



# **GREEN LAKE COUNTY**

*571 County Road A, Green Lake, WI 54941*

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**Original Post Date: 09/10/19**

**Amended\* Post Date:**

**The following documents are included in the packet for the AdHoc Ambluance Committee on September 9, 2019:**

- 1) Agenda
- 2) Minutes from 07/22/19
- 3) Strategic Management and Consulting RFP



# GREEN LAKE COUNTY OFFICE OF THE COUNTY CLERK

Elizabeth Otto  
County Clerk

Office: 920-294-4005  
FAX: 920-294-4009

## *AdHoc Ambulance Meeting*

**Date: Monday, September 9, 2019 Time: 6:00 PM**  
**Green Lake County Government Center,**  
**County Board Room, 571 County Rd A, Green Lake WI**

### Agenda

#### **Committee Members**

*Doug Vrechek, Chair*  
*Allan Weckwerth, Vice-  
Chair*  
*Lenny Langkau*  
*Amy Newton*  
*Jodie Olson*  
*Joel Strahota*  
*Kyle VanBuren*

*Elizabeth Otto, Secretary*

1. Call to Order
2. Certification of Open Meeting Law
3. Pledge of Allegiance
4. Minutes: 7/22/19
5. Correspondence
6. Review and Possible Action on Requests for Proposals (RFP) regarding Ambulance Feasibility Study
7. Committee Discussion
  - Future Meeting Dates:
  - Future Agenda items for action & discussion
8. Public Comments (3 Min. Limit)
9. Adjourn

Kindly arrange to be present, if unable to do so, please notify our office. Sincerely, Elizabeth Otto

**Please note: Meeting area is accessible to the physically disabled. Anyone planning to attend who needs visual or audio assistance, should contact the County Clerk's Office, 294-4005, not later than 3 days before date of the meeting.**

**AdHOC AMBULANCE COMMITTEE MEETING**  
**July 22, 2019**

The meeting of the AdHoc Ambulance Committee was called to order by Chair Doug Vrechek at 6:00 PM on Monday, July 22, 2019 in the County Board Room, Green Lake County Government Center, Green Lake, WI. The requirements of the open meeting law were certified as being met. The Pledge of Allegiance was recited.

Present: Lenny Langkau, Amy Newton, Kyle Van Buren, Doug Vrechek, Allan Weckwerth  
Absent: Jodie Olson, Joel Strahota

Other County Employees Present: Liz Otto, County Clerk; Harley Reabe, County Board Chair; Cathy Schmit, County Administrator; Charlie Wielgosh, Supervisor #7

**MINUTES**

***Motion/Second (Langkau/Newton)*** to approve the meeting minutes from May 28, 2019 with no corrections or additions. Motion carried without a negative vote.

**CORRESPONDENCE** – none

**DISCUSSION OF ANNUAL REPORTS AND OPERATIONAL PLANS FROM CURRENT PROVIDERS**

Final financial report from Southern Green Lake County Ambulance Service for 2018 was distributed and discussed.

**REVIEW AND POSSIBLE ACTION ON REQUESTS FOR PROPOSALS (RFP) REGARDING AMBULANCE FEASIBILITY STUDY**

Four proposals were received by the July 12, 2019 deadline. Each committee member gave their opinion on the pros and cons of the proposals. **Motion (Vrechek)** to recommend to the County Board to contract with ESCI (Emergency Services Consulting, Inc.) with the stipulation to add \$24,000 to the 2020 county budget to cover the added cost over the current \$35,000 amount budgeted. No second. Motion withdrawn by Vrechek. Discussion held. A meeting will be held in September to discuss further options and make a final decision.

**COMMITTEE DISCUSSION**

**Future meeting date:** to be determined

**Future agenda items:** review and action on requests for proposals (RFP) regarding ambulance feasibility study

**PUBLIC COMMENTS (3 MINUTE LIMIT)** - None

**ADJOURNMENT**

Chair Doug Vrechek adjourned the meeting at 7:02 PM.

Submitted by,



Liz Otto  
County Clerk



August 25, 2019

Green Lake County  
Attn: Cathy Schmit, Administrator  
571 County Road A  
Green Lake, WI 54941

Dear Cathy,

Thank you for the opportunity to offer you a proposal to provide a detailed review of your EMS system. The proposal is designed to provide a comprehensive overview of the current operations, evaluate call volume, review call locations, establish station locations, determine response capability, and review budgets (not an all-inclusive list). The goal is to provide the best possible EMS delivery model to the greatest percentage of the population. Specifics of the processes to be used will be outlined in the proposal.

Collectively the Principals have 67 plus years in professional EMS experience in Wisconsin, which provides you with the most qualified source to walk you through the entire process. Our reviews are based completely on facts and industry standards and we will not be influenced by personal agendas or community / political pressure. We will seek out the facts, review statistics, policies, procedures, protocols, etc. to provide a comprehensive final report that can actually be implemented.

Between the two Principals, there is literally no area of EMS that has not been touched. Our involvement as providers, educators, directors, mentors--and most important—Leaders in EMS—eminently qualifies our Company for this important project.

We look forward to working with you as we work to determine the short- and long-term goals and needs for EMS in Green Lake County. If you have any questions regarding the enclosed material, please feel free to contact me at (920) 559-3551. I look forward to working with you on this important engagement.

Respectfully submitted,

Dan Williams, President  
Strategic Management & Consulting

# **PROPOSAL**

Our approach to this project requires a clear understanding of the current intent and anticipated outcome. The key elements of this methodology include, but are not limited to:

- A clear understanding of the project background, complex issues involved, and the goals and objectives.
- A work plan that is comprehensive, well designed, practical, and provides for ample opportunity for input from all stakeholders.
- Sufficient resources and a commitment to successfully complete the project within the desired time frame and at a reasonable cost.

***Client Input*** – In order to perform a comprehensive assessment and make specific recommendations, it is critical that we receive quality information from administration, staff, departments, and partnering agencies. Accordingly, our approach includes interviews with individuals as defined by the Project Manager with outside agencies, known and supporting partners and associated agencies if any, that would have valuable information to communicate. It is also important to hear what the expectations of the community/county are for an EMS system. We can provide at least one public focus group meeting that can be held in a location to be determined.

***Practical Recommendations*** – Our ultimate goal is to provide you with recommendations and guidance through every aspect of the study, which will provide you with the blueprint that will turn this project from concept to operational. We understand that recommendations need to be practical and based on sound National & State standards, EMS State Statutes, Administrative Rules and legal considerations, as well as community capabilities.

***Project Management*** – A successful assessment and the provision of effective recommendations requires a special effort to ensure that all levels of the project receive adequate attention and those findings and recommendations are thoroughly coordinated. This is accomplished by the development and adherence to a project work plan, and a project team of individuals recommended by the Project Manager that are fully invested with assignments and frequent communications

## **DETAILED WORK PLAN**

The current EMS System in Green Lake County is made up of several service delivery models from volunteer, volunteer/paid on-call system, full-time and EMR groups. Proper location distribution of physical resources in the form of stations, number of ambulances, personnel allocations, budgets, etc. will be reviewed. Short-term and long-term recommendations will be considered for operational efficiencies. Details are outlined below.

## Project

- Obtain and review historical documentation.
- Conduct interviews and on-site observation to evaluate the current and future needs and standards of performance of the EMS System—both internally and externally. The interviews will be completed with the following at a minimum.
  - Service Director(s) (EMR and Transporting Services)
  - County Administrative personnel
  - Line Personnel
  - Administrative Operational Staff(s)
  - Medical Director(s)
- Interview stakeholders that are primarily responsible for the following:
  - Current EMS operations, staffing, and levels of service
  - Staffing models for the future
  - EMS workload, call volume, and activity
  - Administrative organizational structure
  - Various department policies and procedures
  - Analysis of regulations and rules of the department
  - Current and future facilities
  - Major equipment evaluations
  - Future growth overall within the County
  - Measure community expectations
- Review the current EMS processes used to analyze and develop potential organizational and operational requirements. This review in part, will be based on the Commission on Accreditation of Ambulance Services (CAAS) categories and criteria. The performance indicators that will be examined include the following:
  - Governance and Administration
  - Assessment and Planning
  - Goals and Objectives
  - Financial Resources
  - Programs
  - Physical Resources
  - Human Resources
  - Training
  - Clinical Standards
  - External System Relations
- Additional areas to be evaluated or options to consider:
  - Establish the process to determine if new stations are needed.
  - Provide a process to determine the needs and cost factors that go into EMS facilities.
  - Review current response times and provide an understanding of what current and ideal response times should be and what is reasonable for rural response areas.
  - Cost projections for the various models that will be presented as options with this evaluation.

## **Initial Assessment and Observations**

- Review documentation provided pertaining to this project to enhance the project details, such as: existing internal review processes, anticipated call response volume, pertinent statistics, budgets constraints, surveys, risk assessments, etc.
- The project manager will assist Strategic Management & Consulting, LLC in the gathering of necessary information as requested from all agencies to include some of the following:

Operational information in the form of:

- Response times
- Call volume statistics
- Staffing rosters
- Vehicle and equipment details, by department
- Department operational budgets
- Current inter-facility numbers and acuity types within the County
- Salary and benefits for each department
- Billing Compliance policies and procedures for each department, if available
- Current succession planning, if available

## **Analysis, Performance Review, and Recommendations**

- Determine current system challenges, future trends, for public safety industry standards related to EMS operational requirements. During the development of all recommendations, we will consider many factors and standards, where they apply as a basis for recommendations, including:
  - National Highway Safety Traffic Administration (NHSTA)
  - Center for Public Safety Excellence (CPSE)
  - Journal of American Medical Association (JAMA)
  - Commission on Accreditation of Ambulance Services (CAAS)
  - American Ambulance Association (AAA)
  - Occupational Safety and Health Administration (OSHA)
  - State of Wisconsin Statutes and Administrative Code
  - Office of the Inspector General (OIG)
  - Wisconsin Ambulance Inspection Administrative Rule (Trans 309)

## **Document Preparation and Review**

- List and describe the findings and recommendations on the assessment performed and results of interviews and other fact-finding processes.
- Assemble a report that will be presented and shared with the Project Manager that conforms to the predetermined standards.
- Participate in a formal presentation with the project team to report on all of the EMS components of the project.
- Provide, if requested, presentation to government officials as a group presentation.

## **Deliverables and Timetable**

Based on the understanding that full support and timely delivery of information and documents requested from the Green Lake County Project Manager will have a direct impact on the length of time this evaluation will take. It is anticipated that with timely delivery of requested materials, scheduling of EMS leadership interviews, etc. will impact the overall report development process. Therefore, strict adherence to the schedule agreed upon between Strategic Management & Consulting, LLC and the Project Manager will be needed. Dates of the project are anticipated to begin on January 1, 2020 with completion no later than June 1, 2020.

Upon execution of the contractual agreement, an initial kick-off meeting will be scheduled as soon as practical with the Principals of Strategic Management & Consulting, LLC and the Project Manager. Earlier completion is possible if requested elements are delivered according to the project time schedule that will be developed with the Project Manager.

Additional work that is requested that is outside of the scope of this agreement will be negotiated at the time of request. Implementation management is also offered in addition to this proposal for execution of the recommendations at an additional cost to be negotiated outside of this proposal.

## **Cost Quotation**

**\$24,500.00**

## **Certain Conditions**

Any legal documents that will be needed or required to facilitate any part of this project will be at the expense of Green Lake County.

Payment Schedule:

- \$5,000.00 payment due within 10 days of signing contract
- \$3,400.00 per month payments (5 months = \$17,000.00)
- \$2,500.00 upon delivery of the final report

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Dan Williams, President  
Strategic Management & Consulting, LLC

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Date

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Green Lake County Authorizing Agent

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Date

## Professional Summary for Dan Williams

I have extensive background in the area of Public Safety. For over forty years I have served municipal and State governments in a variety of duties. In my 25 years as Director of Emergency Services of Door County, I was responsible for the Operational aspect of the County-wide EMS operation and had the Chief responsibility for the County-wide 9-1-1 communications system and the Emergency Management Office.

I have been responsible for Budgeting, Shared Services, Emergency Operations Center, Implementation of Information Systems, and Command Post Operations along with many other administrative and supervisory duties. I served as the Director of Emergency Medical Services for UW Hospital and Clinics, with oversight of the Med Flight Program; the American Family Children's Hospital Critical Care Transport System and finally the UW EMS Education Center.

I served as the Chief of Emergency Medical Services for the State of Wisconsin. This position required oversight and direction for the 750 EMS Service Providers as well as over 21,000 individual licensees. My duties included being responsible for individual and service investigations; policy setting; State EMS funding program; Administrative Rule enforcement; and Legislative liaison between the EMS office and the Legislature.

I have been fortunate to have worked in virtually every capacity in EMS. I was an EMT, Firefighter, Paramedic, and EMS instructor at all levels in the Wisconsin Technical College System, all eventually in a supervisory capacity. I also served as Vice-President and Chief Operations Officer for a private ambulance service.

My broad and diverse knowledge base allows a unique perspective and understanding of the varied requirements found in the municipal environment. With the level of management at which I have advanced, I have the proven expertise to impact the decision-making skills in every agency that I have been affiliated with.

My knowledge of Public Safety in a municipal setting has gained respect at Local, State, and National levels. I have served on many National Committees, Boards and Associations, and served as the original Chairperson for the State of Wisconsin EMS Advisory Board for 13 years—and was reappointed by 3 different Governor's. Further, I founded Paramedic Systems of Wisconsin.

As an independent EMS consultant and as Chief of EMS for the State, I performed numerous system analysis reviews, evaluations, legal fact-finding and compliance audits. I gained a high level of respect among EMS leaders in Wisconsin. As one of the principals of Strategic Management & Consulting, LLC, on behalf of the Office of Rural Health, we conducted three (3) EMS Leadership courses utilizing a course curriculum developed by Strategic Management & Consulting, LLC. The 13-hour training program focused on many of the items that are being requested in the Green Lake County RFP.

### **SPECIAL QUALIFICATIONS & RECOGNITION**

- Technical Advisor to NASCAR safety teams throughout USA 1979 – 2003
- Received; Star of Life recognition from the American Ambulance Association

- Received; Star of Life recognition from the Professional Ambulance Association of Wisconsin
- Received; ACEP's (American College of Emergency Physicians) Wisconsin Paramedic of the Year award
- Received; Wisconsin EMS Associations - Presidents Award for Outstanding contributions to EMS in Wisconsin
- Frequent Speaker; at many EMS, Communications and Fire conferences on a National, Regional, State and local level

## Professional Summary for Dana Sechler

I have been actively involved in Emergency Medical Services (EMS) and the Fire Service for 27+ years in various capacities. Initially, I started as a volunteer at the local Fire Department, where I became an EMT, an Intermediate, and finally a Paramedic -- with a Critical Care endorsement. As I advanced in my career, I participated at Fire and EMS departments that were paid-on-call, combination, and was even a 'resident program' participant, in which I lived in an apartment that was built into the Fire Department, from where I responded to emergencies.

In my full-time career as an EMS provider, I was able to enjoy working at a number of different types and models of Services, including Fire-based EMS, Hospital-based EMS, County-based EMS, a Third party service, a Municipal service, and a District. Along the way, I started and was a co-owner of a Private ambulance service, for about ten years. My experience as an EMS provider in the above mentioned entities stems across the states of Wisconsin, Iowa, and Illinois, which allowed me to learn many different ways to provide EMS in different settings.

I have worked at several Colleges and Training Centers, in various capacities including EMS Instructor, Educator, and Administrator for both initial and continuing education classes—for all the levels of EMS including EMT, Intermediate, and Paramedic. That setting also allowed me to write different types of curriculum related to various EMS courses.

I have also held other administrative positions as a Fire Chief, and EMS Director, a Billing Services Manager, and a Wisconsin State EMS Office official -- as the ALS / Paramedic Program Coordinator at the Wisconsin State EMS Office. In short, I have gained a wide variety of experience in almost every possible aspect of Emergency Medical Services, which can be drawn upon for some unique and out-of-the box ideas and solutions to issues affecting EMS in today's complex environment.

Finally, I have been able to participate on various projects, Committees, and Boards at the local, State, and National levels. Some of those include:

- American Ambulance Association (AAA)
  - Stars of Life & Legislative initiative activities in Washington D.C.
  - Non-emergency Task Force member; Payment Reform member
- National Association of EMT's (NAEMT) 'EMS Day on the Hill' participant

- National Association of EMS Physicians (NAEMSP) WI Chapter Board member
- President of the Professional Ambulance Association of Wisconsin (PAAW)
- Wisconsin EMS Advisory Board, Systems Development sub-committee member
- Wisconsin Legislative Council Study Committee member on Volunteer Firefighter and Emergency Medical Technician Shortages
- Sauk & Columbia Counties Critical Incident Stress Management Team member

My experience in public speaking includes:

- Wisconsin EMS Association Preconference Symposium
- UW School of Medicine Annual Emergency Care & Trauma Symposium
- Paramedic Systems of Wisconsin (PSOW)
- Midwest EMS Leadership Conference
- Northwood's EMS Conference
- WI State Fire Chief's Association: 'Chiefing 101'
- Office of Rural Health EMS Leadership Course