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FIRE DEPARTMENT

MEMORANDUM

TO: Gregg Mandsager, City Administrator
Fran Donelson, Administrative Secretary

FROM: Jerry Ewers, Fire Chief

DATE: December 11, 2012

SUBJECT: City Council In-Depth Item – Restructuring & Reorganization Overview

INTRODUCTION:

The Muscatine Fire Department would like to provide City Council an overview of the last 18 months in regards to the temporary acting 40 hour administrative position that was created with existing staffing to improve the overall operations and efficiency of the fire department operations.

BACKGROUND:

The Muscatine Fire Department was allowed to restructure our organizational chart in order to create a 40 hour administrative position working days (40 hrs) as a trial period with existing personnel. This trial acting period has been working successfully for the last eighteen (18) months and the Fire Department would like to make these changes permanent. The 40 hour Assistant Fire Chief position is in essence filling three previous 40 hour day positions that were eliminated through attrition; Fire Marshal, Fire Inspector, and Training Officer.

This position allows us to create an assistant, or second in charge, of fire department operations. This position also oversees other departmental programs that have been pushed down to shift personnel. This day position acts as our Liaison with other emergency responders in the city and county and with MUSCOM, Billing Company, and IT problems associated with our CAD, Fire Reporting, and EMS Reporting Software.

This restructuring has had no negative effects on shift and we have met our goals and achieved improved customer service to our citizens. This has had minimal impact to staffing and overtime, since the Fire Chief and 40 hour Assistant Chief still responds to all large, or significant, emergencies. The benefits are listed in detail on the attached documents.

Due to anticipated personnel changes in FY 12/13 this restructuring and reorganization of the fire department is cost neutral.

**"I remember Muscatine for its sunsets. I have never seen any
on either side of the ocean that equaled them" — Mark Twain**

As for FY 13/14, with the anticipated personnel changes, the impact for approving this restructuring and reorganization would cost approximately \$ 9,000 for making the 40 hour Assistant Chief position permanent and renaming the shift commanders from Assistant Chief's (AC's) to Battalion Chief's (BC's).

RECOMMENDATION/RATIONALE:

1. The Fire department plans on providing an update to City Council at the in-depth on the last 18 months with the acting/temporary 40 hour Assistant Chief position.
2. Fire department will be present to answer any questions related to the restructuring and reorganization request.
3. The request is to use current staffing for creating a 40 hour administrative position with the title of Assistant Chief and rename the shift commanders from AC's to BC's.
4. The Fire Department plans to place this item on the December 20, 2012 agenda unless the council objects.

ATTACHMENTS:

1. Current Organizational Chart
2. Proposed Organizational Chart
3. Overview of Restructuring Accomplishments



FIRE DEPARTMENT

12 Month 40 Hour Position Trial

Accomplishments / Responsibilities

- Organized and gathered material for ISO rating review – We are now ISO# 3 (*Success*)
- Implemented fire inspection program into new FH Software and Billing
- Implemented maintenance records into new FH Software
- Implemented EMS & Fire training records into new FH Software
- Researched and acquired cash register for ambulance billing and new fees that went into affect July 1st, which is compatible with the new FH software for invoicing fees for permits, inspections, site assessment reviews, and copies of reports. Created training to staff on system.
- Inspection Program scheduling reorganized to ensure proposed revenue from new fire inspection fees (*Revenues will be higher than budgeted*)
- Permit Required Confined Space – Created and sent letters out to businesses and maintained contracts and invoices.
- Hazard Mitigation Grant – NOI to apply was successful. Grant to upgrade outdoor storm warning sirens successful. New sirens installed prior to July 1.
- Training Program – Collaborated with officers and TI's and created a three year rotation of training to meet mandated objectives (Budget objective for FY 11/12)
- Reformatted all updated all SOP's and Rules and Regs to accreditation formatting style
- Taught a 40 hour Fire Officer 1 certification class to 10 employees.
- Continued to maintain and oversee Part Time Ambulance Attendant Program
- Liaison to all other city and county emergency services, which includes MUSCOM

Benefits

- Consistency and continuity with dissemination of information to each shift
- Conduit between Fire Chief and Management Staff (AC's and Captain's)
- Second in command of department
- Administration and department program management overview
- Filling the void of not having a designated assistant, Fire Marshal, and Training Officer
- Improved customer service with citizen and business owner requests in regards to code questions and needed follow up

Issues with no day staff

- Fire Chief is a one man show
- Only part time secretary and billing manager in station when Chief is out of building; 24 hour shift personnel are out of building on calls, performing inspections, pub ed, etc.. No one present for walk in traffic or to handle phone call requests.
- Muscatine is very progressive and a leader in the ambulance industry, but as a fire service we are frowned on by our peers for being the only paid department in the state that

doesn't have a designated 40 hour Position for a Fire Marshal or Training Officer. Prevention and Education is the key to our industry and we aren't designating our resources to those functions properly

- In the Fire Service, not having a Fire Marshal or Training Officer is like for a City Administrator not having a Public Works Director or Finance Director and you just fill the void and assume the responsibilities
- As an example, the Police Chief has three assistants working days helping with administration of the department. AC Sargent, Captain Snider, and LT Hull.

Comparisons

Iowa Fire Based EMS Departments

Fire Department	Total Uniformed Personnel	Total Day (40 hr) Staff – Uniformed	24 hour Shift Personnel – Max	24 hour Shift Personnel – Min Manning	40 Hr Training Officer Position	40 Hr Fire Marshal Position
Burlington	46	1-Chief, 2-Deputy 1-Fire Marshal	14	10	Yes	Yes
Clinton	45	1-Chief 1-Fire Marshal 1-Training Officer	14	11	Yes	Yes
Mason City	44	1-Chief 2-District Chiefs 1 EMS Captain	13	10	Yes	Yes
Muscatine	37	1 – Chief	12	9	No	No

Fire Department VS Police Department

40 hrs	Fire Chief		Police Chief
			AC
			Captain
			Lt.
Shift Work	AC		Lt
	Captain		Sargent
	Lt.		Corporal
	FF's		PO's

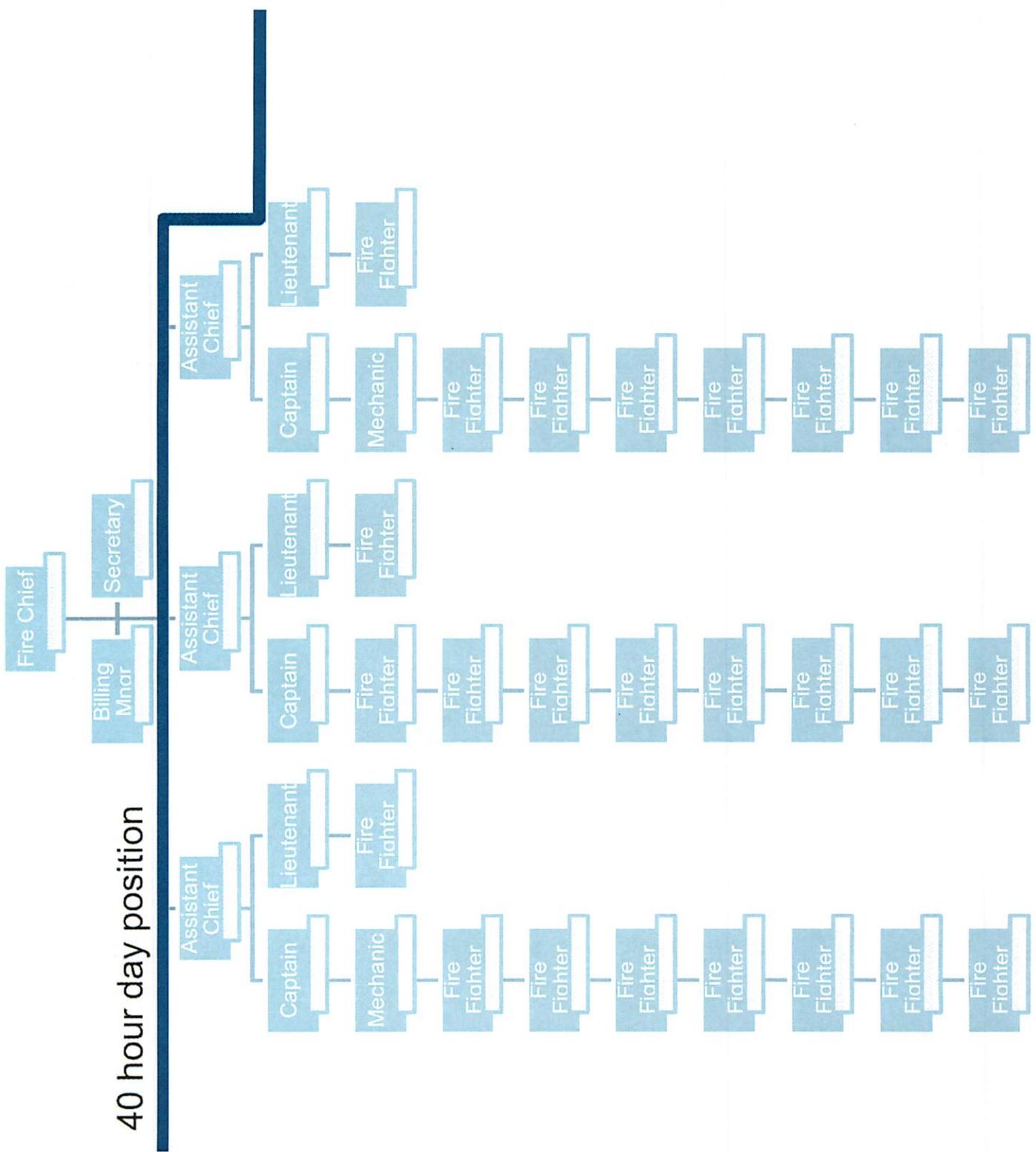
Staffing Issues

- Short staffed compared to our peers
- Shift officers only work 10 days per month – can't expect them to come in on their days off to accomplish work, which means issues such as code enforcement, complaints, training, and investigations aren't efficient since they have to be delayed.
- Programs and department responsibilities are pushed all the way down to FF level
- Lost three positions over the years through attrition. Fire Marshal, Fire Inspector, and Training Officer positions became vacant due to retirements at budget times and weren't filled
- Departments usually utilize constant staffing or overstaffing. We utilized constant staffing that truly relies on overtime and mutual aid to accomplish the job

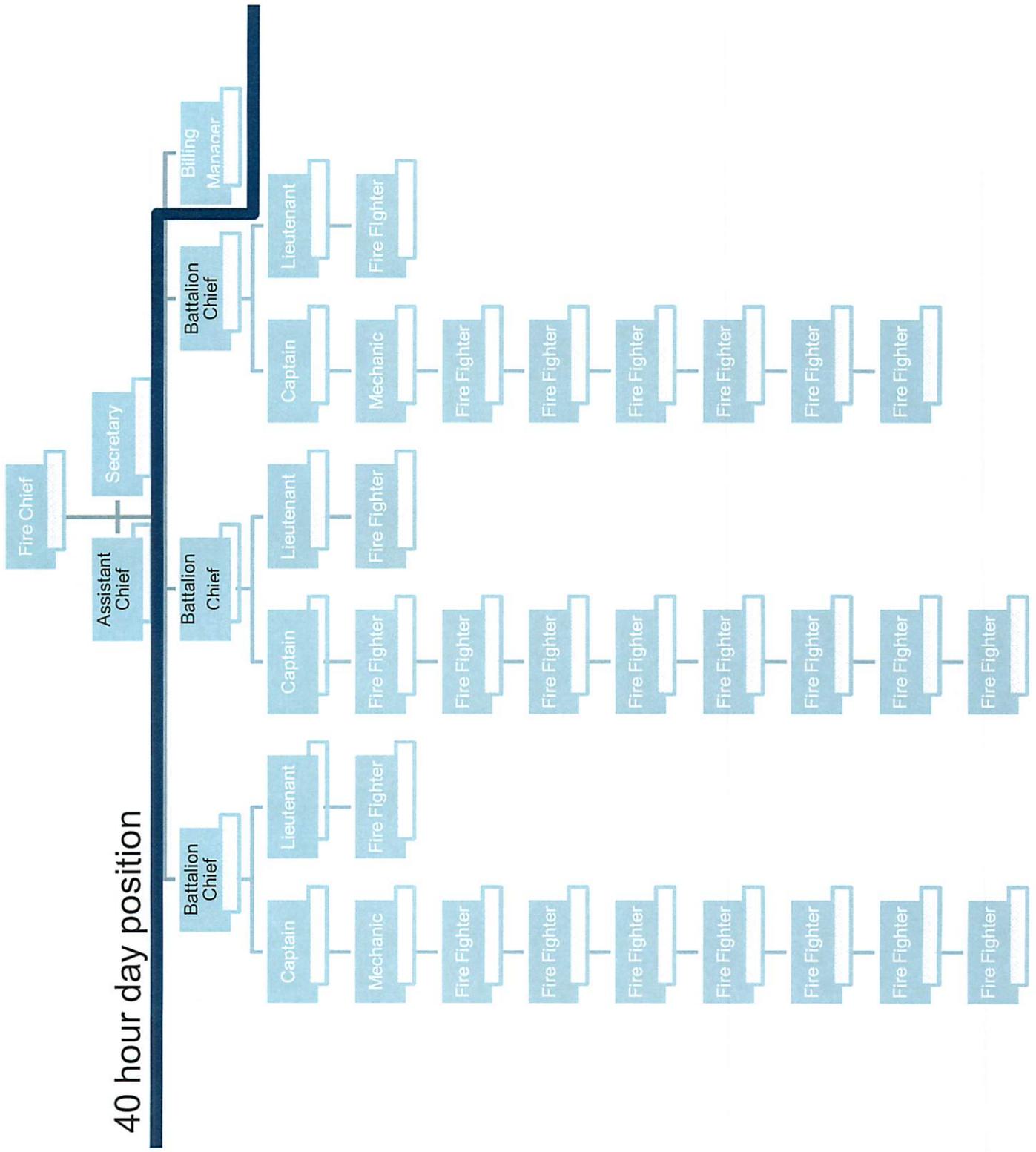
Proposal

- Restructure positions
 - Move a current Assistant Chief (AC) to days
 - Rename shift AC's to Battalion Chief (BC's) (who are technically shift commanders)
 - Will backfill open Battalion Chief, Fire Captain, and Fire Lieutenant positions.
- Potential Cost Saving Offsets
 - Will save on holiday payout since day position doesn't receive holiday pay
- Estimated Cost for Restructuring
 - Cost neutral for FY 12/13 due to anticipated personnel changes
 - Approximately \$ 9,000 cost in FY 13/14 with anticipated personnel changes

[Authorized Org Chart]



[Reorganization Request]



40 hour day position