI 53202

Contact: Luke Geiger, PLA , ASLA, NAIOP
Phone: (608) 421-7146
Email: lgeiger@msa-ps.com
Website: www.msa-ps.com



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separate

A breakdown of anticipated cost





September 13, 2022

Kelly Valentino, CPRP
Jackson Parks & Recreation
NI 65W20330 Hickory Lane
Jackson, WI 53037

Re: Proposal to Provide Park Master Planning Services

Dear Kelly,

The Village of Jackson offers a variety of recreational amenities to its residents. The Village is positioning itself to reimagine and refocus its approach to planning and investing in a park facility. MSA offers a team-based approach that sustains excellence by subscribing to a holistically collaborative process. By applying a diverse set of experts and creative talents, we channel the energy and imagination of our clients, staff, public, and all the project stakeholders to create a meaningful and personalized plan. This plan requires foresight and intuition with the goal of capturing the distinctive spirit and evolution of park facilities within the Village of Jackson. These skills, coupled with specific market expertise, allow our team to provide thoughtful and successful solutions. Working through the lens of the Village's goals and objectives, we are eager to apply our full-service experience to assist you and all project stakeholders in understanding, planning and designing Hasmer Lake Park. Benefits we bring to your project include:

- **Vast Experience.** Our team has an extensive portfolio of park master plan projects. We have excelled in public engagement endeavors to develop guidance in planning open spaces to meet community goals and objectives. We recognize the value of balancing great design with economically sound means of implementation. Our team is well versed in working with regulatory agencies to incorporate support for improvements early in the process.
- **Full-service Team.** The park planning and design group at MSA includes professionals across the region with a wide spectrum of expertise and experience. We recognize that this project will require an understanding of the environment, stormwater issues, and design of defining spaces. We have assembled a team that consists of skilled landscape architects, engineers and planners who are committed to the success of your project.
- **Creative Solutions.** We understand the unique challenges and opportunities of locating, planning, developing and funding recreational amenities that improve quality of life – including environmentally sensitive, visually striking sites and well-used community assets. At MSA, we work hard to enable people to improve communities, and we are dedicated to seeing visions come to fruition.
- **Passion for the Project.** We have the technical requirements, experience and expertise necessary to complete this project, and the drive and corporate support to make a positive impact in your community. This is not just another project for the MSA team; this is our passion!

We know you are as excited as we are to get started on the Park Master Plan for Hasmer Lake. Please review the enclosed proposal which reflects our best understanding of your desires and requirements outlined within your request for proposal. We look forward to working closely with the Village while gathering valuable input from staff, residents, and key stakeholders to craft a grounded, attractive and implementable Park Master Plan. We look forward to refining a project approach collaboratively with you to confirm a path of success for the future of the park. Please do not hesitate to contact me directly at (608) 421-7146 or via email at lgeiger@msa-ps.com.

Sincerely,
MSA Professional Services, Inc.



Luke Geiger, PLA, ASLA, NAIOP
Project Manager



OUR PURPOSE:

ENABLING PEOPLE TO POSITIVELY IMPACT THE LIVES OF OTHERS.
IN EVERY PROJECT. IN EVERY PLAN.



WHO WE ARE

MSA Professional Services, Inc. (MSA) specializes in the sustainable development of communities. We achieve this by building honest, open relationships that go beyond the project to become a trusted source of expertise and support for immediate challenges and long-term goals. Big or small, we do whatever it takes to meet each need, working to make communities stronger in the process. **It's more than a project. It's a commitment.**

HISTORY

MSA's roots reach back to the 1930s. Once a rural land survey company, our firm now consists of approximately 380 engineers, architects, planners, funding experts, surveyors, GIS experts and environmental scientists. MSA excels at helping clients identify grant and funding sources and then delivering high-quality, cost-effective solutions.

OWNERSHIP

Our professionals think like owners because they are owners. When you partner with MSA, your team will be comprised of individuals who are invested in your success and committed to a high standard of performance. We're proud to be 100% employee owned.

TEAM

Our 380+ planners, landscape architects, engineers, architects, surveyors, funding specialists, and environmental professionals are dedicated to your success. While you know the faces behind your projects, we are a team that works as one to support our clients. When you work with MSA, you're not just working with individuals—you're working with all of us.

RECOGNITION

Since 2017, we've been recognized throughout the Midwest with more than 33 industry awards. And, we're just getting started. When you partner with MSA you know you're in good hands.

POSITIVE IMPACT

Finding funding for projects is what we do. We know projects and plans are no good to you if they don't work toward implementation. We get creative. And, it's led to securing over \$500 million in grants and low-interest loans to offset costs for our partner communities.

CLIENT EXPERIENCE

The pillar of our success is seeing our clients succeed. The graphic on the right shows the percentage of clients who say MSA met or exceeded their expectations based on the following categories.

ACCURACY

98% 

HELPFULNESS

96% 

QUALITY

99% 

RESPONSIVENESS

98% 

SCHEDULE

98% 

SCOPE & FEES

97% 

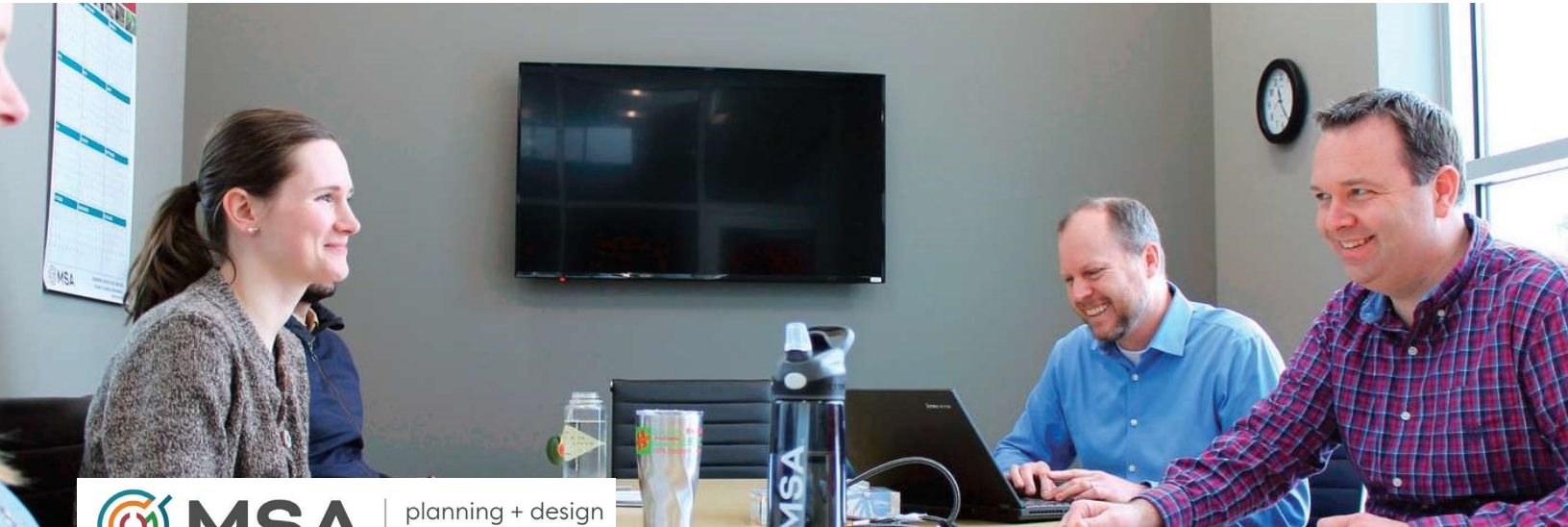


Parks and Recreation CoP

MSA has internally developed our own Community of Practice (CoP) focused solely on Parks and Recreation. This community strives to broaden knowledge sharing across the company and develop standards and technical information to raise the bar on project design and assure clients benefit from the collaborative expertise of all. Each of the MSA professionals listed in this proposal are members of this CoP and communicate daily about project design and innovation, with Landscape Architect Dan Schmitt serving as the CoP's Chair.

How We Help

- ADA Audits for Park and Recreational Facilities
- Aerial Solutions (Mapping, Modeling, Marketing, Surveying)
- Aquatic Facilities (Indoor and Outdoor) and Splash Pads
- Architectural Design (Shelters, Restrooms, etc.)
- Asset Management
- Athletic Facilities (Indoor and Outdoor)
- Campground Development and Infrastructure Design
- Community/Recreational Centers
- Comprehensive Park and Recreation Plans (Municipal, County, Regional)
- Conceptual Site Plans, 3D Renderings and Virtual Reality
- Educational Programming
- Funding
- Infrastructure Survey and Design (Parking, Stormwater, Sewer, Water, etc.)
- Landscape Design
- Lighting Design
- Multimedia (360° Video, Esri Story Maps, etc.)
- Park and Recreational Grant and Funding Administration
- Park Planning and Design
- Playground Safety Audits
- Public Engagement (Public Input, Opinion Surveys, Visioning, etc.)
- Recreational Trails, Bridges and Boardwalks
- Skate Parks
- Tree Inventories and Assessments
- Waterfront Improvements (Boat Launches, Piers, Riverwalks)
- Wayfinding (Interpretive Signage, Interactive Kiosks, etc.)



PLANNING + DESIGN STUDIO TEAM

At MSA, we know that every project starts with a plan – a clear and consensus-driven vision for the future that can be realistically implemented. Our in-house Planning + Design Studio team is 17 strong consisting of:

- 8 American Institute of Certified Planners (AICP)
- 3 Professional Landscape Architects (PLA)
- 2 Housing Specialists
- 1 Funding Expert
- 3 Planning Specialists

Members of our studio regularly give presentations on various planning topics at state and national conferences. The professional planners that comprise the Studio have helped hundreds of communities and private organizations define their vision, obtain funding, and implement the improvements they seek. And, because our landscape architects and planners are part of a multi-disciplinary firm, they are able to engage our professional engineers and architects in the planning processes to aid our clients in developing sustainable, implementable plans.

CORE SERVICES

Below is a sample of the services that MSA's Planning + Design Studio can offer. The bold items are what we feel are the key services that will benefit your project:

- Capital Improvement and Strategic Plans
- Comprehensive Plans
- Zoning: Ordinance Creation, Code Rewrites, Development Regulations and Zoning Administration
- Community Blight Studies
- Cooperative Boundary Agreements
- Economic Development: Market Analysis, Tax Increment Financing, Feasibility Studies
- **Funding: Grant Writing, Grant Administration, Fundraising**
- Housing Studies: Analysis of Impediments to Fair Housing, Market Analysis
- Impact Fee Studies
- **Landscape Architecture**
- **Park and Recreation Planning: Park Master Plans, Comprehensive Outdoor Recreation Plans, ADA Studies**
- **Public Engagement**
- Redevelopment Studies: Downtown, Neighborhood, Corridor, and Site Planning
- Transportation Planning: Bicycle + Pedestrian Plans, Safe Routes to Schools Plans, Access Management Studies
- Urban Design: Wayfinding, Streetscaping, and Design Standards

PARKS AND RECREATION MASTER PLANS

How residents perceive the quality of life within their community can be attributed to the quality of parks and recreational facilities available to them. As new recreational opportunities emerge, and the population and age of Americans continues to diversify, the demand for both traditional and non-traditional recreational facilities surges. In addition, recreational-based tourism continues to proliferate as an important component of local and state economies.

In short, whether fueled by a love of the great outdoors or determination to choose a healthier lifestyle, more Americans are utilizing a wider variety of park and recreational resources. MSA has helped numerous clients meet this growing demand through the planning, development and revitalization of recreational amenities, including parks, waterfront developments, aquatic facilities, multi-use paths and athletic facilities. Our park master plan experience includes the following projects.

PARK MASTER PLANNING EXPERIENCE

- Carson Park Master Plan, Eau Claire, WI
- Birch Lake Park Master Plan, Barneveld, WI
- 22-Acre Park Master Plan, Cottage Grove, WI
- Village Forest Park, West Baraboo, WI
- Park Master Plan, Germantown, WI
- Racetrack Park Master Plan, Stoughton, WI
- Mandt Park Master Plan, Stoughton, WI
- Vilas Park Master Plan, Madison, WI
- Erb Park, Appleton, WI
- Riverfront Park, Wisc. Rapids, WI
- Wisconsin Rapids Aquatic Center, Wisc. Rapids, WI
- Webb Park, Reedsburg, WI
- Baraboo River Corridor Water Trail Planning Project, (Reedsburg, Wonewoc, Hillsborough, Union Center, LaValle, Hillsboro, Rock Springs, Elroy, WI)
- Kautzer Park Master Plan Update, Nekoosa, WI
- Swan Park Master Plan, Beaver Dam, WI
- Rowe Park Master Plan, Onalaska, WI
- Gramercy Park Master Plan, East Dubuque, IL
- Fireman's Park Master Plan Update, Verona, WI
- Mitchell Park Master Plan, Guthrie Center, IA
- Park Master Plan and CORP, North Freedom, WI
- Lowe Park, Marion, IA
- Memorial Park Master Plan, Lexington, MN
- Park Master Plan, Annawan, IL
- Ellen Kort Peace Park Master Plan, Appleton, WI
- Blood Run National Historic Landmark Master Plan, Larchwood, IA*
- Hawn's Bridge - Terrace Mountain Resort Master Plan, Raystown Lake, PA*
- Muskingum Watershed Conservation District Master Plan, New Philadelphia, OH*
- Ashland Waterfront Master Plan, Ashland, WI*
- Bolz Conservancy Master Plan, Waunakee, WI*
- Chicago Parks District Harbors Master Plan, Chicago, IL*
- Liberty Park Master Plan, Clarksville, TN*
- Crossridge Park Master Plan, Milton, WI*
- Dillon Waterfront Master Plan, Dillon, CO*
- Cherry Creek State Park Marina Master Plan, Denver, CO*
- Chatfield State Park Marina Master Plan, Littleton, CO*
- Green Bay Botanical Garden Master Plan, Green Bay, WI*
- Greens Coulee Park Master Plan, Onalaska, WI*
- Honey Creek Resort State Park Master Plan, Rathbun, IA*
- Kohl Park Master Plan, Milwaukee, WI*
- Lakeshore State Park Master Plan, Milwaukee, WI*
- Prophetstown State Park Master Plan, West Lafayette, IN*
- Sand Island Recreational Area Master Plan, Honolulu, HI*
- Northern Great Lakes Regional Visitor Center, Ashland, WI*

***Denotes personal experience of MSA team members.*





WEBB PARK SPLASH PAD

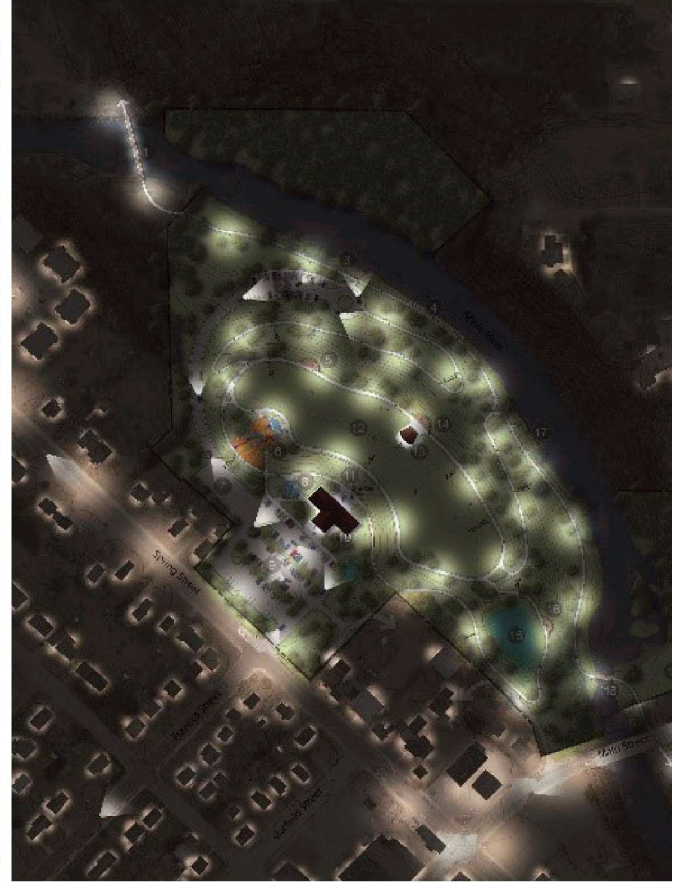
REEDSBURG, WI

MSA was tasked by the City to consider the splash pad's relationship within the overall park, final connectivity to all the existing amenities, and a theme to the splash pad called, "Beaver Springs." The first step was to develop a global park plan to consider the placement of the splash pad near the existing playground. The relationship of wet play (splash pad) and dry play (playground area) are important for the end users of the splash pad, as many users will stay longer at the park if they have the option to utilize both amenities in a close proximity. In addition, it makes the area and park a destination for many residents and surrounding community members to come as there are more things for them to enjoy in a day. The project also included ADA access from the parking lot and existing pool/restrooms, shade structures, benches, and bike racks. Active construction as of August 2022.



REFERENCE INFORMATION

Matt Scott, Park and Recreation Director
City of Reedsburg WI
mscott@ci.reedsburg.wi.us
(608) 524-2600



VILLAGE PARK MASTER PLAN

SOMERSET, WI

Originally a school site, Village Park has served the residents in Somerset as a community park with ballfields and connection to the Apple River. The site is comprised of three terraces that fall steeply with a 20-foot drop between each flat open space.

MSA developed a site analysis and met with community members to discuss a previous survey that identified park uses favored by the community. The next step included three concept plans with precedent images diagramming what identified uses the community favored. A final master plan and companion report was the culmination of the public planning process.

The primary desire of the community for the Village Park Master Plan is to introduce more walking trails to the site. Connection from the upper terrace down to the Apple River provides a 1-mile circuit that offers marked lengths for the avid walker. A proposed large

pavilion with kitchen, band shelter, play and hillside play areas, splash pad, fishing pier and overlooks are all new additions to the park.

MSA prepared a phasing plan for implementation with matched costs as part of the report. A night diagram shows potential light locations covered in the phasing and estimates.

REFERENCE INFORMATION

Bob Gunther, Public Works Director
Village of Somerset
rgunther@vil.somerset.wi.us
(715) 247-5555



TOWN PARK PROJECT PHASE 1

GERMANTOWN, WI

Along the shore of Castle Rock Lake, the Town of Germantown owns a 14-acre park that is occupied partially by the existing Town Hall. Despite the park's location along one of the most popular recreation areas in Wisconsin, it is highly underutilized. With MSA's assistance, a park master plan was developed in 2019 to identify improvements to the park and submitted for Stewardship funding in 2020 to revitalize this existing park and highlight it within the community.

Continuing our work from the master plan, MSA is currently providing Phase 1 design services, including architectural, site civil, structural engineering, plumbing engineering, electrical engineering, site survey and wetland delineation. The project includes a new prefabricated restroom, park shelter/restroom improvements, trails and site furnishings. The prefabricated concrete restroom building includes two single-occupant restrooms, central mechanical chase, and drinking fountains.

Site work includes shoreline repair and improvements, ADA-accessible beach development, a new canoe/kayak launch and storage area, fishing nodes, a boardwalk bridge, parking area improvements and new lower parking area, site security lighting and site stormwater treatment. Site amenities include picnic tables, benches, pet waste stations, bike fix-it stations, bike racks and associated concrete pads.



REFERENCE INFORMATION

Gregg Haunroth Town Chairman
Town Of Germantown
chairman@townofgermantown.com
(608) 562-6537

APPROACH AND SCOPE



PROJECT PLAN

PHASE I - INVENTORY AND ANALYSIS

Task 1.1 – Kick-off and Site Visit

MSA will conduct a kick-off meeting with the Village to verify the project goals, schedule and deliverables. We will conduct an on-site visit to assess the site while collecting photographic inventory of existing conditions. The site photos are part of the of site analysis in the existing conditions portion of the master plan.

Task 1.2 – Review and Analyze Existing Information

MSA will review current maps, GIS, existing plans, and any other available documents the Village or County currently holds for the Hasmer Park property. The pertinent information gathered is supplemental to the analysis of existing conditions to understand how the future development could be planned.

Task 1.3 – Site Analysis

MSA will prepare a site analysis diagram illustrating the existing conditions, utilities, opportunities and constraints of the park and adjacent properties. The feasibility of potential park space on adjacent properties identified for possible park expansion and the Village owned lot will be considered. A scaled plan of the site will be provided in the master plan. Additionally, we will complete a cursory review of the potential traffic impacts of the proposed park roads as well as existing and proposed bicycle and pedestrian connections.

Task 1.4 – Meet with Parks Commission

Before soliciting feedback from the community as a whole, it is beneficial to present our findings and initial ideas to the Village and

consider what should be prioritized for public engagement. MSA previously met with Village staff and identified the time and need for a meeting with Parks Commission and the potential for inclusion of the Friends Group.

Task 1.5 – Public Engagement

In order to effectively reach all members of the community, MSA will work with the Village to create and promote a community survey about park and recreation needs, especially in the northwest portion of the Village and utilizing Hasmer Lake. We will also interview a series of 4-6 key stakeholders or stakeholder groups identified during the process. Likely candidates include the DNR manager for the adjoining property, veterans memorial advocates, and others identified during the planning process.

To support communication and community engagement throughout the process we will create an online StoryMap for the project. A StoryMap is an interactive web page incorporating maps and imagery seamlessly with information about the project.

Meetings

- Kick-off meeting with staff
- Parks Commission Meeting (with Friends Group)
- Staff meeting to review survey results and finalize park amenities to be included in the concepts (virtual/ teleconference)

Deliverables

- StoryMap (website)
- Site inventory and analysis graphic (PDF)
- Survey results summary (PDF)
- Meeting notes (PDF)

PHASE II - CONCEPT DEVELOPMENT

Task 2.1 – Develop Concept Plans

After the completion of the site inventory and analysis and initial public engagement, MSA will develop up to two (2) preliminary concept plans. A consideration of potential uses on adjacent parcels will be examined for possible park expansion as part of the overall plan. MSA will provide the plans to staff to review and comment prior to release to the Commission.

Task 2.2 – Meet with Parks Commission (and Friends Group)

MSA will present the concept plans to the Parks Commission. As part of the overall public engagement plan, the concepts will also be posted to the StoryMap. This allows residents who may not be able to attend the meeting to get a better understanding of the project and provide feedback.

Meetings

- Staff meeting
- Public Open House

Deliverables

- StoryMap updates (website)
- Concept plans (2) (PDF)
- Meeting notes (PDF)

PHASE III - FINAL MASTER PLAN

Task 3.1 – Draft Master Plan

MSA will refine the preferred elements of the concept plans based on input received at the staff presentations into a final draft master plan. Upon updating the draft master plan, the overall cost estimate for the proposed concept will be developed. The draft master plan will be published to the StoryMap.

The master plan sections are as follows:

- **Existing Conditions and Analysis** — documents the current site conditions, analysis of those conditions, and opportunities and constraints of the site.
- **Concept Plans**
- **Draft Master Plan, and Cost Estimate** — outlines the approved comprehensive design and representative images of the future park improvements with implementation phasing and related costs of improvements.
- MSA will present the draft master plan to staff at a meeting for consideration to move forward with the plans for adoption. Feedback and comments will be taken into consideration from this meeting.

Task 3.2 – Final Master Plan

MSA will modify the draft master plan based on feedback from

staff and the Parks Commission. We will submit the updated and associated plan documents via PDF to the Village for final review. We will provide a PDF file of the plan documents. The final master plan will serve as a guiding framework for future implementation providing the Village specific projects to include in capital budgeting and fundraising campaigns.

MSA will present the draft master plan at a meeting of the Parks Commission for consideration of a recommendation for adoption.

Task 3.3 – Presentation of Final Master Plan (by Village Staff)

Village staff will present the final master plan at a Village Board meeting. MSA will assist with preparation for the meeting as determined by the Village staff.

Meetings

- Draft master plan meeting with staff and Parks Commission
- Final master plan meeting with the Village Board

Deliverables

- StoryMap updates (website)
- Master Plan (PDF)
- Phasing Plan (PDF)
- Cost Estimate (PDF)
- Documents of Phase I, II, and III combined in a memo report

ITEMS PROVIDED BY THE CITY

- Existing site documentation such as utility plans, land information on lots, boundary, easements, etc.
- Available GIS data.
- Facilitation of public engagement meetings to gather project input and promotion of the project and survey.

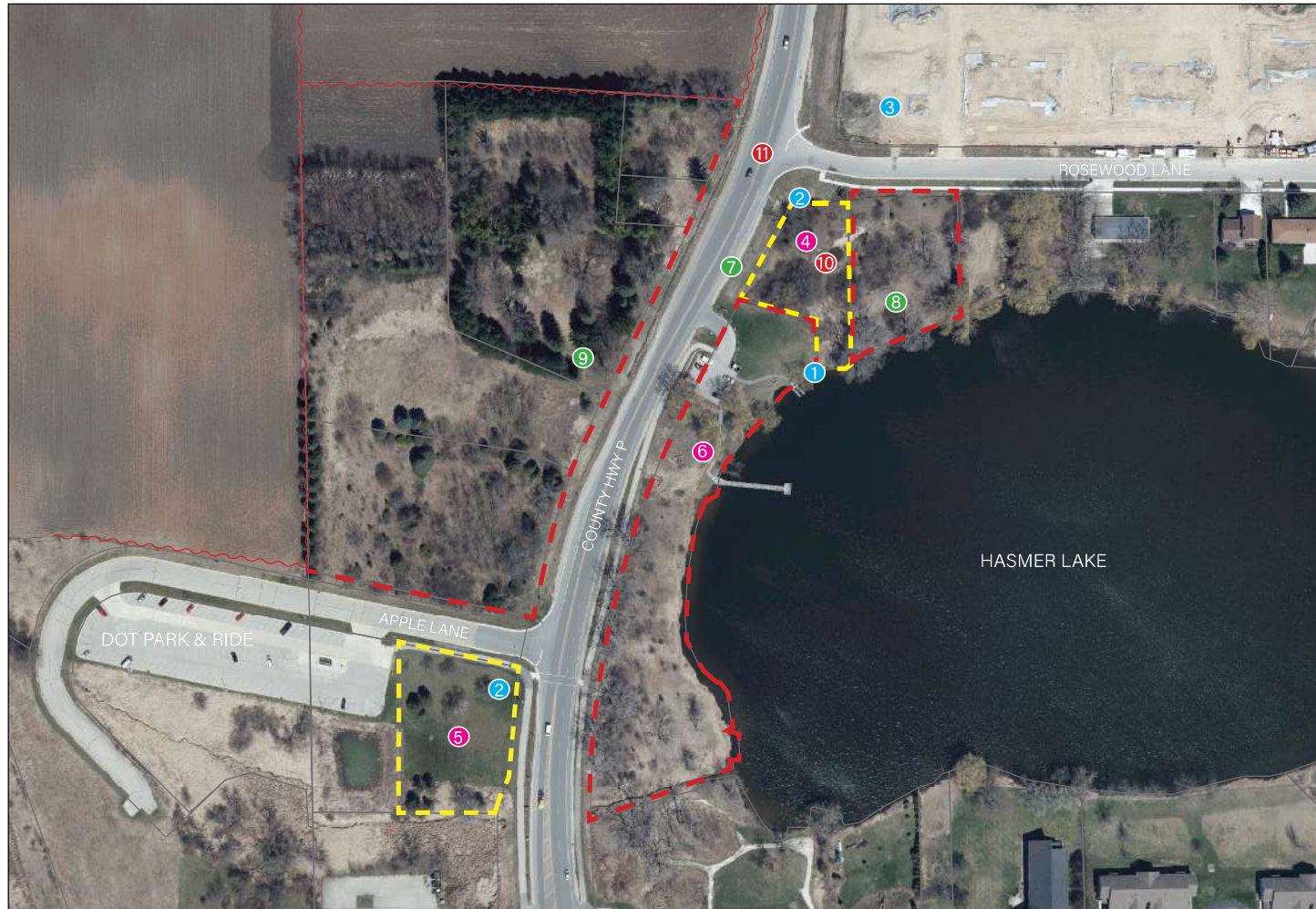
ADDITIONAL SERVICES

During and upon the completion of the Park Master Plan, with MSA's expert in-house staff, we can also provide the following services as additional items.

- **3D Renderings/Visualizations** - MSA can provide 3D renderings of the proposed Master Plan that are supplementary to the design. These can be requested at any time during Phase II or III with the extent/quantity being discussed at time of request.
- **Additional Public Engagement Meetings** – Facilitation of public meetings, promotion of such events/survey, etc.
- **Grant Assistance** – MSA can assist the City with identifying grants for the project, and this information could be included in the final report.



SWOT Analysis - Jackson Hasmer Lake Community Park



STRENGTHS

- 1 Connection to DNR Land and Water Access, DNR willing to cooperate
- 2 Highly Visible Corners
- 3 Proximity to New Residential Development

WEAKNESSES

- 4 Slope of Village Parcel 15' of Elevation Change
- 5 Disconnected from Water and Other Village Parcel
- 6 DNR open to leasing land at this point

OPPORTUNITIES

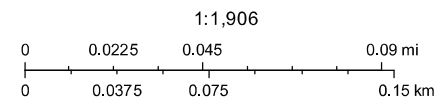
- 7 Connect Bike Path to Park and Rosewood Lane
- 8 Possibility to buy adjacent Parcel
- 9 Possibility to buy parcels and expand park facilities and uses

THREATS

- 10 Park viability may prove to be dependant on acquiring more land
- 11 Parcels separated by County Highway

LEGEND

- Village Parks Owned Parcel
- Potential Acquisition/ Future Expansion
- ~ Potential for More/Less Park Space

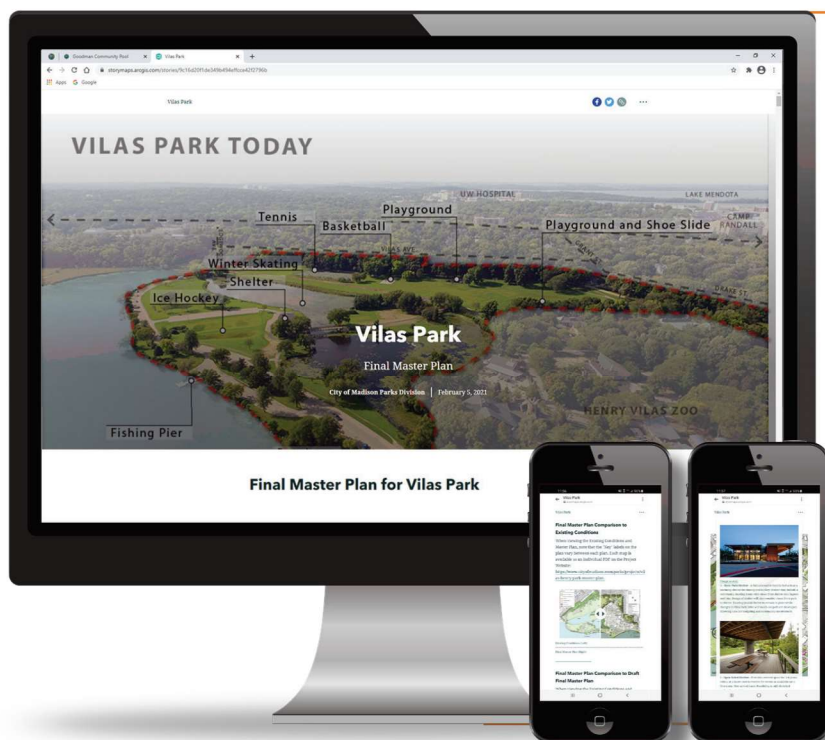


PUBLIC ENGAGEMENT EXPERTISE

Our ability to create and implement effective, comprehensive public participation plans is one of the many reasons communities turn to MSA for their public engagement needs.

At MSA, we believe that when planning a public project, it must be done with the public's advice and input. Decisions made by local governments affect the future of all those who live and work in the community. We are committed to helping governments and organizations understand the diverse needs and concerns of the public, non-profit organizations, business interests and local governments. Aside from community support, this process also lends itself to ensuring the final project reflects the community's ethos and vision for its future.

ENGAGING THE COMMUNITY



StoryMaps

One of the ways our teams engage the community is through the use of Esri GIS StoryMaps. Click the link below to view the Final Master Plan StoryMap for Vilas Park.

QUICK LINKS

[Vilas Park Storymap](#)

[Waverly Process Engagement Portal](#)

PublicInput

Another way we engage the community is through the PublicInput Platform™ — a fully integrated public engagement solution. To explore our live Waverly planning site using PublicInput software, click the link above.

Focus Groups

In-person or virtual focus group discussions can be added to the process if there are any critical stakeholder groups that you would like us to spend time with during the planning process, such as the school district or some aspect of the business or development community.



CONSENSUS BUILDING

COMMUNITY RELATIONS

STAKEHOLDER ENGAGEMENT

Our ability to create and implement effective, comprehensive public participation plans is one of the many reasons communities turn to MSA for their public engagement needs.

ORGANIZATIONAL CHART

Our team is staffed to handle the needs of your projects. We are a group of experienced planners and engineers backed by more than 380 other technical specialists who are accustomed to working together on similar projects. Our familiarity with each other will enable us to meet your workload and timeline requirements. **We have chosen a team that reflects the needs for this project, including familiarity with similar-sized projects, and the expertise to explore all viable alternatives.**



Luke Geiger, PLA , ASLA, NAIOP
Project Manager | Landscape Architect



Jason Valerius, AICP
Planner | Client Liaison



Emma Wenman
Landscape Designer
| Site Designer



Raine Gardner, PE
Principal In Charge | QA/QC



Luke Geiger, PLA, ASLA, NAOIP

PROJECT MANAGER | LANDSCAPE ARCHITECT

Luke will be responsible for managing the planning effort, assisting with public engagement, and leading the design.

Luke is heavily involved in MSA's park and recreation projects and streetscaping plans. He also has experience in the field as a manager of landscape crews for installation of large-scale site plans. Luke's resume includes site inventory and analysis, concept development and master planning, landscape planting plans, site design and engineering, and construction documentation preparation.

He is currently leading efforts for MSA in 3-dimensional site design to provide communities with realistic renderings of proposed open spaces and parks. His technical skills help bring park master plans to life and help communities present these life-like drawings to the community to gather important public input. **Located in the downtown Milwaukee office, Luke will be assisting in the project management efforts as being the local point of contact for the community.**

EDUCATION

B.S., Landscape Architecture
University of Wisconsin-
Madison

REGISTRATIONS

Professional Landscape
Architect, WI

American Society of Landscape
Architects (ASLA)

AREAS OF EXPERTISE

- Computer Graphics
- Computer Modeling
- Planting Design
- Streetscape and
Downtown Design
- 3D Graphics
- AutoCAD
- Lumion
- ArcView GIS
- Land Effects

SELECTED PROJECT EXPERTISE

- Crawford Park Master Plan, Caledonia, WI
- Vilas Park Master Plan, Madison, WI
- Great Sauk Trail Feasibility Study, Sauk County, WI
- Waukau Dam Master Plan, Winnebago County, WI
- Gramercy Park Master Plan, East Dubuque, IA
- Waterfront Master Plan and Town Core Walkability Study, Dillon, CO
- Mandt Park Master Plan*, Stoughton, WI
- Gramercy Park Master Plan, East Dubuque, IL
- Swan Park Master Plan, Beaver Dam, WI
- Alonzo Park Master Plan and Downtown Plan, Hortonville, WI
- Barron Streetscape Enhancements, Barron, WI
- Fireman's Park, Verona, WI
- Milwaukee Yacht Club Redevelopment, Milwaukee, WI
- Beach Drive Resiliency Project, Fox Point, WI
- Park and Pool Design, Evansville, WI
- Centennial Park Improvements, Hartford, WI
- Downtown Plan, Hortonville, WI
- Rendering Work
 - Barron, WI; Cottage Grove, WI; Dillon, CO; Downs, IL; Evansville, WI; Farley, IA; Fox Point, WI; Highland Park, TX; La Porte City, IA; Milwaukee, WI; Sauk City, WI; Verona, WI; Waverly, IA; Wisconsin Rapids, WI
- Streetscape and Downtown Plans
 - Antigo, WI; Barron, WI; Cross Plains, WI; Janesville, WI; La Porte City, IA; Port Byron, IL; Savannah, IL; Waupun, WI
- Private Development
 - Champaign, IL; Hales Corners, WI; Minneapolis, MN; St. Paul, MN; Stoughton, WI; Sun Prairie, WI; Wales, WI
- ADA Audits
 - Beloit, WI; Cottage Grove, WI; Neenah, WI; Elkhorn, WI; New Berlin, WI



Jason Valerius, AICP

PLANNER & CLIENT LIAISON

Jason will be responsible for the for client coordination, leading public engagement efforts, and assessing feasibility of potential improvements.

Jason has more than 18 years of community planning and design experience across the Midwest. He has led the development of housing plans and studies, comprehensive plans, neighborhood plans, redevelopment plans, and zoning ordinances. As team leader for the Madison-based Planning and Design team, Jason manages a talented staff with expertise ranging from comprehensive planning and transportation planning to park and recreation plans, landscape architecture, and urban design. Jason serves as the Past President of the Wisconsin Chapter of the American Planning Association.

EDUCATION

M.S., Architecture & Urban Planning
University of Wisconsin-Milwaukee

B.S., Government/Psychology
Lawrence University

CERTIFICATIONS

American Institute of Certified Planners American Planning Association

AREAS OF EXPERTISE

- Urban Design and Sustainable Design
- Development and Redevelopment Planning
- Comprehensive Planning
- Housing and Fair Housing Studies
- Multijurisdictional Planning and Agreements
- Public Involvement and Deliberative Processes

SELECTED PROJECT EXPERTISE

Vilas Park Master Plan, Madison, WI

Involved in the design and implementation of the community engagement process for this plan, including methods for working with highly engaged adjacent neighborhoods and typically underrepresented groups and neighborhoods.

Rivers to Ridges Outdoor Recreation Plan, Jo Daviess County, IL

Evaluated and provided recommendations for the use of 50+ sites in a three-county area to be better utilized as recreation destinations in a popular tourism region. Study identified which sites were ready for immediate promotion as recreation destinations, sites requiring improvements to be visitor-ready, and sites that should not be included in this recreation network.

- CORP
 - Marathon County, WI
 - Middleton, WI
- Comprehensive Plans
 - Sun Prairie, WI
 - Fox Crossing, WI
 - Waunakee/Westport, WI
 - La Crescent, MN
 - Whiteside County, IL
 - Waupun, WI
 - Columbus, WI
 - Fond du Lac, WI
- HUD-Regulated Planning
 - Consolidated Plan, Janesville, WI
 - Greenstep Plan - Comprehensive Plan, La Crescent, MN



Emma Wenman

LANDSCAPE DESIGNER | SITE DESIGNER

Emma will be responsible for summarizing data and feedback collection, development of plan renderings, and preparation of master plan documents.

Emma recently joined MSA. She has experience from part-time design-build, consulting and courses from UW-Madison. From site-specific design to master planning, Emma has a wide range of experience and interests within landscape architecture.

SELECTED PROJECT EXPERTISE

Senior Capstone: Downtown Redevelopment Plan*, Campbellsport, WI

Fall semester: produced site inventory and analysis graphics and report for downtown district. Spring semester: master planning proposals for transportation, amenities and land use. Also took site focus area (1.2 acres) and produced planting design, grading and drainage and construction documents. Report and presentation included graphic representations of the site design.

Rice Lake Master Plan*, Rice Lake, WI

Designed connections from Main Street to the Lakeshore while activating the spaces for pedestrians and lake users. Included a pedestrian mall for safe access to the lakeshore and developing opportunities for programming along the lakeshore. Promoted ecological design by introducing native plant species and different shoreline treatments.

Wisconsin Historical Society Downtown Development*, Madison, WI

Proposed two blocks along E. Washington for a multi-use development. Focused on transportation inventory, analysis and proposal. Also involved in general conceptual design and development of project layout.

Neighborhood House Community Center Rain Garden*, Madison, WI

Communicated with the client and scheduled initial site visit to determine suitability for a rain garden. Received approval, ordered plants, completed planting layout/design, organized volunteers and assisted with implementation of planting. Also gathered and create documents for maintenance, care and education of community/organization members.

EDUCATION

B.A., Landscape Architecture
University of Wisconsin-
Madison

MEMBERSHIPS

American Society of Landscape
Architects, WI

AREAS OF EXPERTISE

- Site Design
- Formatting Graphics
- Rain Gardens

*Denotes experience prior to MSA.



Raine Gardner, PE

PRINCIPAL IN CHARGE | QA/QC

Raine will provide quality assurance and quality control support throughout the duration of the project. She will serve this project as an advisor on recreation trends, site and community context, and local stakeholder interests and outreach.

As a park and recreation senior project engineer, Raine has worked with numerous municipal governments in planning, design, and constructing various projects. Many of these include park planning, streetscaping plans, river corridor planning, waterfront development, recreational parks, and trail projects. Raine manages MSA's Parks and Recreation service division. She helps clients apply for local, state, and federal funding grants and assistance. Clients also rely on her for project planning/concepts, estimating assistance, consideration of sustainable elements within projects, and designs to lower maintenance and operational costs.

EDUCATION

M.S., Civil Engineering
University of Wisconsin-
Madison

B.S., Civil Engineering
Michigan Technological
University

REGISTRATIONS

Professional Engineer, MI, IA,
MN, WI, OH

MEMBERSHIPS/AFFILIATIONS

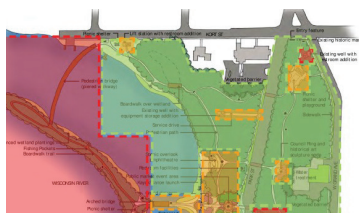
MSA Board of Directors
National Recreation and Parks
Association (NRPA)
Wisconsin Park and Recreational
Association (WPRA)
American Society of Civil
Engineers
ACEC – Engineering Future
Leader

AREAS OF EXPERTISE

- Recreational Parks
- Boat Launches, Boarding
Docks and Fishing Piers
- Zoning Administration
- Project Estimating and
Permitting
- Streetscape Plans
- Project and Construction
Management
- GIS Mapping

SELECTED PROJECT EXPERTISE

- Baraboo River Corridor, Various Baraboo River Communities, WI
- Splash Park at Mead Field, Wisconsin Rapids, WI
- Marathon County CORP, Marathon County, WI
- Village Forest Park, West Baraboo, WI
- Swan Park Master Plan and Development, Beaver Dam, WI
- Vilas Park Master Plan, Madison, WI
- Fireman's Park Improvements, Verona, WI
- Erb Park and Swimming Pool, Appleton, WI
- Thomas G. Rowe Park Master Plan, Onalaska, WI
- Sauk City Riverfront Park, Sauk City, WI
- Riverside Park and Riverwalk Multi-Use Trails, Mauston, WI
- Lake County Ohio Port and Economic Development Authority Fairport Harbor
Transient Marina Study, Fairport Harbor, OH
- Apostle Islands Marina, Bayfield, WI
- New London River Wall, Downtown Transient Boat Dock and Fishing Pier,
New London, WI
- Recreation Complex, Wisconsin Rapids, WI
- Liberty Park Shelter and Restroom, Sun Prairie, WI
- Gramercy Park Master Plan, East Dubuque, IL
- Military Creek Trail Head, Phelps, WI
- Clara Avenue Multiuse Trail, Lake Delton, WI
- Witter Field and Pool, Wisconsin Rapids, WI
- Mead Field Splash Pad, Wisconsin Rapids, WI
- Town Park, Town of Germantown, WI
- Riverwall Transient Boat Pier, New London, WI
- CORPS
 - North Freedom, WI
 - Middleton, WI
 - Lake Delton, WI
 - West Baraboo, WI
 - Chilton, WI
 - Barneveld, WI
 - Lake Geneva, WI



COST PROPOSAL TO PROVIDE Hasmer Lake Community Park Master Planning Services

Prepared for:

Village of Jackson Parks & Recreation
September 13, 2022

PROPOSED FEES

Cost – The price to complete a Master Plan for as proposed in the Scope of Work.

TASK	TASK DESCRIPTION	TEAM MEMBER-VALERIUS	TEAM MEMBER-GEIGER	TEAM MEMBER-WENMAN	TEAM MEMBER-GARDNER	DOLLARS	HOURS
PHASE I - INVENTORY AND ANALYSIS							
1.1	Kick-Off and Site Visit	6	5	2	-	\$1,835	13
1.2	Review and Analyze Existing Information	2	4	6	-	\$1,310	12
1.3	Site Analysis	2	4	4	-	\$1,140	10
1.4	Meet with Parks Commission (and Friends group)	4	8	-	-	\$1,600	12
1.5	Public Engagement	6	12	4	-	\$2,740	22
\$8,625	69	20	33	16	4	0	
PHASE II - CONCEPT DEVELOPMENT							
2.1	Develop Concept Plans	4	8	20	1	\$3,640	34
2.2	Meet with Parks Commission (and Friends group)	1	5	4	-	\$1,055	10
		5	13	24	2	\$4,695	44
PHASE III - FINAL MASTER PLAN							
3.1	Draft Master Plan and Supporting Documents	3	6	20	1	\$3,070	30
3.2	Final Master Plan and Supporting Document	3	8	8	1	\$2,260	20
3.3	Present to Parks Commission (and Friends group)	6	5	-	-	\$1,665	11
3.4	Presentation of Final Master Plan (by Village Staff)	1	2	-	-	\$400	3
		13	21	28	2	\$7,395	64
	Expenses					\$1,005	
	Project Management	4	4	-	-	\$1,180	
		42	71	64	4	\$22,900	

RESOLUTION #22-19

TRANSFER OF FUNDS FROM GENERAL FUND TO RECREATION FUND

WHEREAS, following a public hearing, the Village Board of the Village of Jackson Adopted the 2022 budget on November 29, 2021; and

WHEREAS, On December 14, 2021, the Village Board adopted a motion to amend the 2022 budget for the Village of Jackson for the Release, Settlement and Termination with the Town of Jackson; and

WHEREAS, the Recreation Fund is seeking a (1) one time transfer from the General Fund for a deficit caused by contract termination with the Town of Jackson as stated above;

NOW, THEREFORE, BE IT RESOLVED that the Village Board of the Village of Jackson does hereby approve a one-time transfer of \$38,709.00 out of the General Fund and into the Recreation fund effective the date of resolution approval

Introduced by:_____

Seconded by:_____

Vote:_____Ayes _____Nays

Passed and Approved:_____

Michael E. Schwab – Village President

Attest:_____
Jilline S. Dobratz – Village Clerk

Proof of Posting:

I the undersigned, certify that I posted this Resolution on bulletin boards at the Village Hall, Post Office, and one other location in the Village.

Village Official

Date

License Agreement to Farm Public Land

THIS LICENSE AGREEMENT TO FARM PUBLIC LAND is made this ____ day of _____, 2022, between the VILLAGE OF JACKSON, a municipal corporation, of Washington County, Wisconsin ("VILLAGE"), and Robert Loduha, ("Licensee").

WITNESSETH:

The VILLAGE is the owner of a parcel of land located in the Village of Jackson, which is vacant public land located Sec. 20, T10N, R20E PT OF NE NW LOT 2 DOC 1466506 + 1466507 EXC CSM 6969 and identified by Tax Key: V3_053600C. As the VILLAGE has no current plans to develop the property in 2022 prior to July 31, 2022 and to limit weed growth during 2022, the VILLAGE will grant a license to Robert Loduha for the purpose of farming. In the event the VILLAGE chooses to change the use of these subject lands as commonly defined, a "Term of Convenience" of no less than 120 days shall be provided to the Licensee. Any financial loss for the removal of planted crops, due to termination of the agreement, shall be reimbursed to the Licensee by the VILLAGE with a maximum allowable repayment in the sum of the costs incurred to date.

NOW THEREFORE, IT IS AGREED between the VILLAGE and Licensee as follows:

1. **Premises.** VILLAGE, in consideration of the covenants contained herein, agree to issue a License Agreement to Robert Loduha for the space and area referred to below as the "demised premises" for a fee upon the terms set forth for the purposes of farming.

2. **Demised Premises.** The demised premise consists of vacant public land located in Sec. 20, T10N, R20E PT OF NE NW LOT 2 DOC 1466506 + 1466507 EXC CSM 6969 and identified by Tax Key: V3_053600C which consists of 5 acres. This land is not currently maintained by the Village of Jackson. See EXHIBIT A for map details.

3. **Term.** The term of this license agreement is from November 1, 2022 to July 31, 2022.

4. **Obligations of Licensee.**

A. **Type of Operation.** The demised premises shall be occupied and used by Licensee for farming purposes only. The Village benefits by the continued maintenance of the property. These crops may be harvested and sold by the Licensee as he/she sees fit. The Village is not entitled to any proceeds from the sale of these crops.

B. **Cleanliness, Trash, Etc.** Licensee shall maintain the demised premises in a clean, neat and sanitary condition.

5. **License Fee.** The License Fee shall be 5 acres at \$125.00 per acre for a total of \$ 625 per year. The full License Fee shall be payable upon cropping of the land, or before July 31, 2022.

6. **Insurance.**

A. **Fire Insurance.** Licensee shall procure and keep in force fire and extended coverage insurance upon its improvements, furniture, furnishings, fixtures and equipment to their full insurable value and shall furnish the VILLAGE'S Clerk with evidence that coverage has been procured and is being maintained in full force.

B. **Liability Insurance.** Licensee shall maintain with insurance underwriters satisfactory to the VILLAGE a standard form of policy or policies of insurance in such amounts as may from time to time be approved by VILLAGE protecting both Licensee and VILLAGE against public liability, products liability and property damage. Licensee shall promptly, after the execution of this License Agreement, furnish such policy or policies for property damage growing out of any one accident or other cause in the sum of not less than \$1 million, for personal injury/death growing out of any one accident or other cause with liability of not less than \$1 million, the coverage to include products liability. It is understood that the specified amounts of insurance in no way limits the liability of Licensee and that Licensee shall carry insurance in amounts so as to indemnify the VILLAGE from all claims, suits, demands and actions. Licensee shall furnish a certificate from the insurance carrier or carriers showing insurance to be in full force during the term of this contract or shall deposit copies of the policies that give this coverage with VILLAGE'S Clerk.

7. **Indemnity.** Licensee agrees to defend and indemnify the VILLAGE from all fines, suits, claims, demands and actions of any kind by reason of any of its operations under this license agreement and agrees to assume all the risk in the operation of its business and shall be solely responsible and answerable in damages for any accidents or injuries to persons or property.

8. **Signs.** Licensee shall not erect, install, operate or cause or permit to be erected, installed or operated in or upon the demised premises, any signs or other similar advertising device without having first obtained the approval of the VILLAGE.

9. **Land Condition at End of License.** Licensee shall disc/till the land after crops have been removed and return the land to its original condition, unless otherwise approved by the Village Board, by no later than December 31, 2022.

10. **Nonassignment or Subletting.** Licensee shall not assign this agreement and its rights, in whole or in part, except with the prior written consent of the VILLAGE.

11. Default. In the event that Licensee shall fail to pay the agreed upon License Fee the VILLAGE shall have the right to terminate this License Agreement. In the event Licensee fails to keep and perform or shall violate the terms, covenants and conditions of this license agreement on its part to be kept and performed and Licensee shall not have cured or corrected this failure or violation within ten (10) days after written notice shall have been given to Licensee, the VILLAGE shall have the right to terminate this license agreement.

Upon the occurrence one or more of the events of default, Licensee's right to possession of the demised premises shall terminate, and Licensee shall surrender possession of the demised premises immediately. In this event, Licensee grants to the VILLAGE full and free license to enter into and upon the premises or any part of them to take possession with or without process of law and to expel and remove the Licensee.

12. Not Joint Venture. It is mutually understood and agreed that nothing contained in this License Agreement is intended, or shall be construed as, in any way creating or establishing the relationship of co-partners or joint venturers between the parties or as constituting the Licensee as the agent or representative of VILLAGE for any purpose or in any manner.

13. Rules and Regulations. Licensee shall observe all of the VILLAGE'S and Washington County ordinances as well as the State of Wisconsin Statutes regarding activity on the farmed property.

14. Termination Without Cause. If this License Agreement is determined to be invalid or beyond the authority of the VILLAGE or if the Village Board without cause acts to terminate this License Agreement, Licensee shall cease using the demised premises as an extension of its operation and shall abandon the same within 10 days after written notification of the termination.

15. Entire Agreement/Amendment. The License Agreement contains the entire agreement of the parties and there are no other promises or conditions in any other agreement whether oral or written. This License Agreement may be modified or amended in writing, if the writing is signed by both parties and approved by the Village Board with a favorable recommendation from the Board of Public Works.

16. Severability. If any portion of this License Agreement shall be held to be invalid or unenforceable for any reason, the remaining provisions shall continue to be valid and enforceable. If a Court finds that any provision of the License Agreement is invalid or enforceable, then such provision shall be deemed to be written, construed, and enforced as so limited.

17. Governing Law. The License shall be construed in accordance with the laws in the State of Wisconsin.

IN WITNESS WHEREOF, the parties hereto have executed this license agreement on the day and year first above written.

License Issuer:

Licensee:

VILLAGE OF JACKSON

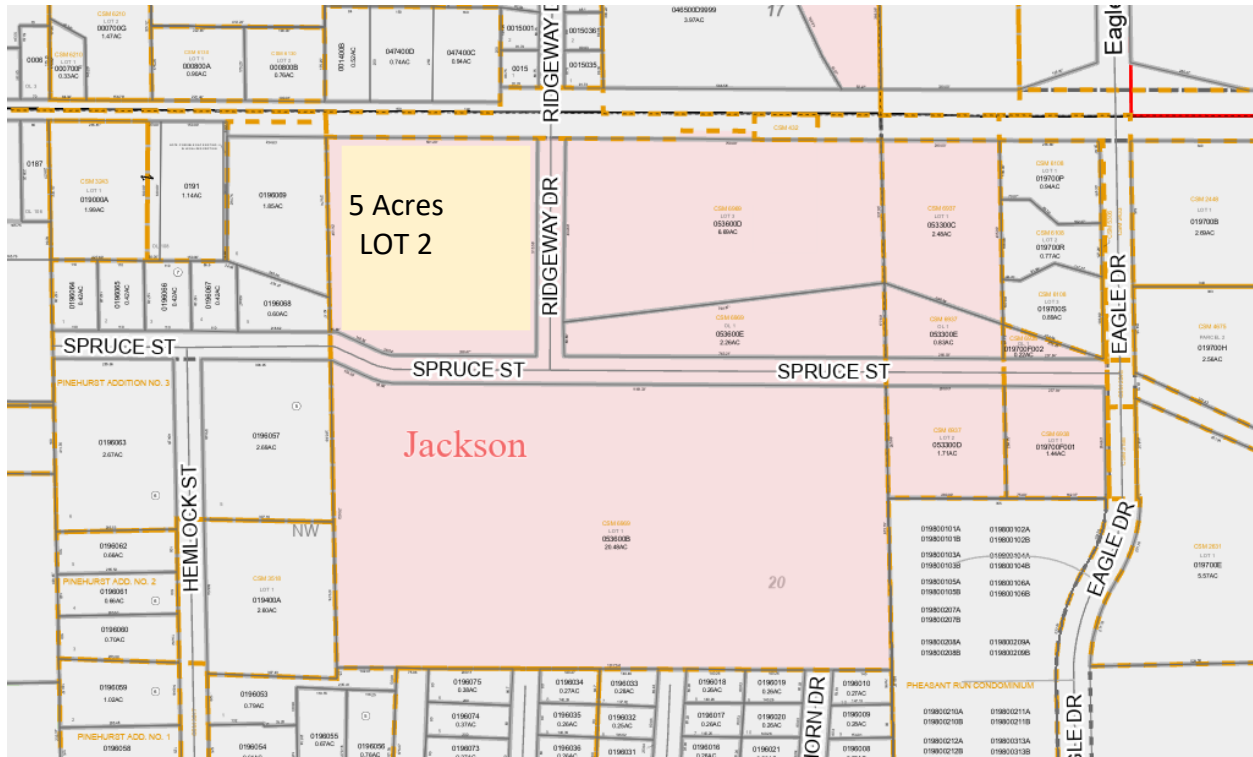
Robert Loduha

By: _____
Mike Schwab, Village President

By: _____
Robert Loduha

Attest: _____
Jilline Dobratz, Village Clerk

EXHIBIT A



License Agreement to Farm Public Land

THIS LICENSE AGREEMENT TO FARM PUBLIC LAND is made this ____ day of _____, 2022, between the VILLAGE OF JACKSON, a municipal corporation, of Washington County, Wisconsin ("VILLAGE"), and Robert Loduha, ("Licensee").

WITNESSETH:

The VILLAGE is the owner of a parcel of land located in the Village of Jackson, which is vacant public land located Sec. 20, T10N, R20E PT OF NE NW ~~LOT 1 and~~ LOT 2 DOC 1466506 + 1466507 EXC CSM 6969 and identified by Tax Keys: ~~V3_053600B and~~ V3_053600C. As the VILLAGE has no current plans to develop the property in 2024 ~~2 prior to July 31, 2022~~ and to limit weed growth during 2024, the VILLAGE will grant a license to Robert Loduha for the purpose of farming. In the event the VILLAGE chooses to change the use of these subject lands as commonly defined, a "Term of Convenience" of no less than 120 days shall be provided to the Licensee. Any financial loss for the removal of planted crops, due to termination of the agreement, shall be reimbursed to the Licensee by the VILLAGE with a maximum allowable repayment in the sum of the costs incurred to date.

NOW THEREFORE, IT IS AGREED between the VILLAGE and Licensee as follows:

1. **Premises.** VILLAGE, in consideration of the covenants contained herein, agree to issue a License Agreement to Robert Loduha for the space and area referred to below as the "demised premises" for a fee upon the terms set forth for the purposes of farming.

2. **Demised Premises.** The demised premise consists of vacant public land located in Sec. 20, T10N, R20E PT OF NE NW ~~LOT 1 and~~ LOT 2 DOC 1466506 + 1466507 EXC CSM 6969 and identified by Tax Keys: ~~V3_053600B and~~ V3_053600C which consists of ~~20.5~~ acres. This land is not currently maintained by the Village of Jackson. See EXHIBIT A for map details.

3. **Term.** The term of this license agreement is from ~~January 1~~ November 1, 2022 to ~~November 30~~ July 31, 2022.

4. **Obligations of Licensee.**

A. **Type of Operation.** The demised premises shall be occupied and used by Licensee for farming purposes only. The Village benefits by the continued maintenance of the property. These crops may be harvested and sold by the Licensee as he/she sees fit. The Village is not entitled to any proceeds from the sale of these crops.

B. **Cleanliness, Trash, Etc.** Licensee shall maintain the demised premises in a clean, neat and sanitary condition.

5. **License Fee.** The License Fee shall be ~~20.5~~ acres at \$125.00 per acre for a total of ~~\$2,500~~ 625 per year. The full License Fee shall be payable upon cropping of the land, or before ~~November 30th~~ July 31, 2022.

6. **Insurance.**

A. **Fire Insurance.** Licensee shall procure and keep in force fire and extended coverage insurance upon its improvements, furniture, furnishings, fixtures and equipment to their full insurable value and shall furnish the VILLAGE'S Clerk with evidence that coverage has been procured and is being maintained in full force.

B. **Liability Insurance.** Licensee shall maintain with insurance underwriters satisfactory to the VILLAGE a standard form of policy or policies of insurance in such amounts as may from time to time be approved by VILLAGE protecting both Licensee and VILLAGE against public liability, products liability and property damage. Licensee shall promptly, after the execution of this License Agreement, furnish such policy or policies for property damage growing out of any one accident or other cause in the sum of not less than \$1 million, for personal injury/death growing out of any one accident or other cause with liability of not less than \$1 million, the coverage to include products liability. It is understood that the specified amounts of insurance in no way limits the liability of Licensee and that Licensee shall carry insurance in amounts so as to indemnify the VILLAGE from all claims, suits, demands and actions. Licensee shall furnish a certificate from the insurance carrier or carriers showing insurance to be in full force during the term of this contract or shall deposit copies of the policies that give this coverage with VILLAGE'S Clerk.

7. **Indemnity.** Licensee agrees to defend and indemnify the VILLAGE from all fines, suits, claims, demands and actions of any kind by reason of any of its operations under this license agreement and agrees to assume all the risk in the operation of its business and shall be solely responsible and answerable in damages for any accidents or injuries to persons or property.

8. **Signs.** Licensee shall not erect, install, operate or cause or permit to be erected, installed or operated in or upon the demised premises, any signs or other similar advertising device without having first obtained the approval of the VILLAGE.

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11. Default. In the event that Licensee shall fail to pay the agreed upon License Fee the VILLAGE shall have the right to terminate this License Agreement. In the event Licensee fails to keep and perform or shall violate the terms, covenants and conditions of this license agreement on its part to be kept and performed and Licensee shall not have cured or corrected this failure or violation within ten (10) days after written notice shall have been given to Licensee, the VILLAGE shall have the right to terminate this license agreement.

Upon the occurrence one or more of the events of default, Licensee's right to possession of the demised premises shall terminate, and Licensee shall surrender possession of the demised premises immediately. In this event, Licensee grants to the VILLAGE full and free license to enter into and upon the premises or any part of them to take possession with or without process of law and to expel and remove the Licensee.

12. Not Joint Venture. It is mutually understood and agreed that nothing contained in this License Agreement is intended, or shall be construed as, in any way creating or establishing the relationship of co-partners or joint venturers between the parties or as constituting the Licensee as the agent or representative of VILLAGE for any purpose or in any manner.

13. Rules and Regulations. Licensee shall observe all of the VILLAGE'S and Washington County ordinances as well as the State of Wisconsin Statutes regarding activity on the farmed property.

14. Termination Without Cause. If this License Agreement is determined to be invalid or beyond the authority of the VILLAGE or if the Village Board without cause acts to terminate this License Agreement, Licensee shall cease using the demised premises as an extension of its operation and shall abandon the same within 10 days after written notification of the termination.

15. Entire Agreement/Amendment. The License Agreement contains the entire agreement of the parties and there are no other promises or conditions in any other agreement whether oral or written. This License Agreement may be modified or amended in writing, if the writing is signed by both parties and approved by the Village Board with a favorable recommendation from the Board of Public Works.

16. Severability. If any portion of this License Agreement shall be held to be invalid or unenforceable for any reason, the remaining provisions shall continue to be valid and enforceable. If a Court finds that any provision of the License Agreement is invalid or enforceable, then such provision shall be deemed to be written, construed, and enforced as so limited.

17. Governing Law. The License shall be construed in accordance with the laws in the State of Wisconsin.

IN WITNESS WHEREOF, the parties hereto have executed this license agreement on the day and year first above written.

License Issuer:

Licensee:

VILLAGE OF JACKSON

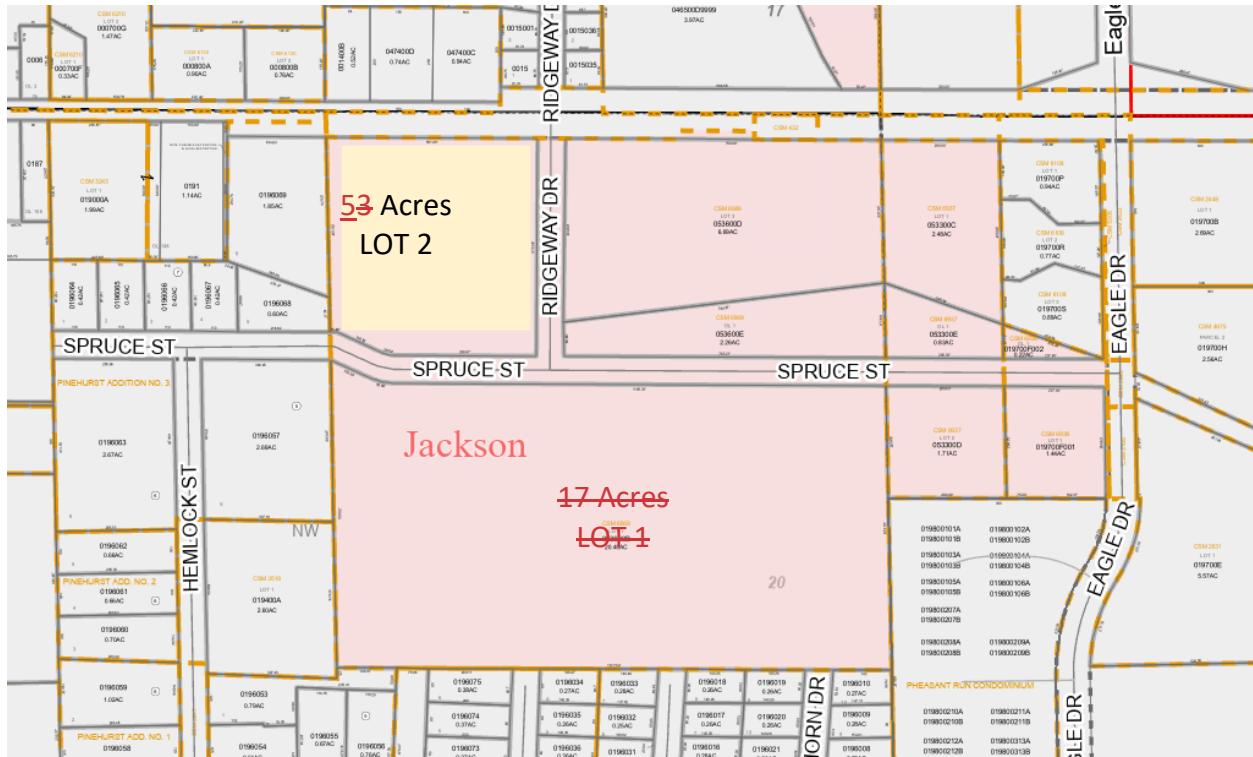
Robert Loduha

By: _____
Mike Schwab, Village President

By: _____
Robert Loduha

Attest: _____
Jilline Dobratz, Village Clerk

EXHIBIT A



Village of Jackson
PLAN COMMISSION APPLICATION

Application/Permit #: _____

PROPERTY INFORMATION

- ☐ COMMERCIAL ☐ INDUSTRIAL ☒ RESIDENTIAL ☐ OTHER _____
- ☐ CONDITIONAL USE ☐ PLANNED UNIT DEVELOPMENT ☐ CERTIFIED SURVEY MAP
- ☐ New ☐ New ☐ CONCEPT PLAN
- ☐ Amendment ☐ Amendment
- ☐ Special Use ☐ Special Use ☐ OTHER _____
- (For existing Cond. Use ONLY) (For existing PUD ONLY)

Property Address: Lot 1 Maple Rd Unit: _____ Jackson, WI

Parcel #: 074900H Lot Size: 45,532.60 sq. ft. Building Area: _____ sq. ft.

Current Zoning: ☐ B-1 ☐ B-2 ☐ M-1 ☐ M-2 ☐ I-1 ☐ PUD ☐ Other _____ Floodplain: Y / N

APPLICANT INFORMATION

Name(s): Albert Sunn + Brenna Sunn

Mailing Address: 11633 W Mill St State WI Zip 53225

Office: (_____) Cell: (414) 477-6192 Fax: (_____) _____

Email: albertsunn07@gmail.com

BUSINESS INFORMATION (If New Business)

Legal Business Name: _____

D/B/A: _____ FEIN #: _____ -

Mailing Address: _____ State _____ Zip _____

Office: (_____) Cell: (_____) Fax: (_____) _____

Email: _____

Website: _____

PROPERTY OWNER INFORMATION

Name(s): Albert Sunn + Brenna Sunn

Address: 11633 W Mill St State WI Zip 53225

Office: (_____) Cell: (414) 477-6192 Fax: (_____) _____

Email: albertsunn07@gmail.com

ARCHITECT / ENGINEER / CONTRACTOR INFORMATION (Circle One)

Firm Name: U Build It

Primary Contact: Jaime Budiac

Address: 3815 N Brookfield Rd Suite 204 State WI Zip 53045

Office: (~~414~~) 262-754-0404 Cell: (_____) Fax: (_____) _____

Email: Jbudiac.wi@ubuildit.com

Describe the projected traffic circulation and impacts: N/A

List all setbacks from rights-of-way and property lines and height limitations: Front yards are 30' from property line and 15' from side yards.

Provide status of State/Federal License(s) or Certificate(s) required for operation, if any: N/A

Does this project require other Jurisdictional Approvals from other Governmental or Regulatory entities?

☒ No ☐ Yes If yes, explain: _____

Describe any proposed signage including type, size, and location: N/A

If construction is proposed, describe proposed exterior building materials (type, color, etc.): We are building a residential home with vinyl siding that is white

Describe any site-specific features/constraints, etc.: N/A

Outline proposed parking requirements including number of spaces plus those dedicated for handicapped parking: N/A

Describe all proposed screening/buffering from adjacent properties (where required by ordinance): N/A

Describe the proposed provisions for refuse and recycling collection/storage and required screening/buffering: N/A

Projected Sewer/Wastewater Usage: 0 gal/year

Projected Water Usage: 30,000 gal/year

VILLAGE APPROVAL:

☐ TEMPORARY Expiration Date: _____, 20____

Plan Commission Approval: Meeting Date: _____, 20____

Village Board Approval: Meeting Date: _____, 20____

In-House Approval (O-T-C): Date: _____, 20____

Approved by: Village Administrator

Conditions and Duration of Approval:

Depending on the request, approvals shall generally be continual or temporary in nature. ALL approvals are subject to the Conditions of Approval outlined below. All conditional or special uses/approvals shall, upon complaint, be subject to review, amendment, or revocation by the Village. Where temporary approvals are issued, such approvals shall be subject to the time limitations specified.

Conditions of Approval: _____

APPLICATION DENIED: Date: _____, 20____

Staff Initials: _____

Reason for Denial: _____

FOR OFFICE USE ONLY	
Acct. #: 100-00-45730-000-00	
Date Received:	9-1-22
Amount: \$	225.00
Payment Type:	CH / CC / CASH
Check/Rcpt. #:	4072
Received By:	[Signature]

VILLAGE OF JACKSON

N168W19851 MAIN ST

P O BOX 637

JACKSON, WI 53037-0147

Receipt Nbr: 261782**Date:** 9/06/2022**Check****RECEIVED
FROM**

ALBERT C. SUNN

\$225.00

Type of Payment

Accounting

Description

PLANNING / ZONING FEES

SUNN ANNEXATION

Amount

225.00

TOTAL RECEIVED225.00

Receipt Memo:

PLAN COMM. ANNEXATION

Letter of Intent

We are requesting immediate annexation to the Village of Jackson from the Town of Jackson in order to begin construction of our new home. Due to the setback requirements in the Town of Jackson we would be unable to build our new home. In the Village of Jackson if we are zoned R1 we would be able to build our home and abide by the setback requirements.

Impact Statement

We are looking to build a single-family residence on this property. We currently own two vehicles that would be parked at the residence. We are looking to start construction in the beginning of October 2022 (pending annexation approval). We are hoping that construction would be concluded by June of 2023. We are looking at the possibility of Village sewer connection, but due to the system being gravity fed I believe we will have to have a mound system on our property. I have already had a soil test done on the property and they stated we need a mound system if we are unable to use village septic. We estimate that we would use around 30,000 gallons of water per year as currently it is only myself and wife that would be living at the property. All stormwaters will be contained on the property.

Petition for Unanimous Annexation

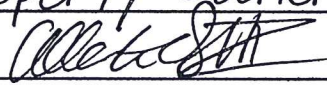
The undersigned, constituting 100 percent of the owners of the following described territory in the Town of Jackson, Washington County, Wisconsin, lying contiguous to the Village of Jackson, petition the Village of Jackson to annex the territory below and shown on the attached Map (Exhibit 1), as permitted by Chapter 66 of the Wisconsin Statutes, to the Village of Jackson, Washington County, Wisconsin.

Parcel 1 of CSM 6033 as well as the abutting right of way areas of Sherman Road and Maple Road, Formerly Lot 1 of CSM 784, being a part of the Northeast 1/4 of Section 29, Township 10 North, Range 20 East, in the Town of Jackson, Washington County, State of Wisconsin.

There are no persons residing in the territory.

Parcel Number: 074900H; Parcel 1 of CSM 6033 in the Town of Jackson, Washington County.

Dated this 30th day of August 2022

Authorized Agent: (Name) Albert Sunn
(Title) Property Owner
(Signature) 

Washington County

Owner (s):
SUNN, ALBERT CARL, III
SUNN, BRENN A JO

Location:
NE,Sect. 29, T10N,R20E

Mailing Address:
ALBERT CARL SUNN III
BRENN A JO SUNN
11633 W MILL ST
MILWAUKEE, WI 53225-1129
Request Mailing Address Change

School District:
2058 - GERMANTOWN SCHOOL

Tax Parcel ID Number:Tax District: Status:
074900H T7-TOWN OF JACKSON Active

Alternate Tax Parcel Number:Government Owned:Acres:
1.0500

Description - Comments (Please see Documents tab below for related documents. For a complete legal description, see recorded document.):
PT OF NE CSM 6033 LOT 1 DOC 1534843

Site Address (es): (Site address may not be verified and could be incorrect. DO NOT use the site address in lieu of legal description.)
MAPLE RD

Assessments

Attachments

Districts

Documents

Notes

Parcel History

Permits

Sales History

Survey History

Taxes

0 Lottery credits claimed

Tax History

* Click on a Tax Year for detailed payment information.

Tax Year*	Omitted	Tax Bill	Taxes Paid	Taxes Due	Interest	Penalty	Fees	Total Payoff
2021	☐	\$690.41	\$690.41	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
2020	☐	\$794.80	\$794.80	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
2019	☐	\$736.86	\$736.86	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
2018	☐	\$703.73	\$703.73	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
2017	☐	\$473.84	\$473.84	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
2016	☐	\$469.84	\$469.84	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
2015	☐	\$367.13	\$367.13	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
2014	☐	\$367.38	\$367.38	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
2013	☐	\$395.80	\$395.80	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
2012	☐	\$739.35	\$739.35	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
2011	☐	\$767.82	\$767.82	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
2010	☐	\$767.53	\$767.53	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
2009	☐	\$762.03	\$762.03	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Total								\$0.00

If your taxes are 3 years or more delinquent, please contact the Treasurer's Office for additional fees due. (262) 335-4324.

NOTE: Current year tax bills may not be processed by the county.

Interest and penalty on delinquent taxes are calculated to September 30, 2022.

Request for Annexation Review

Wisconsin Department of Administration

COPY

WI Dept. of Administration
Municipal Boundary Review
PO Box 1645, Madison WI 53701
608-264-6102
wimunicipalboundaryreview@wi.gov
<https://doa.wi.gov/municipalboundaryreview>

Petitioner Information

Name: **Albert and Brenna Sunn**

Phone: **414-477-6192**

Email: **albertsunn07@gmail.com**

Contact Information if different than petitioner:

Representative's Name:

Phone:

E-mail:

1. Town where property is located: **Jackson**

2. Petitioned City or Village: **Jackson**

3. County where property is located: **Washington**

4. Population of the territory to be annexed: **0**

5. Area (in acres) of the territory to be annexed: **1.05**

6. Tax parcel number(s) of territory to be annexed (if the territory is part or all of an existing parcel):
T7-074900H

Include these required items with this form:

1. ☐ Legal Description meeting the requirements of s.66.0217 (1) (c) [see attached annexation guide]
2. ☐ Map meeting the requirements of s. 66.0217 (1) (g) [see attached annexation guide]
3. ☐ Signed Petition or Notice of Intent to Circulate [see attached annexation guide]
4. ☐ Check or money order covering review fee [see next page for fee calculation]

(2021)

Annexation Review Fee Schedule

A Guide for Calculating the Fee Required by ss.16.53 (4) and 66.0217, Wis. Stats.

Required Fees

There is an initial filing fee and a variable review fee

\$ 200 **Initial Filing Fee** (required with the first submittal of all petitions)
\$200 – 2 acres or less
\$350 – 2.01 acres or more

\$ 200 **Review Fee** (required with all annexation submittals except those that consist ONLY of road right-of-way)
\$200 – 2 acres or less
\$600 – 2.01 to 10 acres
\$800 – 10.01 to 50 acres
\$1,000 – 50.01 to 100 acres
\$1,400 – 100.01 to 200 acres
\$2,000 – 200.01 to 500 acres
\$4,000 – Over 500 acres

\$ 400 **TOTAL FEE DUE** (Add the Filing Fee to the Review Fee)

Include check or money order, payable to: **Department of Administration**

DON'T attach the check with staples, tape, ...

**THE DEPARTMENT WILL NOT PROCESS
AN ANNEXATION PETITION THAT IS NOT ACCOMPANIED
BY THE REQUIRED FEE.**

**THE DEPARTMENT'S 20-DAY STATUTORY REVIEW PERIOD
COMMENCES UPON RECEIPT OF THE PETITION AND REVIEW FEE**

Shaded Area for Office Use Only

Date fee & form received: _____

Payer: _____ Check Number: _____

Check Date: _____

Amount: _____

ANNEXATION SUBMITTAL GUIDE

s. 66.0217 (5) THE PETITION

- ☐ State the purpose of the petition:
- Direct annexation by unanimous approval; OR
 - Direct annexation by one-half approval; OR
 - Annexation by referendum.
- ☐ Petition must be signed by:
- All owners and electors, if by unanimous approval.
 - See 66.0217 (3) (a), if by one-half approval.
 - See 66.0217 (3) (b), if by referendum.
- ☐ State the population of the land to be annexed.

[It is beneficial to include Parcel ID or Tax numbers, the parcel area, and identify the annexee (Town) and annexor (Village or City) in the petition.]

s. 66.0217 (1) (c) THE DESCRIPTION

- ☐ The annexation petition must include a legal description of the land to be annexed. The land must be described by reference to the government lot, private claim, quarter-section, section, town and range in which the land lies. The land must be further described by metes and bounds commencing from a monumented corner of the section or quarter-section, or the monumented end of a private claim or federal reservation, in which the land lies; OR
- ☐ If the land is wholly and entirely within a lot or lots, or all of a block or blocks of a recorded subdivision plat or certified survey map, it must be described by reference to the lot (s) and/or block (s) therein, along with the name of the plat or the number, volume, page, and County of the certified survey map.
- ☐ The land may NOT be described only by:
- Aliquot part;
 - Reference to any other document (plat of survey, deed, etc.);
 - Exception or Inclusion;
 - Parcel ID or tax number.

s. 66.0217 (1) (g) THE MAP

- ☐ The map shall be an **accurate reflection** of the legal description of the parcel being annexed. As such, it must show:
- A tie line from the parcel to the monumented corner of the section or quarter-section, or the monumented end of a private claim or federal reservation, in which the parcel lies. The corner and monument must be identified.
 - Bearings and distances along all parcel boundaries as described.
 - All adjoining as referenced in the description.
- ☐ The map must include a **graphic scale**.
- ☐ The map must show and identify the existing municipal boundary, in relation to the parcel being annexed.

[It is beneficial to include a North arrow, and identify adjacent streets and parcels on the map.]

s. 66.0217 FILING

- ☐ The petition must be filed with the Clerk of the annexing City or Village and with the Clerk of the Town in which the land is located.
- ☐ If the annexation is by one-half approval, or by referendum, the petitioner must post notice of the proposed annexation as required by s. 66.0217 (4).



TONY EVERS

GOVERNOR

KATHY BLUMENFELD

SECRETARY-DESIGNEE

Municipal Boundary Review

PO Box 1645, Madison WI 53701

Voice (608) 264-6102 Fax (608) 264-6104

Email: wimunicipalboundaryreview@wi.gov

Web: <http://doa.wi.gov/municipalboundaryreview>

September 27, 2022

PETITION FILE NO. 14530

JILLINE DOBRATZ, CLERK
VILLAGE OF JACKSON
PO BOX 637
JACKSON, WI 53037-0637

ROBERT M EICHNER, CLERK
TOWN OF JACKSON
3146 DIVISION RD
JACKSON, WI 53037-9711

Subject: SUNN ANNEXATION

The proposed annexation submitted to our office on September 07, 2022, has been reviewed and found to be in the public interest. In determining whether an annexation is in the public interest, s. 66.0217 (6), Wis. Stats. requires the Department to examine "[t]he shape of the proposed annexation and the homogeneity of the territory with the annexing village or city..." so as, to ensure the resulting boundaries are rational and compact. The statute also requires the Department to consider whether the annexing city or village can provide needed municipal services to the territory. The subject petition is for territory that is reasonably shaped and contiguous to the Village of Jackson, which is able to provide needed municipal services.

Notes:

-The Village of Jackson indicates that the annexation territory should also include the west part of Maple Road adjacent to Parcel 1 CSM 6033, and the north part of Sherman Road adjacent to the parcel that is not currently within the Village boundary. To effectuate this, the scale map and legal description included should be revised to include these road segments. The map must clearly identify the entire territory being annexed and must show and identify the existing municipal boundary.

The Department reminds clerks of annexing municipalities of the requirements of s. 66.0217 (9)(a), Wis. Stats., which states that the clerk of a city or village which has annexed shall file immediately with the secretary of administration a certified copy of the ordinance, certificate and plat, and shall send one copy to each company that provides any utility service in the area that is annexed. The clerk shall record the ordinance with the register of deeds and file a signed copy of the ordinance with the clerk of any affected school district.

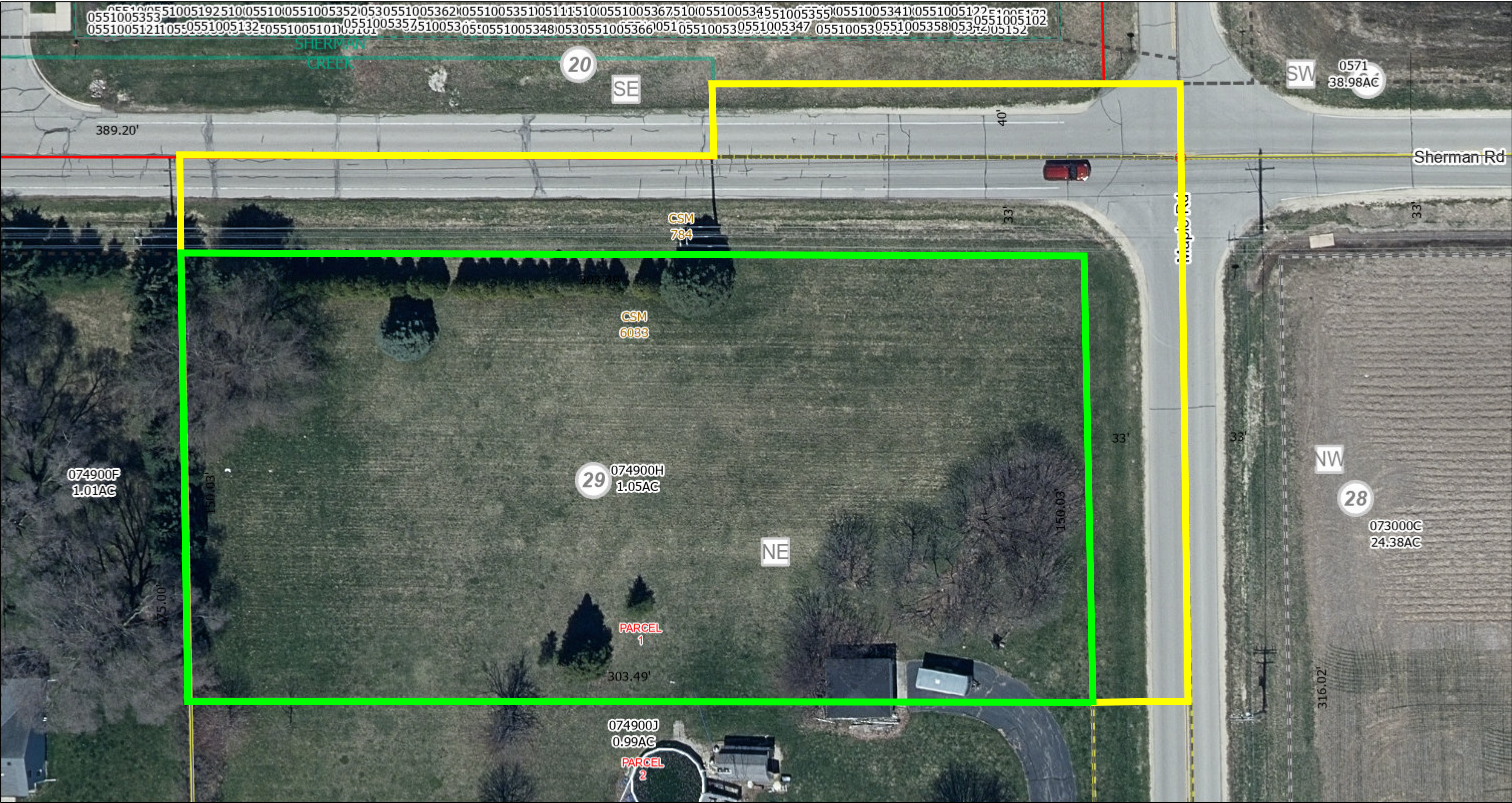
State and federal aids based on population and equalized value may be significantly affected through failure to file with the Department of Administration. Please file a copy of your annexing ordinance, including a statement certifying the population of the annexed territory. **Please include your MBR number 14530 with your ordinance.** Ordinance filing checklist available at <http://mds.wi.gov/>, click on "Help on How to Submit Municipal Records". Email scanned copy of required materials (color scan maps with color) to mds@wi.gov or mail to: Wisconsin Department of Administration, Municipal Boundary Review, PO Box 1645, Madison WI 53701-1645. The petition file is available for viewing at: <http://mds.wi.gov/View/Petition?ID=2604>. Please call me at (608) 264-6102, should you have any questions concerning this annexation review.

Sincerely,

Erich Schmidtke, Municipal Boundary Review

cc: petitioner

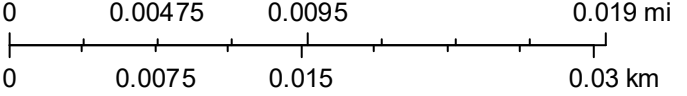
Parcel #: T3_074900H



10/3/2022, 9:16:31 AM

1:388

Lines	Road Centerline STH, CTH	Right of Way Dimension		PLSS Monument	Plat
 Override 1	 On/Off Ramp	 Leader Lines	Local Road Labels		
 Override 2	 State Highway	Subdivision Name	 Township Road		 Certified Survey Map
 Current Parcel	 County Highway	Condominium Name	 City/Village Street		 Condominium
 Railroad Centerlines	 Address Point	Certified Survey Number	 Private Street		 Assessor Plat; Cemetery Plat; Subdivision
Road Centerline I, USH	Parcel Taxkey & Acreage	Lot Number			 Lot
 Interstate Highway, I-41	Dimensions	Landhook			 PLSS Quarter
 US Highway,Hy 45; US Highway,Fond Du Lac Ave	Parcel Dimension	 Meander Line			 PLSS Section



ORDINANCE #22-15

**AN ORDINANCE TO ANNEX TERRITORY TO THE
VILLAGE OF JACKSON, WISCONSIN**

WHEREAS, Albert and Breanna Sunn ("property owners") owns a parcel in the Town of Jackson, commonly referred to as Tax Parcel T3_074900H ("subject property"); and

WHEREAS, the property owner has submitted a petition to the Village Clerk, on or about September 1, 2022, for direct annexation of the subject property by unanimous approval; and

WHEREAS, on September 27, 2022, the Wisconsin Department of Administration found the annexation to be in the public interest as stated in issued MBR #14530; and

WHEREAS, the Village of Jackson Plan Commission considered the property owner's annexation petition at its meeting October 11, 2022, and has, consistent with Wis. Stats. §66.0217(8)(a), recommended the subject property be classified as Single-Family Residential (R-1) District; and

WHEREAS, the Village of Jackson Village Board considered the matter at its meeting on October 11, 2022; and

NOW, THEREFORE BE IT RESOLVED, the Village of Jackson Village Board, Washington County Wisconsin ORDAINS AS FOLLOWS:

Section 1. Territory Annexed. In accordance with Wis. Stats. §66.0217(2) and the petition for direct annexation by unanimous submitted by the property owner, the following described territory in the Town of Jackson, Washington County, Wisconsin is annexed to the Village of Jackson, Wisconsin:

Lands being part of the Northeast ¼ of Section 29, T10N, R20E, Town of Jackson, Washington County, Wisconsin, bounded and described as follows:

Beginning at the Northeast corner of Section 29, T10N, R20E; Thence S01°03'31"E, along the east line of the said Section 29, 183.04 feet, more or less to a point; Thence N89°52'53"W, 33.01 feet, more or less to the southeast corner of Parcel 1 of Certified Survey Map #6033; Thence N89°52'53"W, along the south line of Parcel 1 of Certified Survey Map #6033, 303.49 feet, more or less to the southwest corner of said Parcel 1; Thence N01°03'31"W, along the west line of Parcel 1 of Certified Survey Map #6033, 150.03 feet, more or less to the northwest corner of said Parcel 1; Thence N01°03'31"W, 33.01 feet, more or less to a point; Thence S89°52'52"E, 179.72 feet, more or less along the north line of Northeast ¼ of Section 29, T10N, R20E to a point;

Thence N01°15'42"W, 24.75 feet, more or less to a point; Thence N89°53'09"W, 132.00 feet, to a point; Thence N89°53'09"W, 24.78, more or less to a point on the east line of the Northeast Quarter of said Section 29; Thence S01°03'31"E, 24.78 feet more or less along east line of the Northeast Quarter of said Section 29 to the point of beginning; Containing 65,512.80 square feet (1.5040 Acres) More or Less.

A scale map of the annexed territory is attached hereto and incorporated as Exhibit 1.

Section 2. Effect of Annexation. From and after the date of this ordinance the territory described in Section 1 shall be a part of the Village of Jackson for any and all purposes provided by law and all persons coming or residing within such territory shall be subject to all ordinances, rules, and regulations governing the Village of Jackson.

Section 3. Population. The population of the subject territory is zero.

Section 4. Temporary Zoning Classification. Upon recommendation of the Plan Commission and pursuant to Wis. Stats. §66.0217(8)(a), the territory annexed to the Village of Jackson is temporarily zoned, Single-Family Residential (R-1) District.

Section 5. Permanent Zoning Classification. The Plan Commission of the Village of Jackson is directed to prepare an amendment to the zoning ordinance setting forth a permanent zoning classification and regulations for the zoning of the annexed area and to submit its recommendation to the Village Board.

Section 6. Ward Designation. The territory described in Section 1 of this ordinance is made part of Ward 19 of the Village of Jackson, subject to the ordinances, rules, and regulations of the Village governing wards.

Section 7. Payment to Town of Jackson. Pursuant to Wis. Stats. §66.0217(14), the Village Board agrees to pay annually to the Town of Jackson, for five (5) years, an amount equal to the amount of property taxes levied by the Town of Jackson on the annexed territory, as shown by the tax roll under Wis. Stats. §70.65 in 2021 (the year in which this annexation is final).

Section 8. Notification. The Village Clerk is directed to complete the notifications set forth in Wis. Stats. §66.0217(9).

Section 9. Effective Date. This ordinance shall become effective upon passage and posting, or publication as provided by law.

Section 10. Severability. The several sections of this ordinance are declared to be severable. If any section or portion thereof shall be declared by a court of competent jurisdiction to be invalid, unlawful, or unenforceable, such decision shall apply only to the specific section or portion thereof directly specified in the decision and shall not affect the validity of any other provisions, sections, or portions thereof of the ordinance. The remainder of the ordinance shall remain in full force and effect. Any other ordinances whose terms are in

conflict with the provisions of this ordinance are hereby repealed as to those terms that conflict.

Adopted this 11th day of October 2022, by at least a two-thirds vote of the elected members of the Village Board.

Introduced by:_____

Seconded by:_____

Vote: _____aye _____nay

Passed and approved_____

VILLAGE OF JACKSON

By:_____
Michael E. Schwab, Village President

Attest:

Jilline S. Dobratz, Village Clerk

Proof of Posting:

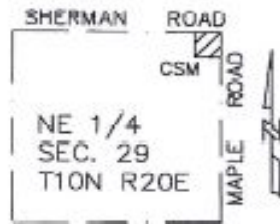
I, the undersigned, certify that I posted copies of this Ordinance on bulletin boards at the Village Hall, Post Office and one other location in the Village.

Village Official

Date

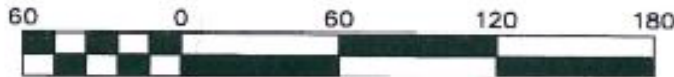
Exhibit 1.

CERTIFIED SURVEY MAP NO. SHEET 1 OF 3
 LOT 1 OF CERTIFIED SURVEY MAP NO. 784, BEING PART OF THE NORTHEAST 1/4 OF SECTION 29, TOWNSHIP 10 NORTH, RANGE 20 EAST, IN THE TOWN OF JACKSON, WASHINGTON COUNTY, STATE OF WISCONSIN.

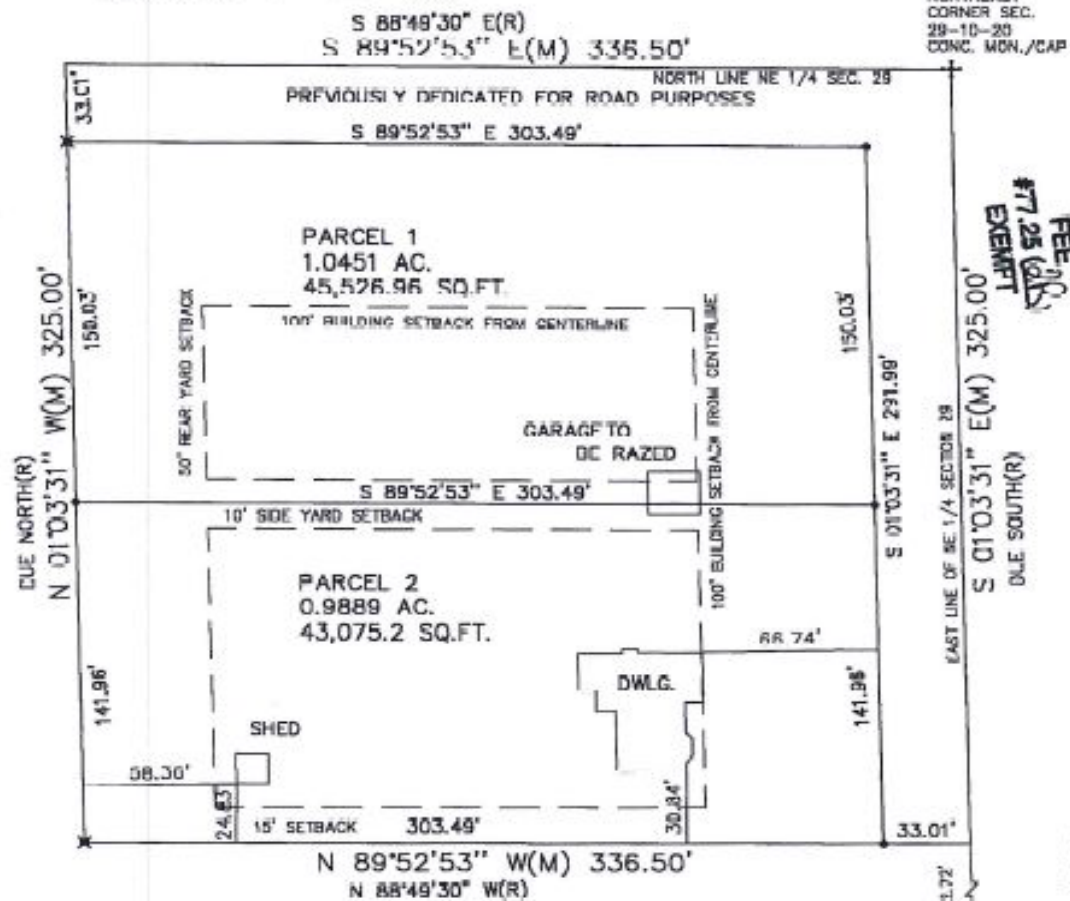


PREPARED BY:
 DHEIN LAND SURVEYING LLC.
 PHILLIP P. DHEIN R.L.S. 1581
 N.138 W.21104 BONNIWELL RD.
 RICHFIELD, WISCONSIN 53076
 PHONE 262-628-2555

PREPARED FOR:
 RAYMOND W. HEIDTKE
 2250 WESTERN AVENUE
 JACKSON, WISCONSIN 53037
 PHONE 262-677-3508



Scale 1" = 60'



LEGEND:

- * DENOTES SET 1" X 24" IRON PIPE WEIGHT 1.13 LBS PER LINEAL FOOT
- x DENOTES FOUND 1" IRON PIPE
- DEARING BASIS WISCONSIN STATE PLANE COORDINATE SYSTEM(SOUTH ZONE)
- EAST LINE OF THE NORTHEAST 1/4 OF SECTION 29 N. 01°03'31" W.

THIS INSTRUMENT DRAFTED BY PHILLIP P. DHEIN

CSM 2006001



Stock No. 26273

CERTIFIED SURVEY MAP

SHEET 2 OF 3

LOT 1 OF CERTIFIED SURVEY MAP NO. 784, BEING PART OF THE NORTHEAST ¼ OF SECTION 29, TOWNSHIP 10 NORTH, RANGE 20 EAST, TOWN OF JACKSON, WASHINGTON COUNTY, STATE OF WISCONSIN.

SURVEYOR'S CERTIFICATE

I, Phillip P. Dhein, Registered Land Surveyor, do hereby certify:

That I have surveyed, mapped, and divided Lot 1 of Certified Survey Map No. 784, being part of the northeast ¼, of Section 29, Township 10 North, Range 20 East, in the Town of Jackson, Washington County, State of Wisconsin, bounded and described as follows:

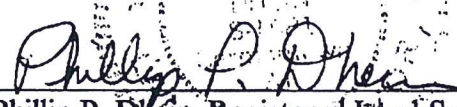
Commencing at the Northeast corner of said Section 29, thence S. 01°03'31" E. along the east line of said Northeast ¼ said line also being the center line of Maple Road, 325.00 feet; thence N. 89°52'53" W. 33.01 feet to the westerly right of way line of said Maple Road, said point also being the point of beginning of lands to be described; thence N. 89°52'53" W. 303.49 feet; thence N. 01°03'31" W. 291.99 feet to the southerly right of way line of Sherman Road; thence S. 89°52'53" E. along said right of way 303.49 feet, to said westerly right of way of Maple Road; thence S. 01°03'31" E. along said right of way line 291.99 feet to the place of beginning. Containing 2.034 Acres, or 88,602.16 SQ. FT. of land.

THAT I have made such survey, land-division and map by the direction of RAYMOND W. HEIDTKE, owner of said land.

THAT the map is a correct representation of all of the exterior boundaries of the land surveyed and the division of that land.

THAT I have complied with the provision of Chapter 236 of the Wisconsin Statutes, the Town of Jackson and the subdivision ordinance of Washington County in surveying, mapping, and dividing the same.

Dated this 18th day of January, 2006

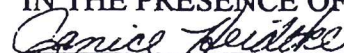

Phillip P. Dhein, Registered Land Surveyor

OWNERS' CERTIFICATE

I, RAYMOND W. HEIDTKE, as owner hereby certify that I have caused the land described above to be surveyed, mapped and divided as represented on this map.

WITNESS the hand and seal of said owners' this 28 day of MARCH, 2006.

IN THE PRESENCE OF:


Janice Heidtke WITNESS


RAYMOND W. HEIDTKE

Fee Amount: \$15.00

Recorded
MAY 22, 2006 AT 09:10AM
SHAWN A MORIN, REGISTER OF DEEDS
WASHINGTON COUNTY, WISCONSIN

UCC# 1127391

This instrument was drafted by Phillip P. Dhein

CSM2006001

MAP NO. 6033 VOL. 44 PAGE 335



Stock No. 26273

CERTIFIED SURVEY MAP

SHEET 3 OF 3

LOT 1 OF CERTIFIED SURVEY MAP NO. 784 BEING PART OF THE NORTHEAST ¼ OF SECTION 29, TOWNSHIP 10 NORTH, RANGE 20 EAST, TOWN OF JACKSON, WASHINGTON COUNTY, STATE OF WISCONSIN.

STATE OF WISCONSIN)

:SS

WASHINGTON COUNTY)

PERSONALLY came before me this 28 day of March, 2006, the above named RAYMOND W. HEIDTKE, owner, to me known to be the person who executed the foregoing instrument and acknowledged the same.

Rebecca L. Kluck Notary Public, State of Wisconsin.
My commission expires 4/26/2009.
Rebecca L. Kluck

TOWN BOARD APPROVAL

Approved by the Town Board of the Town of Jackson on this 11th day of MAY, 2006.

Russell J. Hanson
RUSSELL HANSON, Town Chairman

Beverly Kannenberg
BEVERLY KANNENBERG, Town Clerk

APPROVAL OF THE PARK AND PLAN COMMISSION OF THE TOWN OF JACKSON

Approved by the Park and Plan Commission of the Town of Jackson on this 26th day of APRIL, 2006.

Gordon C. Hoffmann
GORDON C. HOFFMANN, Zoning Administrator

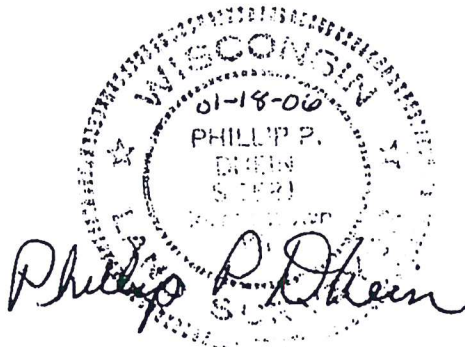
Paul L. Servais
PAUL SERVAIS, Chairman

APPROVAL OF THE VILLAGE OF JACKSON VILLAGE BOARD

Approved by the Planning Commission of the Village of Jackson on this 14 day of _____, 2006.

Scott A. Mittelsteadt
SCOTT A. MITTELSTEADT, President

Del Beaver
DEL BEAVER, Clerk



This is an original print of the
seal is legible to the public

MAP NO. 8033 VOL. 44 PAGE 336

DOC# 1127391

STAFF MEMO

Village of Jackson
Plan Commission

Meeting Date: October 11, 2022

Agenda Item: Item #3

To: Mike Schwab, Village President
Village of Jackson Plan Commission
Jen Keller, Village Administrator

From: Collin Johnson, Director of Inspections

Subject: Annexation Request and Temporary Zoning – Albert & Brenna Sunn

Background and Analysis:

Albert and Brenna Sunn are requesting annexation of their vacant parcel to the Village of Jackson. The parcel is 1.0451 acres and roughly 45,527 square feet in area. The applicants intend to begin construction of a 2,400 square foot, single-family home immediately upon formal annexation.

The property is currently located in the Town of Jackson and currently zoned A-1 requiring a 100-foot setback from each of the right-of-way lines. These setbacks would prohibit the applicants from developing the property as they wish and therefore, the basis of the annexation request.

The annexation request includes the abutting right-of-way areas along Sherman Road and Maple Road.

Comprehensive Plan & Zoning Impacts:

The parcel is designated as “Suburban Residential” within the Land Use Plan contained in the 2050 Comprehensive Plan. The proposed use is consistent with that designation.

The parcel will be temporarily zoned R-1 Single-Family Residential. The applicants will be required to submit an application for a permanent zoning designation.

Site Plan:

An aerial map of the proposed lands to be annexed and CSM of the parcel are attached for reference.

Review Procedures:

The Plan Commission is advisory; and the Village Board makes the final decision.

Signage:

Not applicable

Additional Staff Comments:

Public Works:

1. Preliminary engineering calculations show the property could be served by gravity sewer from the Jackson Sewer Utility. Discussion on who (Utility or Property Owners) are responsible for extending the sanitary sewer along Sherman Road to serve the property will be done at a future date.
2. Existing water main located on the west side of Maple Road is available to serve the property. Water service shall be extended to serve the property.

Notice Requirements:

1. Posting on the agenda.
2. Publication of a Class 2 notice of public hearing. *(Two consecutive weekly publications required.)*
3. Notification of all other municipalities located within 1,000 feet of the subject property. *(Includes all non-contiguous municipalities.)*

Potential Action:

Motion to recommend the Village Board approve Ordinance 22-15 annexing and assigning temporary R-1 zoning to Parcel No. T3_074900H.

Attachments:

1. Plan Commission Application
2. DOA Annexation Request
3. Aerial Map
4. Ordinance 22-15 (DRAFT)



Our Great Community Only Stays Our Great Community If We Are Safe

Our Great Community is not immune from the surge of crime we see all around us. As our population has grown almost 50% since the 1980s, Sheriff's Office patrol staffing minimums have held steady.

Change in Population and # of Households		
	Population Increase	Increase in #
	Since 1980	Households Since 1980
Total County	51,913 (61%)	31,595 (118%)
Sheriff Jurisdiction	10,583 (33%)	8,159 (87%)

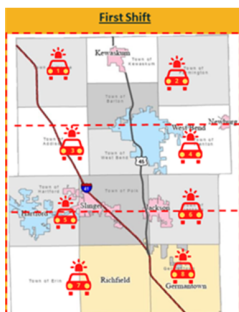
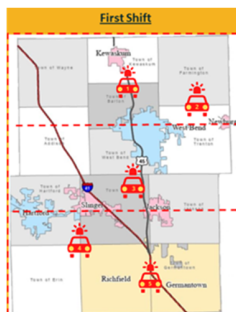
To address this, we propose a \$3.6 million referendum to fund the Washington County Anti-Crime Plan. A referendum gives the people of Washington County a choice whether to invest in safety or simply hope the crime plague stays on the other side of our borders.

Key Issues of the Anti-Crime Plan

Patrol Staffing – Each 140+ sq.mi. patrol sector would see more thorough coverage. Currently, deputies on 2nd shift are going non-stop from call-to-call. The minimum staffing is 5 on 1st shift, 6 on 2nd, and 5 on 3rd. The proposal calls for 8/8/7, specifically designed to address high call volume from noon to midnight.



Deputies Per Shift - Minimum			
Shift	Late 1980's	2010	Anti-Crime Plan
Shift 1	5	5	8
Shift 2	5	6	8
Shift 3	5	5	7



Hospital duty and welfare checks each require two deputies, leaving fewer on patrol and limiting their time to serve process papers, temporary restraining orders, traffic requests, school checks, drug treatment checks and writing required reports.

Factor in shift relief for specialized teams (SWAT, Dive, Accident Reconstruction and Commercial Motor Vehicle Enforcement), training, court bailiff responsibilities, off-time, and prisoner transport, and it results in less proactive and more reactive policing.

Washington County Anti-Crime Plan Executive Summary

For complete details visit:

www.washcowisco.gov/whitepaper

Washington County has the lowest per capita staffing ratio of any department in the County at 1.5 officers per 1,000 residents. Among comparable counties, Washington County is near the bottom as well. The proposed changes under the plan increase the ratio to 1.8, putting the Washington County Sheriff's Office in the middle of the range.

# Sworn Law Enforcement Officers Per 1,000 People Served					
STATUS QUO			ANTI-CRIME PLAN		
County	Sworn/ 1,000	Municipal PD	County	Sworn/ 1,000	Municipal PD
Walworth	3.2	Slinger 2.1	Walworth	3.2	Slinger 2.1
Jefferson	2.2	Kewaskum 1.9	Jefferson	2.2	Kewaskum 1.9
Kenosha	2.0	West Bend 1.8	Kenosha	2.0	West Bend 1.8
Ozaukee	2.0	Hartford 1.7	Ozaukee	2.0	Washington 1.8
Waukesha	1.9	Jackson 1.7	Waukesha	1.9	Hartford 1.7
Dodge	1.7	Germantown 1.6	Washington	1.8	Jackson 1.7
Sheboygan	1.5	Washington 1.5	Dodge	1.7	Germantown 1.6
Washington	1.5		Sheboygan	1.5	
Fond du lac	1.4		Fond du lac	1.4	

*US Ratio 2.4

Source: Department survey of SE Wisconsin counties and municipalities.

Mental Health & Crisis Response - The plan adds three deputies and three social workers to form a Crisis Response Team to co-respond to mental health-related calls 7 days a week. This two-pronged approach to proactively build relationships, as well as more reactively help those in crisis can potentially keep them out of the criminal justice system.

Drug Crimes and Overdoses - In response to the alarming rise in overdose deaths in the county, (12-2019; 36-2021; 26 YTD - 2022) the additional Drug Task Force detectives will enhance anti-drug efforts by partnering with local and federal task forces with the goal to prevent and deter drug dealers.

Schools – We cannot wait to react to tragedy. Instead, we must proactively protect our children. The plan provides the opportunity for a daily presence of a deputy in schools under county jurisdiction. The visibility at the school, along with a squad parked nearby, will serve as a deterrent to crime and will mean regular check-ins with students and staff.

Outside Crime - Crime is spilling over from our southern borders, with a disturbing trend of 1/4 of our jail bookings from Milwaukee, and 1/2 of bookings non-county residents.

Washington County Anti-Crime Plan Referendum Language

Question: Under state law, the increase in the levy of Washington County for the tax to be imposed for the next fiscal year (2023), is limited to 3.61%, based on Washington County's best estimate, which results in a levy of \$37,734,920. Shall Washington County be allowed to exceed this limit and increase the levy for the next fiscal year (2023), for the purpose of funding the Washington County Anti-Crime Plan by a total of 9.89%, which results in a levy of \$40,018,760, and on an ongoing basis, including the increase of \$3,600,000 each fiscal year going forward?

Fraud Complaints and Internet Crimes Against Children

- Fraud cases & child pornography cases have become increasingly complex, require significant research and many months for detectives to process, including hundreds of hours of staff time.

Jail Staffing & Inmate Health – Two-person staffing requirements pull one correction officer off security duties to do welfare checks. Wisconsin Department of Corrections recommends increased staffing to increase safety and security of both officers and inmates. The jail has had several unprovoked officer assaults, a homicide, and a suicide in the last two years. The plan would add six correctional officers and a supervisor to these critical safety areas in the jail.

Administration & Emergency Management - Newly added technology like body-worn cameras, have resulted in a spike in records requests. The Anti-Crime Plan would add a position to address these impacts, and ensure workload isn't added to deputies. Funding is also included for improvements to communications and coverage of the incident command post during and after a crisis.

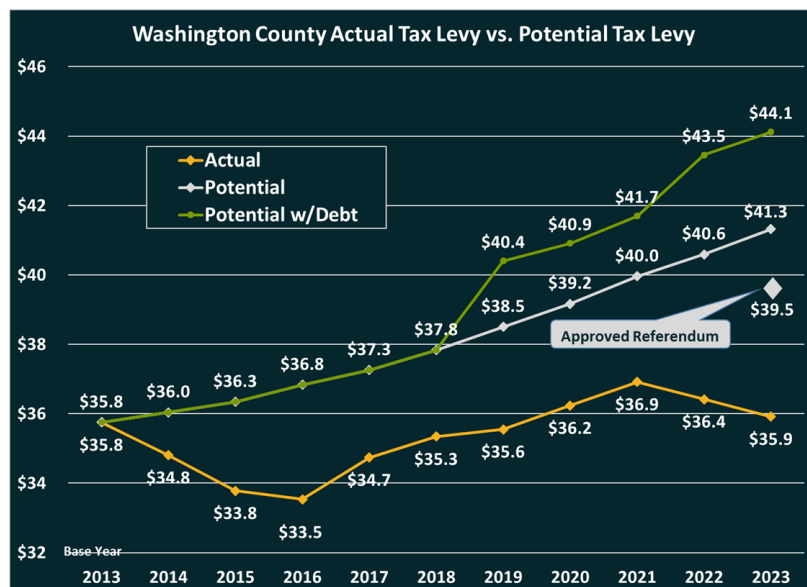
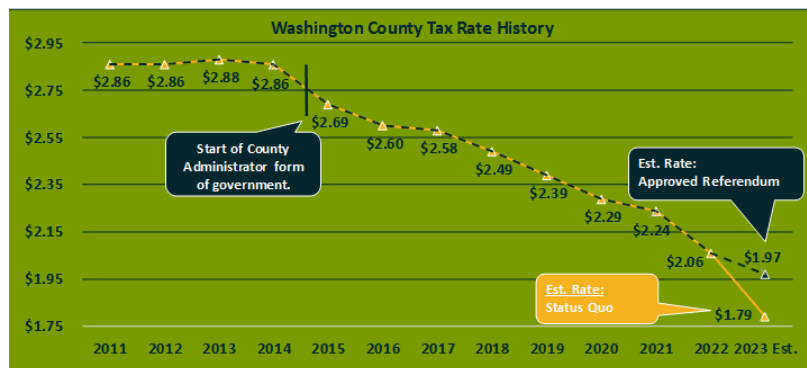
Tax Levy Impact - Most governments use their levy limits to tax to the max. Washington County does not. The chart at right shows what Washington County actually levied in comparison to what could have been levied under levy limit provisions. If the referendum is approved, the tax levy would still be \$4.6M lower than what could have levied under the limit.

For complete details visit:
www.washcowisco.gov/whitepaper

We have been frugal and cautious with taxpayer money, living within our means, because it's not the county's money, **it's your money**. That's why you have the choice to fund this proactive plan of protection.

The proposed referendum will be on the general election ballot on November 8, 2022. If approved, it would result in an estimated DECREASE of \$.09/\$1000 to the county Tax Rate for 2023.

What this means for a property owner for a home valued at \$300K is an estimated reduction of \$27 annually if the referendum passes, and an estimated decrease of \$81 annually if the referendum fails.



**APPROVED MINUTES
PLAN COMMISSION MEETING
Thursday, June 30, 2022 at 7:00 p.m.
Jackson Municipal Complex
Village Board Room
N168W19851 Main Street
Jackson, WI 53037**

1. Call to Order and Roll Call

President Schwab called the meeting to order at 7:00 p.m.

Members Present: Ryan Ganshow, Tr. Kruepke, Jon Molkentin, Dan Reik and Doug Wilcox

Excused Absent: Tr. Emmrich

Village Board Member Present: Tr. Heckendorf

Staff Present: Director of Inspections Collin Johnson, Administrator Jen Keller and Clerk Jilline Dobratz

Also Present: Jonathan Schatz, Ehlers; Dan Schaefer, Signworks; Steven Nitschke, DNF Properties; and Kurt Henning

2. Approval of Minutes for the Plan Commission Meeting of May 26, 2022

Motion by Doug Wilcox, second by Pres. Schwab to approve the Plan Commission minutes of May 26, 2022 as submitted.

Vote: 6 ayes, 0 nays. Motion carried.

3. Conditional Use Amendment – Signage – N172W21930 Caymus Court – HDI Wholesale

Motion by Tr. Kruepke, second by Jon Molkentin to recommend to the Village Board the approval of the Conditional Use Amendment relating to signage for HDI Wholesale located at N172W21930 Caymus Court.

Vote: 6 ayes, 0 nays. Motion carried.

4. Resolution #22-10 – Proposed Amendments to Village of Jackson Comprehensive Plan: Map 1 – Future Land Use Plan 2050

Motion by Doug Wilcox, second by Jon Molkentin to recommend the Village Board adopt Resolution #22-10 amending the Village of Jackson Comprehensive Plan: Map 1 – Future Land Use Plan 2050.

Discussion on wetlands ensued.

Vote: 6 ayes, 0 nays. Motion carried.

5. Ordinance #22-12 – Establishing Zoning for Certain 2021 Annexed Parcels and to Amend the Zoning Code and Zoning Map of the Village of Jackson

Director Johnson provided background information on the zoning districts.

Motion by Jon Molkentin, second by Dan Reik to recommend to the Village Board the approval of Ordinance #22-12 establishing residential Zoning Districts RT-10

and RT-11 under Chapter 48 of the Village Code and to amend the Village of Jackson Zoning Map consistent with the proposed changes.

Vote: 6 ayes, 0 nays. Motion carried.

6. Public Hearing – Proposed Amendments to the Boundaries and Project Plan for Tax Incremental District No. 7

Pres. Schwab opened the Public Hearing.

Jonathan Schatz provided information regarding the changes to the TID. The amendment will change boundaries, add two (2) parcels and an update to eligible projects will be added to the plan. The amended plan reflects adjusted development assumptions as there have been two (2) years of value changes and delayed development since plan creation in 2019.

Pres. Schwab closed the Public Hearing.

7. Resolution #22-11 – Designating Proposed Amended Boundaries and Approving a Project Plan Amendment for Tax Incremental District No. 7

Motion by Pres. Schwab, second by Doug Wilcox to recommend to the Village Board the approval of Resolution #22-11 designating proposed amended boundaries and project plan amendment for Tax Incremental District No. 7.

Vote: 6 ayes, 0 nays. Motion carried.

8. Citizens to Address the Plan Commission

None.

9. Adjourn

Motion by Pres. Schwab, second by Tr. Kruepke to adjourn.

Vote: 6 ayes, 0 nays. Meeting adjourned at 7:19 p.m.

Respectfully submitted,

Jilline Dobratz, *CMC/WCPC*
Village Clerk

DRAFT MINUTES
Board of Public Works Meeting
Tuesday, September 27, 2022 at 6:00 p.m.
Jackson Municipal Complex
Village Board Room
N168W19851 Main Street
Jackson, WI 53037

1. Call to Order and Roll Call

Chair Tr. Heckendorf called the meeting to order at 6:00 p.m.

Members Present: Tr. Engelhardt, Sarah Malchow, Tr. Matter, Tim Meffert, Chris Sberna, and Steve Schoen

Village Board Member Present: Pres. Schwab

Staff Present: Administrator Jen Keller, Director of Public Works Brian Kober and Clerk Jilline Dobratz

Also Present: Greg Droessler of Town & Country Engineering

2. Approval of the Board of Public Works Minutes of August 30, 2022

Motion by Tr. Matter, second by Tim Meffert to approve the Board of Public Works minutes of August 30, 2022, as presented.

Vote: 7 ayes, 0 nays. Motion carried.

3. WWTP Facility Plan Update – Town & Country Engineering

Professional Engineer Greg Droessler gave an update of the WWTF Facility Plan. Three alternatives with pricing were explained. This item was for information only for the Board of Public Works and no action was needed at this time.

4. Pay Request #6 – Coffee Connection Trail Project – Poblocki Paving

Director Kober commented this is the final pay request to close out the project. The total amount being retained is \$8,964.32.

Motion by Tr. Heckendorf, second by Tr. Engelhardt to recommend Budget & Finance and Village Board approve final Pay Request #6 – Coffee Connection Trail Project – Poblocki Paving in the amount of \$10,205.32.

Vote: 7 ayes, 0 nays. Motion carried.

5. Review of Quotes – Well #1 Inspection

Director Kober provided information in which staff is recommending Water Well Solutions with video survey as included in the quote.

Motion by Tr. Heckendorf, second by Steve Schoen to recommend Budget & Finance and Village Board approve the quote from Water Well Solutions for Well #1 Inspection in the amount of \$14,885.00.

Vote: 7 ayes, 0 nays. Motion carried.

6. 2023 – Public Works Equipment Program

Director Kober presented the 2023 Public Works Equipment Program. The truck which was ordered in 2020 was received this year. When a truck is ordered, it is taking two years to receive. The vehicle fleet was explained.

7. 2023 – Five (5) Year Capital Improvements Program

Director Kober presented the 2023 Five (5) Year Capital Improvements Program. Future street projects were explained.

8. 2023 Budget Presentation – Public Works, Water & Wastewater Utilities

Director Kober presented the 2023 Public Works, Water & Wastewater Utilities Budget. Completed projects were reviewed. Salt usage has been reduced the last two years and the salt shed is full. The Public Works budget is decreasing 1.04%. The Wastewater budget was explained and has a 0% increase. The Water budget was reviewed. The Public Works Building roof needs to be repaired. The Water budget is increasing 6.3%

9. Director of Public Works Report

Director Kober explained the report authored for the review of the Board.
Motion by Tr. Heckendorf, second by Tr. Matter to place the Director of Public Works Report on file.

Vote: 7 ayes, 0 nays. Motion carried.

10. Citizens/Village Staff to Address the Board

Pres. Schwab commented on future street projects and communication with residents.

11. Adjourn

Motion by Tr. Heckendorf, second by Tim Meffert to adjourn.

Vote: 7 ayes, 0 nays. Meeting was adjourned at 8:13 p.m.

Respectfully submitted,

Jilline Dobratz, *CMC/WCPC*
Village Clerk