

## **Fire Rescue Task Force**

May 1, 2014

6:00 – 8:00 p.m.

City Manager Conference Room  
City of Whitewater Municipal Building  
312 W Whitewater Street, Whitewater, Wisconsin

### **AGENDA**

Members of the Task Force are: Don Gregoire (Fire Chief), Todd Lindert (Rescue), Jan Bilgen (Police Commission), Ken Kidd (Council), Phil Frawley (Council), Cameron Clapper (City Manager)

1. Call to order and roll call.
2. Approval of Minutes for the March 13, April 1, April 10 and April 17 meetings
3. Follow-up on any changes to previously discussed items
4. Discussing final recommendation regarding the organizational structure of the Whitewater Fire Department including composition of the governing body/board, duties and responsibilities of the governing body/board, duties and responsibilities of the fire chief, duties and responsibilities of Fire Department officers (including EMS) and duties and responsibilities of the city toward the proposed newly organized department
5. Propose future meeting dates
6. Adjourn

*There may be a quorum of Whitewater Common Council members present at this meeting.  
No Council business will be conducted.*

*Anyone requiring special arrangements is asked to call the office of the  
City Manager/ City Clerk at least 24 hours prior to the meeting.*

## Fire Rescue Task Force

March 13, 2014

6:00 p.m.

City Manager Conference Room  
City of Whitewater Municipal Building  
312 W Whitewater Street, Whitewater, Wisconsin

### MINUTES

1. **Call to order and roll call.** The meeting was called to order at 6:04 p.m. by task force chairman Ken Kidd. Present: Don Gregoire (Fire Chief), Todd Lindert (Rescue), Ken Kidd (Council), Phil Frawley (Council), Cameron Clapper (City Manager). Absent: Jan Bilgen (Police Commission).
2. **Follow-up on any changes to previously discussed items. Task force member** Ken Kidd provided a brief report on the Communications Center meeting held on March 10<sup>th</sup> with representatives from the University of Wisconsin-Whitewater, Walworth County, and the City of Whitewater (fire and police departments). The meeting also included attendance by council members Ken Kidd and Lynn Binnie. Dr. Kidd provided a brief overview of that meeting's discussion, pointing to the fact especially that Walworth County will be going to emergency medical dispatch in the very near future, likely in April or May of 2014.

In addition, task force member Clapper provided an overview of the task force's work thus far in crafting a recommendation for consideration by the common council and fire department on implementation of ESCI study recommendations and any future organizational model for the fire department. Clapper's powerpoint has been included as an addendum to these minutes as Exhibit A.

Task Force members discussed liability insurance coverage for a non-stock corporation fire department. Clapper stated that he would work with city staff to confirm how coverage would be obtained (through City via an agreement or not) and to obtain a rough cost estimate.

Todd Lindert left the meeting at approximately 7:00pm.

3. **Discussion of details pertaining to the organizational structure including composition of the governing body/board, duties and responsibilities of the fire chief, and duties and responsibilities of the city toward the proposed newly organized department.** Task force members discussed current duties and responsibilities of the fire chief as well as duties and responsibilities that could/would be allocated to the fire chief under a new organizational model. Fire department treasurer, John Peche, provided a list of proposed duties for the fire chief under the new model. The list of duties and responsibilities was reviewed by the task force.

### FIRE CHIEF DUTIES AND RESPONSIBILITIES

Fire chief will administer, plan, direct and control all aspects of the fire department including administration, fire suppression, fire prevention and rescue activities of the department as authorized by the (name bylaw - Fire Department Establishment and Control Bylaw). The fire chief will also administer applicable local, municipal and federal fire regulations.

Administrative duties comprise planning, directing, and controlling all fire department activities including recruitment of personnel, purchase of equipment, control of expenditures, preparation of budget estimates and the assignment of personnel and equipment. The fire chief consults with the (name of position) on issues of policy and planning, but works independently in supervising technical operations.

#### Duties and Responsibilities:

- Plan, direct and supervise through subordinate officers the activities of the fire department as specified in the (Fire Department Establishment and Control Bylaw).
- Establish, implement, and review Operational Guidelines based on best practices and NFPA, etc. regulations.
- Have training programs developed and implemented in accordance with accepted standards to improve the understanding and skill of all staff in fire fighting and rescue procedures. (Add additional topics to meet the service provided by the jurisdiction; e.g. medical first responder)
- Ensure adequate records are kept of all required maintenance and training.
- Prepare and submit budget plan and long-range plan.
- Develop and revise a long-range capital plan to keep pace with development.
- Liaise with and advise planning, engineering and other departments on development implications for firefighting as part of the development approval process.
- Ensure that all local government policies and processes are adhered to.
- Maintain an effective working relationship with all local government departments and carry out such additional duties as requested by the (name of position).
- Ensure that inquiries and complaints regarding fire department activities or responsibilities are handled promptly, efficiently, effectively and with courtesy.
- Liaise with representatives of neighboring fire departments to ensure adequate mutual aid agreements are made for mitigating major emergency incidents.
- Participate in the local and regional emergency planning process.
- Participate in Fire Chiefs' Association at the provincial or regional level.

Task force members discussed the potential need for an administrative support person to assist with the day-to-day office work of the department as well as options for what the city could provide in terms of services to support fire department operations under a new organizational model. Task force member Clapper presented a list of duties and responsibilities currently performed by members of the finance department on behalf of the fire department. The list was prepared by finance director Doug Saubert to provide at this meeting. These duties and responsibilities were discussed.

### **Fire and Rescue Duties Performed by Finance Department**

**This is not all inclusive.**

**Kathy Gregoire**

- Pick up run sheets/check in sheets from rescue 2 to 4 times per week

- Payroll – track hours by call from run sheet per EMT in spreadsheet, submit to payroll monthly
- Check Ins - track check ins by call from check in sheet per EMT in spreadsheet for annual pay
- Daily - Report Review – review WARDs reports for accuracy and completeness for billing (IE: correct incident date, patient name spelling, all procedures accounted for, correct township, mileage, hospital)
- WARDs and Paperwork – make sure there is paperwork and a WARDs report for each call, if not track it down
- Contact EMT's for report corrections, add Addendum to report with details
- Submit hospital face sheets and patient billing authorizations to billing company weekly or more
- Submit records requests to billing
- UPS shipments, e-mail S. Schepp, sometimes find personnel to help with unloading
- Answer payroll questions
- Answer WARDs questions from billing company
- Create monthly WARDs summary for Finance Support Manager

**In July of 2013 I had Kathy track the time she spent on rescue duties. She spent 37 hours.**

**Karen Dieter**

- Yearly Township Ambulance Contracts – prepare cost analysis, update contracts, mail to townships, meet with individual townships to answer questions/concerns
- Monthly - ambulance accounts receivable balancing
- Monthly - township non-paid reporting
- Monthly - compare Wards to billings to verify all calls have been billed
- Daily - post incoming ambulance deposits from 3 Rivers, Medicare, Trip
- Work with Waukesha County collections on items in collection
- Regularly answer questions from customers about the billing or collections and answer disputes
- Work with billing company with all aspects of rescue and crash crew billing
- Crash Crew billing-get copies of all police reports and submit to billing company for billing
- Monthly - balance crash crew receivable balancing
- Send monthly payroll advices via email

**Mary Hennessy**

- Input payroll monthly for rescue personnel and vehicle maintenance workers
- Process the payroll-including state and federal withholding, WRS, ...
- Update personal data & payroll information in payroll system
- Complete employee verifications, surveys, & unemployment forms
- Input accounts payable requests and cut checks for the hospital fund
- Input & process rescue and fire payables
- Yearly - calculate, input and process payroll for fire personnel
- Unemployment processing

**Doug Saubert**

- Assist with the development of the annual budget for the Fire/Rescue/Crash function
- Provide payroll estimates for the annual budgets
- Assist/maintain the equipment replacement schedules
- Provide audit schedules for the annual audit
- Support the reconciliation function of all assets held in the Fire/Rescue/Hospital Fund name
- Yearly - Process LOSA paperwork
- File claim for LOSA payments & Provident accident insurance policy
- Provide liability & workers compensation insurance coverage for the entire organization
- Process liability insurance claims
- Process physical damage insurance claims
- Assist fire/rescue leadership with administrative tasks
- Investment of idle funds for the fire/rescue/Hospital fund
- Review all accounts payable vouchers for proper support & approvals
- Review monthly financial statements

#### **Administration-second floor**

- Provide HR support – new employees, terminated employees, clerical work, ICI, and Life, WRS
- Process first report of injury for workers compensation

The task force also discussed the possibility of outsourcing some of the duties currently performed by the finance department to a third party. Task force members agreed that there might be other areas where the city could provide support to the fire department for day-to-day operations. All such duties and responsibilities would be outlined per agreement between the fire department and the City of Whitewater.

During the task force member discussion of administrative duties and responsibilities the questions was brought up again whether or not the task force should evaluate bringing the fire department into the city organization as a completely municipal department. It was suggested that if this is still an idea to pursue, or something that should be pursued for further consideration, that it might be beneficial to have the city perform a cost benefit analysis of the costs and benefits of the fire department becoming a department in the city or becoming a separate independent department as has been discussed in prior meetings.

Also discussed as part of this discussion was the clear need to evaluate wage rates for hourly and/or paid on call, or paid per call volunteers; to review possibly a stipend for officers. There was a consensus among the group that this should be evaluated in the future.

Lastly, the task force revisited the discussion of what the board of directors, or advisory board, for the new organizational model for the department would look like, mainly composition. The task force discussed whether the board should include ex-officio non-voting members such as the fire chief or the city manager, whether it should include members of the common council or town boards, and whether it should include volunteer

firefighters and EMTs from within the department. It was noted that the officers for the fire department would be meeting in the near future with an attorney to assist them in drafting bylaws for their organization as well as assist them in developing or working with the city on an agreement for services. Questions related to the composition of this advisory board would be asked by the fire officers at that meeting and they would have a report at the following meeting.

4. **Confirmation of next meeting date:** The March 20 meeting date was cancelled and the next meeting date was set for April 1 at 6:30 p. m.
5. **Adjourn.** A Motion to adjourn was made by Gregoire and seconded by Frawley. Ayes: Kidd, Gregoire, Frawley, Clapper. Noes: None. The meeting adjourned at 8:20 p.m.

Respectfully submitted,

Cameron Clapper  
City Manager

## Fire Rescue Task Force

April 1, 2014

6:30 p.m.

City Manager Conference Room  
City of Whitewater Municipal Building  
312 W Whitewater Street, Whitewater, Wisconsin

### MINUTES

1. **Call to order and roll call.** The meeting was called to order by Chairman Ken Kidd at 6:30 p.m. Present: Don Gregoire (Fire Chief), Todd Lindert (Rescue), Jan Bilgen (Police Commission), Ken Kidd (Council), Phil Frawley (Council), Cameron Clapper (City Manager). Absent: Phil Frawley (Council).
2. **Approve minutes for the February 13 and February 27, 2014 meetings.** It was moved by Lindert, seconded by Bilgen to approve minutes for the February 13 and February meetings. Ayes: Kidd, Gregoire, Lindert, Bilgen, Clapper. Noes: None. Absent: Frawley.
3. **Follow-up on any changes to previously discussed items.** No items were discussed.
4. **Discussion of details pertaining to the organizational structure of the Whitewater Fire Department including composition of the governing body/board, duties and responsibilities of the governing body/board, duties and responsibilities of the fire chief, duties and responsibilities of Fire Department officers (including EMS) and duties and responsibilities of the city toward the proposed newly organized department.**

Fire Chief Don Gregoire provided the task force with a handout which contained a list of direct quotes taken from a conversation with the fire department's attorney at a meeting with the attorney held on Friday, March 28.

#### Private Entity versus Municipal Discussion Notes

- "Hybrids don't work; it is all private entity or all Municipal"
- "Private Entity with a city employed Fire Chief is a bad idea"
- "In WI, 50 FD's are private entity, 800 FD's are municipal"

#### Municipal

- "Longevity is Municipal."
- "FD loses all control over hiring, firing, and budget."
- "FD can keep current and/or fund raiser FD monies up to X amount through 501 (c)(3) or a city ordinance".
- "FD keeps most operational controls for firefighting doesn't have to manage a business, you just run calls, training." "What you signed up for."
- "FD doesn't have to negotiate with Townships and the City".
- "Falls under state regulations-DSPS."

- “Rural trucks become city property even though they are now technically.”

Private Entity

- “All 100 members vote on Board of Directors then Board Members vote on positions, President, Vice Pres., Secretary, and Treasurer.”
- “FD will be assuming all financial risk and control.”
- “Must have one set of bylaws and be one department with EMS.”
- “FD has to manage business, hiring, firing, human resources. Best to hire your own employee to do billing, payroll, etc.”
- “FD receives all EMS transport, city contract, and township funds.”
- “Transparent Finances-must show city what finances you have to end secrecy.”
- “Keep public in the loop as far as the budget, be transparent.”
- “Will City of Whitewater donate city trucks to the FD?” Remember increased Maintenance costs of city trucks when contract written?
- “Liability is not a problem, \$25,000 max against Corporation.”
- “Falls under OSHA regulations.”
- “City assurance through minimum qualifications for officers, i.e. FF 1, Fire Officer and 5 years experience for Lieutenant, FF1, FF2, Fire Officer, and 10 years for Captain, etc. all the way up to Chiefs is written in contract to insure city, townships that officers are qualified for the position.”
- “Truck replacement in budget not contract.”
- “Could have “Advisory Committee” made of townspeople but just advisory.”

“What if FD and city, townships can’t come to terms on new contract, have clause that states if can’t come to terms then automatic increase in budget of X% percent will kick in until new contract signed.”

5. **Propose future meeting dates.** The next meeting of the Fire Rescue Task Force will be April 10 at 6:00 p.m. This meeting will include a conference call with fire department attorney Phil Stittleburg to discuss organizational options (hybrid, municipal or private) and make a final recommendation for consideration by Fire Rescue Task Force membership and City Council.
6. **Adjourn.** It was moved by Lindert, seconded by Kidd to adjourn the meeting. The meeting was adjourned by unanimous approval at 8:30pm

## Fire Rescue Task Force

April 10, 2014

6:00 p.m.

City Manager Conference Room  
City of Whitewater Municipal Building  
312 W Whitewater Street, Whitewater, Wisconsin

### MINUTES

1. **Call to order and roll call.** The meeting was called to order by Chairman Ken Kidd at 6:03 p.m. Present: Don Gregoire (Fire Chief), Todd Lindert (Rescue), Jan Bilgen (Police Commission), Ken Kidd (Council), Phil Frawley (Council), Cameron Clapper (City Manager). Absent: None.
2. **Approve minutes for the March 13 meeting.** It was moved by Lindert, seconded by Bilgen to table minutes for the March meeting until the next meeting of the Task Force. Ayes: Kidd, Gregoire, Lindert, Bilgen, Clapper, Frawley. Noes: None.
3. **Follow-up on any changes to previously discussed items.** Lindert indicated that Option B was preferred by EMS members in their meeting on April 9. This option, from Lindert's presentation on February 13, included a Board of Directors with a fire chief and an EMS chief reporting to the board and members of both the fire department and EMS having equal rights in the organization. This organization would be separate from the City of Whitewater.
4. **Conference call with the Fire Department attorney regarding the organizational structure of the Whitewater Fire Department including composition of the governing body/board, duties and responsibilities of the governing body/board, duties and responsibilities of the fire chief, duties and responsibilities of Fire Department officers (including EMS) and duties and responsibilities of the city toward the proposed newly organized department.**

A conference call was held with attorney Phil Stittleburg, attorney for the Whitewater Volunteer Fire Department. The following bullet points highlight some of the information shared by the attorney.

#### General Statements

- The current structure of the fire department is not acceptable. This is due mainly to the cumbersome bylaws which are different between divisions within the department, and the point of separation between the city and the fire department is unclear.
- Nationwide, fire based EMS services are more efficient.
- To keep the organizational structure clean, Stittleburg recommended sticking with one of two options, either a fully independent department or a municipal department. Stittleburg did state that the city and department could go with a "hybrid" department if desired. This would allow the fire department to consider expanding the membership of the board to include other community members and/or officials as well as allow current supportive operations performed by the city to continue to be

provided. Any services to be performed by the city, however, would need to be clearly outlined by contract.

- In either option the LOSA program (or similar) would continue.
- When asked what organizational structure was the best long-term solution, (PHILS LAST NAME) stated that the trend among agencies nationwide was to become municipal departments so that the volunteers could focus responding to emergencies and municipal resources could take care of the non-emergency administrative duties.

#### Option 1 – Fully Independent Department

- A board of directors would serve as the governing body for the organization.
- Membership would elect board members.
- All board members would come from within the organization. The board members, once elected would appoint board officers from among the board membership. The board together with membership would appoint department officers. The board would be elected by the membership. All tasks currently performed by the city on behalf of the fire department (such as loss control/insurance, worker compensation, payroll and payroll taxes, etc.) would become the responsibility of the fire department. The timeline to establish the new organization could easily be a year or more.

#### Option 2 – Municipal Department

- The department would be subject to the Police and Fire Commission (PFC) and ultimately, to the Common Council. Note that accountability to the PFC for the fire department would be similar to the police department.
- If a municipal department was the favored option, the transition would begin immediately upon adoption by the Common Council.

At the conclusion of the phone call, Ken Kidd asked those in attendance to share comments. Attendees expressed a desire to do whatever was best for the community and that decision makers needed to make sure they considered the interests of those volunteering their time to serve as firefighters and EMTs when making a final decision.

Some in attendance expressed a desire to move forward with a “hybrid” structure that included a board of directors consisting of members from inside and outside the department and negotiated contracts with the city and the towns/townships.

Jan Bilgen voiced the need to consider all the support provided to the department by the city when making a decision, to be completely separate would be a huge undertaking.

5. **Propose future meeting dates.** The next meeting of the Task Force will be April 17 at 7:00 p.m. in the City Manager Conference Room at the Municipal Building.
6. **Adjourn.** It was moved by Bilgen, seconded by Lindert to adjourn the meeting. The meeting was adjourned by unanimous approval at 8:30 p.m.

## Fire Rescue Task Force

April 17, 2014

7:00 p.m.

City Manager Conference Room  
City of Whitewater Municipal Building  
312 W Whitewater Street, Whitewater, Wisconsin

### MINUTES

1. **Call to order and roll call.** The meeting was called to order by Chairman Ken Kidd at 7:05 p.m. Present: Don Gregoire (Fire Chief), Todd Lindert (Rescue), Jan Bilgen (Police Commission), Ken Kidd (Council), and Cameron Clapper (City Manager). Absent: Phil Frawley (Council).
2. **Authorization to hold Task Force meeting with less than 72 hours notice as required by City of Whitewater Transparency ordinance. (Statutes require a minimum of 24 hours notice).** It was moved by Bilgen, seconded by Lindert to hold the Task Force meeting with less than 72 hours public notice. Ayes: Kidd, Gregoire, Lindert, Bilgen, Clapper. Noes: None. Absent: Frawley.
3. **Follow-up on any changes to previously discussed items.** None.
4. **Discussing final recommendation regarding the organizational structure of the Whitewater Fire Department including composition of the governing body/board, duties and responsibilities of the governing body/board, duties and responsibilities of the fire chief, duties and responsibilities of Fire Department officers (including EMS) and duties and responsibilities of the city toward the proposed newly organized department.** Several options for organizational structure favored by members of the Task Force were discussed. Presentation materials were as follows:



## Taskforce Members

Members of the Task Force are:

Don Gregoire (Fire Chief)

Todd Lindert (Rescue Captain)

Jan Bilgen (Police Commission)

Ken Kidd (Council)

Phil Frawley (Council)

Cameron Clapper (City Manager)

## Taskforce Assumptions

**Members of the Task Force have been working under the following assumptions:**

- \* Whitewater has a top quality Fire/EMS Service
- \* Maintaining that quality and member safety & satisfaction it key.
- \* A significant level of dissatisfaction exists internal in the department
- \* We want to find a solution that works for all the stakeholders: fire, ems, city & residents for the long run.
- \* There is no contract currently with the City for service

## Tonight's Expectations

The potential concepts and their pros & cons have been developed by the whole Taskforce.

After we have presented the scenarios we will entertain questions from the floor on each and then open the floor for comments and ideas.

## Independent Volunteer Organization **Option 1**

**Organization:** Independent Not For Profit Volunteer Organization

**Leadership Structure:** Fire Chief has equal Captains and Line Officers all having minimum certifications to hold position. They manage the day to day operations of the organization.

**Oversite Structure:** Board of Directors (7 members) serve as organization oversight, vision, financial leadership. They would select & supervise Chief and approve contracts.

**Administrative Structure:** All aspects of running and independent business

**City Interface:** *Contract Driven* Would need to be negotiated in contract with City. Everything from Utilities, Rent, HR functions, Purchasing, IT Services, etc.



## Independent Volunteer Organization Option 1 A

**Organization:** Independent Not For Profit Volunteer Organization

**Leadership Structure:** Equal Chiefs & Line Officers all having minimum certifications to hold position. They manage the day to day operations of the organization.

**Oversite Structure:** Board of Directors (7 members) serve as organization oversight, vision, financial leadership. They would select & supervise Chief and approve contracts.

**Administrative Structure:** All aspects of running and independent business

**City Interface:** *Contract Driven* Would need to be negotiated in contract with City. Everything from Utilities, Rent, HR functions, Purchasing, IT, etc.

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    graph TD
      A[Contracts - City and Others] --- B[Board of Directors]
      B --- C[EMS Chief]
      B --- D[Fire Chief]
      C --- E[EMS Officers & Membership]
      D --- F[Fire Officers & Membership]
    
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## City Volunteer Organization Option 2

**Organization:** City Department Volunteer City Employees

**Leadership Structure:** Fire & EMS Director has equal divisions and Line Officers, all having minimum certifications to hold position. They manage the day to day operations of the organization.

**Oversite Structure:** Police & Fire Commission (5 members) serves as oversight and advocacy for dept. and employees. PFC would select & supervise Director and HR functions as detailed in State Statute.

**Administrative Structure:** All aspects of running the department would be coordinated by paid Director and supported by City

**City Interface:** *Same as other departments* Everything from Utilities, Rent, HR functions, Purchasing, IT, Payroll, Financial support, etc. would be provided

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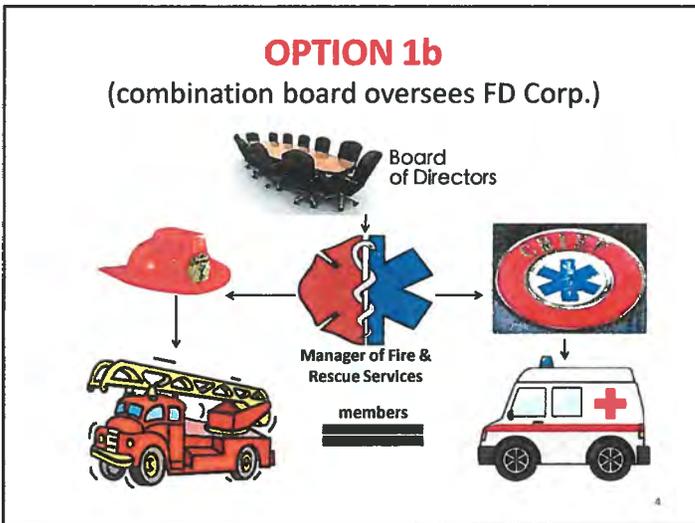
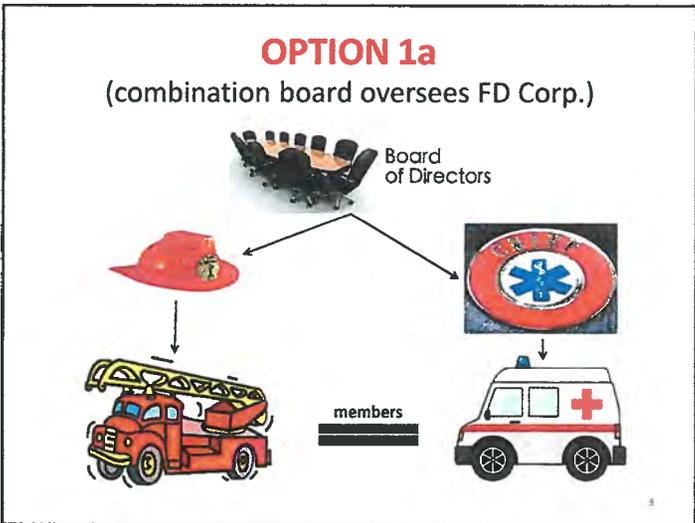
    graph TD
      A[City Manager] --- B[Department Director/  
Fire Chief]
      A --- C[Captain EMS]
      B --- D[Police & Fire Commission]
      B --- E[Dept. Officers & Membership]
      B --- F[Contract Purchasers]
      B --- G[Captain FIRE]
    
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# City of Whitewater Fire and Rescue Task Force

## Different Organizational Models and Proposed Duties (proposed by Rescue)

April 17, 2014

- ### The Different Models
- Fire Dept (FD) with a Board of Directors (BOD)
    - Fire and Rescue Chief both answer to BOD (Option 1a)
    - Manager of Fire & Rescue Services (Manager) reports to the BOD, the Fire and Rescue Chiefs report to the Manager (Option 1b)
  - Fire Department = City Department (Option 2)
  - Fire Department = Separate Corporation  
Rescue = City Department (Option 3)



## Board of Directors

### Make-Up

- 3 members elected from Fire Department\*
- 3 members elected from Rescue Squad\*
- 3 members from the public\*  
\*no Captains or above and no elected officials may serve on the BOD
- All 9 members have equal voting rights
- 3 year term limits, 1 rep from each area elected annually
- 2 term limit with 1 year off between terms

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## Board of Directors

### Duties

- Prepare budgets
- Hires/Fires Fire Chief and Rescue Chief (option 1a) or Manager of Fire & Rescue Services (option 1b)
- The Chiefs and/or Manager are members of and are recommended to the BOD by the Fire and Rescue Departments for their approval or decision
- Approve/Disapprove appointment of officers

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## Board of Directors

### Duties (con't)

- Establish qualifications for positions
- Establish and monitors 'bench marks' set for both Fire & Rescue
- Acts as an Appeals Board for disciplinary matters
- Need to establish if this would this be a policy or advisory board?
- Limitations of the board would need to be drawn out

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## Board of Directors

### Duties of the Manager of Fire & Rescue Services

- Could be a full-time, part-time or volunteer position
- Is a member of the Fire Department with fire and rescue background
- Prepare budgets
- Does not take over fire ground operations from Fire Chief
- Would be responsible for day-to-day administrative operations of the department
- Other duties assigned by the BOD

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**Board of Directors**  
**Duties of the Fire & Rescue Chief**

- Positions could be full-time, part-time or volunteer position
- Is a member of the Fire Department
- Must meet qualifications as set forth by BOD
- Oversees and directs general operations of the Fire and Rescue Dept respectively
- Fire Chief acts as Incident Commander
- Rescue Chief acts as Service Director

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**Board of Directors**  
**Duties of the Fire & Rescue Chief (con't)**

- Recommends new hires to the BOD or the Manager
- Has the authority to take appropriate disciplinary action
- Recommends to the BOD or the Manager any employee for further discipline
- Duties of individual officers would vary with what positions are actually needed based if a Manager Model was used or not

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**Board of Directors**  
**Duties of the Fire & Rescue Chief (con't)**

- Many day-to-day duties of current officers (at least within Rescue) could be absorbed into the Manager's job description
- 

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**Board of Directors**  
**Other Items to Consider**

- Manager position almost must be full-time to make that model work properly. How much cost is involved, who pays for it? This model seems too costly for either FD or City to support at this time.
- City contracts with Fire/Rescue for services
- FD could contract with City for administrative support
- FD could hire their own administrative staff (\$)
- All equipment including maintenance costs would belong to the FD

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**Board of Directors**  
More Items to Consider

- FD responsible for all insurance costs on equipment and personnel including payroll taxes (\$)
- FD responsible for equipment replacement costs (\$)
- Increased costs would be passed along to townships and city via contract negotiations
- Fire & Rescue contracts would be handled by FD, city receives no revenue
- Fire Chief and/or Fire Chief and Rescue Chief answers to the Board of Directors (BOD)

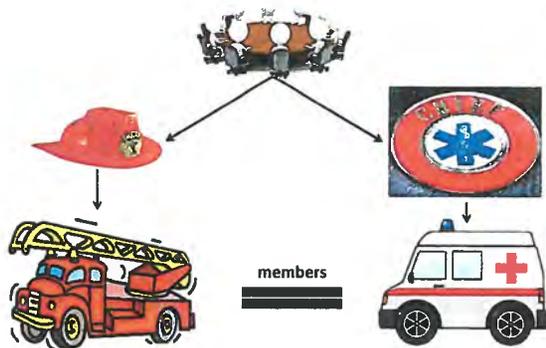
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**Board of Directors**  
Even More Items to Consider

- LOSA no longer handled by city, would need to be separate retirement set up and managed by FD
- 

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**OPTION 2**  
 (City of Whitewater Department)



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**Fire Department = City Department**

- Best plan overall when considering the long range plan; FD lawyer agrees
- FD could still have 501(c)3 for fund raisers
- All equipment is the responsibility of the city (\$)
- All funds would be city funds
- City assumes all costs associated with the administration and operation of the FD (\$)
- City is responsible for all rural contracts

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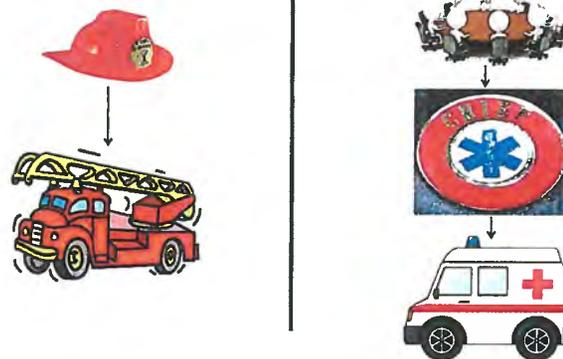
## Fire Department = City Department

- City hires/appoints Fire and Rescue Chiefs based on qualifications and recommendation of each department
- City handles all HR matters
- Fire Department operates under department SOG's/SOP's and city handbook, no bylaws except for the 501(c)3 corporation
- Firemen and EMT's will be able to focus on what their passion is and not the administrative functions, some of which are currently being preformed by the city already

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## OPTION 3

(FD = Separate Corporation; Rescue = City Dept)



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## Fire = Separate Corporation Rescue = City Department

- Fire would be able to keep current structure and contracts
- Rescue which is almost 100% funded by the city would remain the same
- City would maintain/negotiate rural rescue contracts, revenue would go to city
- Fire would maintain/negotiate rural fire contracts, revenue would go to Fire Department
- Increased cost to city to have Rescue as City Employees concerning LOSA (\$)

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## Fire = Separate Corporation Rescue = City Department

- Fire Chief would be elected by the fire department
- Rescue Chief would be hired/appointed by the city based on qualifications and recommendation of the Rescue Squad
- Concept will probably not be liked by tradition, but one option for the Fire Department, Rescue Squad and the City in the long term
- There will be probably be friction between both entities until everybody grows up and accepts change

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### Summary

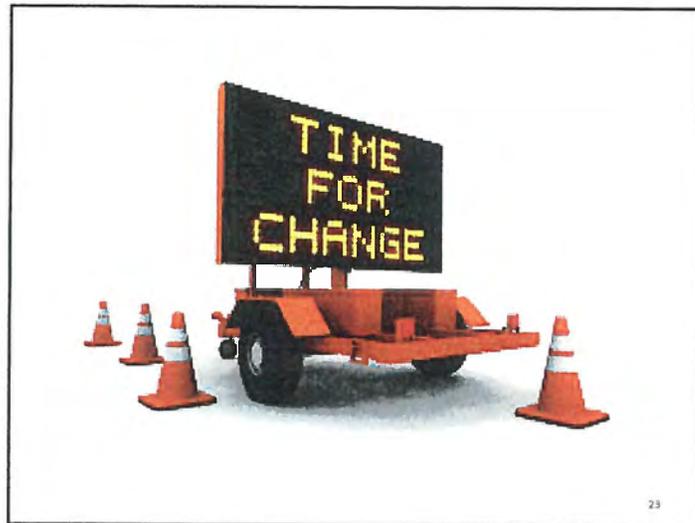
- Option 1a and 1b (BOD) allows the fire department to keep functioning as they have for the last 140+ years, but doesn't show potential to be the best solution for a long term goal for the future.
- Option 2 (City Dept) has many on-going costs involved, but will put the city in a better position for the future.
- Option 3 (Separate Depts) will keep the Fire Department running the way it has been but separates Rescue from it. Not the most healthy of choices, but it would allow the City and Rescue Squad to work together towards reaching some long term goals.

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### Summary

- All options proposed will create an increased cost to the tax payers.
- Some have up front costs and others also have on-going costs as well.
- The Task Force was put together to see what is best for the Fire Department and Recue Squad both now and in the future, 5, 10 and 20 years from now.
- No one option is the perfect option; however which option is best for Whitewater now and in the future.

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# BOARD OF DIRECTORS

9 MEMBERS: 3 RESCUE, 3 FIRE, 3 COMMUNITY (1 COUNCIL, 1 POLICE/FIRE COMMISSION, 1 AT LARGE CHOSEN BY BOARD). THREE YEAR TERMS, INITIALLY STAGGERED. MAY SERVE UP TO 2 CONSECUTIVE TERMS. FIRE BOARD MEMBERS ARE ELECTED BY FIRE MEMBERS. RESCUE BOARD MEMBERS ARE ELECTED BY RESCUE MEMBERS.

EX OFFICIO MEMBERS WITHOUT VOTE: CITY MANAGER, FIRE CHIEF, RESCUE CHIEF

BOARD ELECTS OWN OFFICERS

DUTIES:

FINANCES: Contracts with city/townships. Contracts for insurance. Sets fees. Fund raising.  
Develops annual operation budget. Develops long term capital budget.

APPOINTS OPERATIONAL OFFICERS: Based on qualifications with input from Fire and Rescue.  
Fire Chief, 1<sup>st</sup> and 2<sup>nd</sup> assistant Chiefs. Rescue Chief, Rescue Captain.

MANAGE DISCIPLINE ISSUES:

POINT OF CONTACT WITH CITY SERVICES: Finance, Human resources, Legal

## FIRE CHIEF

RESPONSIBLE FOR OPERATIONAL QUALITY  
OF FIRE SERVICES

Scheduling  
Training  
Supervises quality assurance activities  
Manages Fire Inspection  
Supervises Assistant Chiefs  
Appoints and supervises captains and  
Lieutenants  
Prepares service and quality reports for  
the Board  
Holds monthly Fire member meetings

## RESCUE CHIEF

RESPONSIBLE FOR THE OPERATIONAL QUALITY  
OF RESCUE SERVICES

Scheduling  
Training  
Supervises quality assurance activities  
Supervises rescue captain  
Appoints and supervises lieutenants  
Prepares service and quality reports for Board  
Holds monthly Rescue member meetings

THE OVERRIDING PRINCIPLE IS THAT THE BOARD HAS FISCAL, ADMINISTRATIVE AND STRATEGIC RESPONSIBILITIES. THE BOARD HAS GENERAL OVERSIGHT RESPONSIBILITIES WITH REGARDS TO QUALITY OF SERVICES. OPERATIONAL DECISIONS AND RESPONSIBILITIES REST WHOLLY WITH THE FIRE CHIEF AND RESCUE CHIEF ALONG WITH THEIR ASSISTANTS AND MEMBERS.

## FIRE BOARD OF DIRECTORS

7 MEMBERS: 4 FIRE, 3 COMMUNITY

(1 COUNCIL, 1 POLICE/FIRE COMMISSION, 1 AT LARGE

CHOSEN BY THE BOARD). 3 YEAR TERMS, INITIALLY

STAGGERED. MAY SERVE UP TO 2 CONSECUTIVE TERMS.

FIRE BOARD MEMBERS ARE ELECTED BY FIRE MEMBERS.

EX OFFICIO MEMBERS WITHOUT VOTE: CITY MANGER,

FIRE CHIEF.

BOARD ELECTS OWN OFFICERS.

### DUTIES

**FINANCES:** Contracts with city/townships. Contracts for insurance. Sets fees. Fund raising. Develops annual operation budget. Develops long term capital budget.

**APPOINTS OPERATIONAL OFFICERS:** Based on qualifications with input from Fire ,Fire Chief, 1<sup>st</sup> and 2<sup>nd</sup> assistant Chiefs.

**MANAGE DISCIPLINE ISSUES:**

**POINT OF CONTACT WITH CITY SERVICES:** Finance, Human resources, Legal

## FIRE CHIEF

RESPONSIBLE FOR OPERATIONAL QUALITY OF FIRE SERVICES

Scheduling

Training

Supervises quality assurance activities

Manages Fire Inspection

Supervises Assistant Chiefs

Appoints and supervises captains and Lieutenants

Prepares service and quality reports for the Board

Holds monthly Fire member meetings

THE OVERRIDING PRINCIPLE IS THAT THE BOARD HAS FISCAL, ADMINISTRATIVE AND STRATEGIC RESPONSIBILITIES. THE BOARD HAS GENERAL OVERSIGHT RESPONSIBILITIES WITH REGARDS TO QUALITY OF SERVICES. OPERATIONAL DECISIONS AND RESPONSIBILITIES REST WHOLLY WITH THE FIRE CHIEF AND RESCUE CHIEF ALONG WITH THEIR ASSITANTS AND MEMBERS.

## MUNICIPAL RESCUE

## BOARD

7 MEMBERS: CITY MANAGER

POLICE/FIRE COMMISSIONER,

1 CITY COUNCIL MEMBER

4 RESCUE MEMBERS

EX OFFICIO WITHOUT VOTE:

RESCUE CHIEF

DUTIES: contracts, budget,

appoints rescue chief and captain, liason with city departments.

## RESCUE CHIEF

RESPONSIBLE FOR THE OPERATIONAL QUALITY OF RESCUE SERVICES

Scheduling

Training

Supervises quality assurance activities

Supervises rescue captain

Appoints and supervises lieutenants

Prepares service and quality reports for Board

Holds monthly Rescue member meetings

Don

## Option 1a Non-Profit Corporation

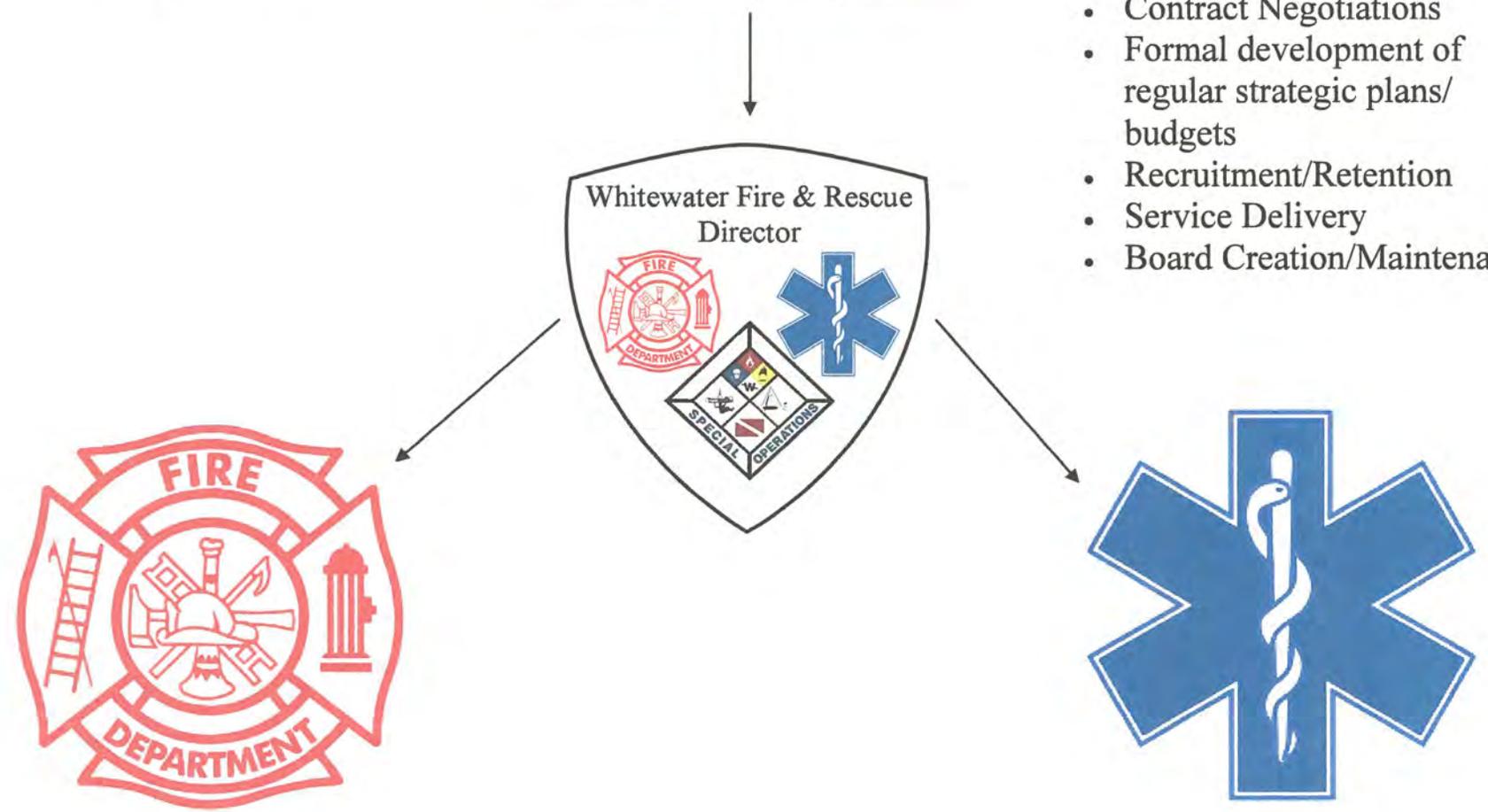
### Benefits:

- All Members equal
- Pride of ownership
- Most similar to current environment
- Operational Control



### Challenges:

- Employee Management
- Admin/Procedures/SOG's written in detail
  - Employee Handbook
- Insurance Management
- OSHA Reg Management
- Contract Negotiations
- Formal development of regular strategic plans/budgets
- Recruitment/Retention
- Service Delivery
- Board Creation/Maintenance



## Option 1b Non-Profit Corporation

### Benefits:

- All Members equal
- Pride of ownership
- Most similar to current environment
- Operational Control

### Challenges:

- Employee Management
- Admin/Procedures/SOG's written in detail
  - Employee Handbook
- Insurance Management
- OSHA Reg Management
- Contract Negotiations
- Formal development of regular strategic plans/budgets
- Recruitment/Retention
- Service Delivery
- Board Creation/Maintenance



## Option 2 Municipal Department

### Benefits:

- Longevity
- FD able to raise funds
- City Resource Coordination
- No Contract Negotiations
- No employee management
- Operational Control stays with FD



### Challenges:

- Member buy-in
- Added admin duties for City
- Officially managing additional employees
- Recruitment/Retention
- Leadership Selection
- Admin/Procedures/SOG's written in detail
- Contract Negotiation with Townships

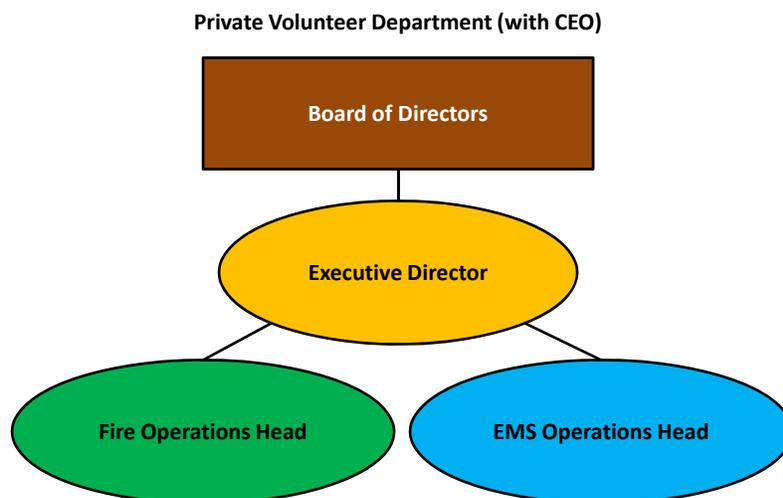
City of  
**WHITEWATER**



# Fire/EMS Task Force

Workshop Meeting 04.17.2014

## Organizational Structure Model 1



## Private Volunteer Department (with CEO)

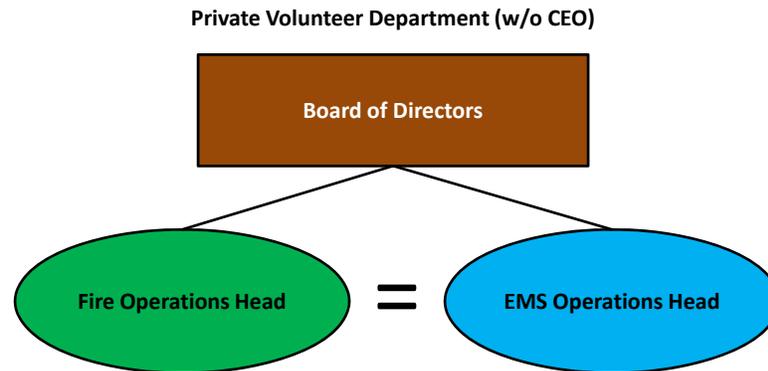
1. Oversight Structure: **Board of Directors**
  - a. Board membership consists of members of the department (equal membership from both fire and EMS) as well as representatives from the city and/or the PFC. Total membership not to exceed 11. Board members would serve a term of between two (2) and five (5) years.
  - b. Provides organizational oversight, responsible for strategic vision, financial leadership (including budget approval), appointment of the executive director, approves/appoints officers for all subdivisions of the department, approves all contracts for the organization, approves all operational policies and procedures with city and towns, etc.
  - c. Executive Director (Title TBD) would serve as "Staff" to the Board.
2. CEO/Leadership Position: **Executive Director (Title TBD)**
  - a. Would address day-to-day administrative responsibilities.
  - b. Would require an individual with commanding knowledge of all subdivisions within the organization having all required certifications for either fire or EMS, but may not be required to hold all certifications in both. The person filling this position would be nominated by his/her peers within the organization and appointed by the board.
  - c. Would serve for three (3) to five (5) years in this capacity before requiring reappointment.
  - d. Would receive a performance review from the board annually (possibly a type of 360 review).

## Private Volunteer Department (with CEO)

3. Officer Positions: **Officers (Title TBD)**
  - a. Would be nominated by the membership, endorsed by the executive director, approved/appointed by the board.
  - b. Would be responsible for operations and training within their respective subdivisions.
  - c. Would serve for three (3) to five (5) years in this capacity before requiring reappointment.
  - d. Should receive a performance review annually (possibly a type of 360 review).
3. City Relationship: **Contract Driven**
  - a. Aside from common council members serving on the board, the relationship between the fire department and the city would be dictated by a contract which would be reviewed and renewed on a cycle of three years or more.

Note: All aspects of the organization would be run independently from any municipality. There would be an option to obtain services from the city or townships by contract, but those agreements would require general ledger entries to track the cost of the service and would be accounted for when negotiating the cost component of any contracts.

## Organizational Structure Model 2



## Private Volunteer Department (w/o CEO)

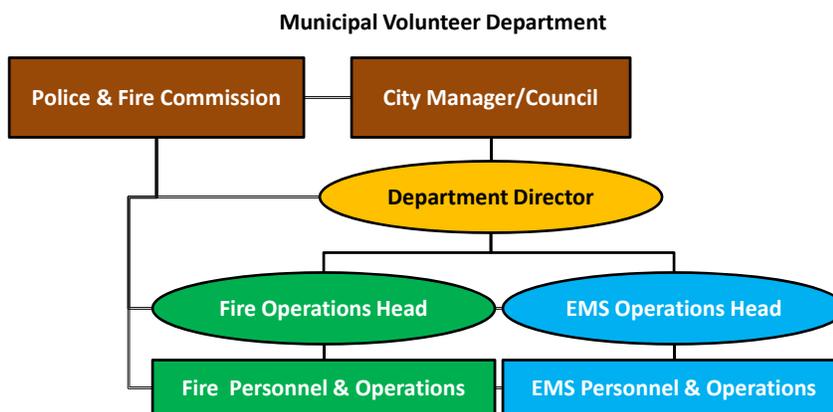
1. Oversight Structure: **Board of Directors**
  - a. Board membership consists of members of the department (equal membership from both fire and EMS) as well as representatives from the city and/or the PFC. Total membership not to exceed 11. Board members would serve a term of between two (2) and five (5) years.
  - b. Provides organizational oversight, responsible for strategic vision, financial leadership (including budget approval), appointment of the executive director, approves/appoints officers for all subdivisions of the department, approves all contracts for the organization, approves all operational policies and procedures with city and towns, etc.
  - c. Executive Director (Title TBD) would serve as "Staff" to the Board.
2. CEO/Leadership Position: **Division/Department Chiefs**
  - a. Each chief would address day-to-day administrative responsibilities, operations, and training for their respective subdivision (fire or EMS) of the organization.
  - b. Each chief would be required to hold all certifications for their subdivision and demonstrate a significant depth of knowledge and experience in their area of expertise.
  - c. Chiefs would be nominated by their respective peer groups and would be appointed by the board.
  - d. Would serve for three (3) to five (5) years in this capacity before requiring reappointment.
  - e. Would receive a performance review from the board annually (possibly a type of 360 review).

## Private Volunteer Department (w/o CEO)

- 3. City Relationship: **Contract Driven**
  - a. Aside from common council members serving on the board, the relationship between the fire department and the city would be dictated by a contract which would be reviewed and renewed on a cycle of three years or more.

Note: All aspects of the organization would be run independently from any municipality. There would be an option to obtain services from the city or townships by contract, but those agreements would require general ledger entries to track the cost of the service and would be accounted for when negotiating the cost component of any contracts.

## Organizational Structure Model 1



## Municipal Volunteer Department

1. Oversight Structure: **Police & Fire Commission and City Manager/Common Council**
  - a. Provides organizational oversight, responsible for strategic vision, financial leadership (including budget approval, negotiation and approval of all contracts, approval of all operational policies and procedures.
  - b. Department Director (Title TBD) would report to the PFC and City Manager in the same manner as the Police Chief.
  - c. Police & Fire Commission would select and supervise the Department Director, approve the appointment of other officers, and perform other personnel and operations-related functions as detailed in State Statute.
2. CEO/Leadership Position: **Executive Director (Title TBD)**
  - a. Would address day-to-day administrative responsibilities.
  - b. Would require an individual with commanding knowledge of all subdivisions within the organization having all required certifications for either fire or EMS, but may not be required to hold all certifications in both. The person filling this position would be nominated by his/her peers within the organization and appointed by the board.
  - c. Would receive a significant stipend or serve as a paid employee and receive a salary. Any other option would need to be carefully reviewed by attorneys and further discussed.
  - d. Would receive a performance review from the PFC and the city manager.

## Municipal Volunteer Department

3. Officer Positions: **Officers (Title TBD)**
  - a. Would be nominated by the membership, endorsed by the executive director, approved/appointed by the board.
  - b. Would be responsible for operations and training within their respective subdivisions.
  - c. Would serve for three (3) to five (5) years in this capacity before requiring reappointment.
  - d. Should receive a performance review annually (possibly a type of 360 review).
3. City Relationship: **City Department**
  - a. This department would receive all support services currently provided to every other department for all operations not directly related to fire suppression and emergency response.

Note: All aspects of the organization would be run independently from any municipality. There would be an option to obtain services from the city or townships by contract, but those agreements would require general ledger entries to track the cost of the service and would be accounted for when negotiating the cost component of any contracts.

Following the presentations from task force members, the group developed the following four options for presentation to the fire department volunteers.

## Option 1a



- Board of Directors
  - The board is separate and independent from the city and is the governing body of the organization.
  - Each board member is appointed to a three (3) year term. Terms are staggered or rotating with two (2) being changed out at a time.
  - There are a total of nine (9) board members. Three (3) are selected by fire. Three (3) are selected by EMS, and three (3) are filled by non-members. The proposed mix for these three positions is one PFC member, one Common Council member, and one community member at-large. The non-fire/EMS board members are not eligible for executive officer positions on the board (i.e. president, vice president, secretary, treasurer, etc.).
- Board Duties:
  - This “working” board and is responsible for, not only broad policy-making for the organization, but also developing the budget, negotiating contracts, providing fiscal oversight, monitoring performance benchmarks and goals, maintaining/updating bylaws, recruitment/retention, and promoting the organization with stakeholder groups as well as the broader community.
  - The board is also responsible for hearing any appeals of disciplinary actions taken by chiefs of each branch.

- Fire & EMS Chiefs:
  - Each chief would be responsible for operations within their respective branch.
  - EMS chief responsibilities include (but are not limited to) the following:
    - i. Scheduling
    - ii. Training
    - iii. Quality assurance
    - iv. Appoint and supervise officers
    - v. Prepare and deliver reports to the board of directors
    - vi. Conducts monthly meetings with rescue volunteers
  - Fire chief responsibilities include (but are not limited to) the following:
    - i. Scheduling
    - ii. Training
    - iii. Quality assurance
    - iv. Appoint and supervise officers
    - v. Supervises fire inspection services
    - vi. Prepare and deliver reports to the board of directors
    - vii. Conducts monthly meetings with fire volunteers
- Appointing Chief(s):
  - Membership within each branch submits up to two nominations for the “chief” or their respective branch based on an established set of qualifications.
  - Board of directors certifies and appoints the chief of each branch/division from among the two nominated candidates.
  - Term of office for each chief is three (3) years however; a chief can be removed from office by the board.
  - Officers below the chief in each branch may be selected in a similar manner.

## Option 1b

**Option 1B - Separate Entity from City with an executive officer (Chief) over both branches**



- Same as 1a with the following exceptions:
  - The board has ultimate responsibility for the organization but focuses primarily on broad development of broad, long-term policy.
  - Under this structure the organization includes a manager position that will serve as the executive manager (business manager or similar title) that is responsible for implementing and administering organization-wide policies and programs as directed by the board, including budgeting, fiscal planning & oversight, contract negotiation (not final approval), maintaining performance data and monitoring performance relative to established benchmarks, recruiting and maintaining membership, promoting the organization within the community as well as among peer departments within the region and the state, overseeing human resource management within the organization, maintaining updated bylaws and operational standards.

## Option 2

### Option 2- Volunteer Municipal Department



- Similar to 1b with the following exceptions:
  - The duties of the board of directors and manager are distributed among the common council, police and fire commission, and city manager as defined by state statute and city ordinance.
  - The appointment of the Fire Chief and officers will be similar to 1a and 1b except that the police and fire commission will operate in the capacity of the board of directors.

## Option 3

### Option 3 – Two Distinct Entities



- Fire operates as outlined in 1a.
- EMS operates as outlined in 2.

5. **Discuss possible Fire Department meeting on April 29<sup>th</sup>**  
The task force concluded that a meeting on Tuesday April 29 would not work.
6. **Propose future meeting dates.** The next meeting of the Task Force will be May 1 at 6:30 p.m. in the City Manager Conference Room at the Municipal Building.
7. **Adjourn.** It was moved by Lindert, seconded by Gregoire to adjourn the meeting. The meeting adjourned with unanimous approval at 10:15 p.m.