

## 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

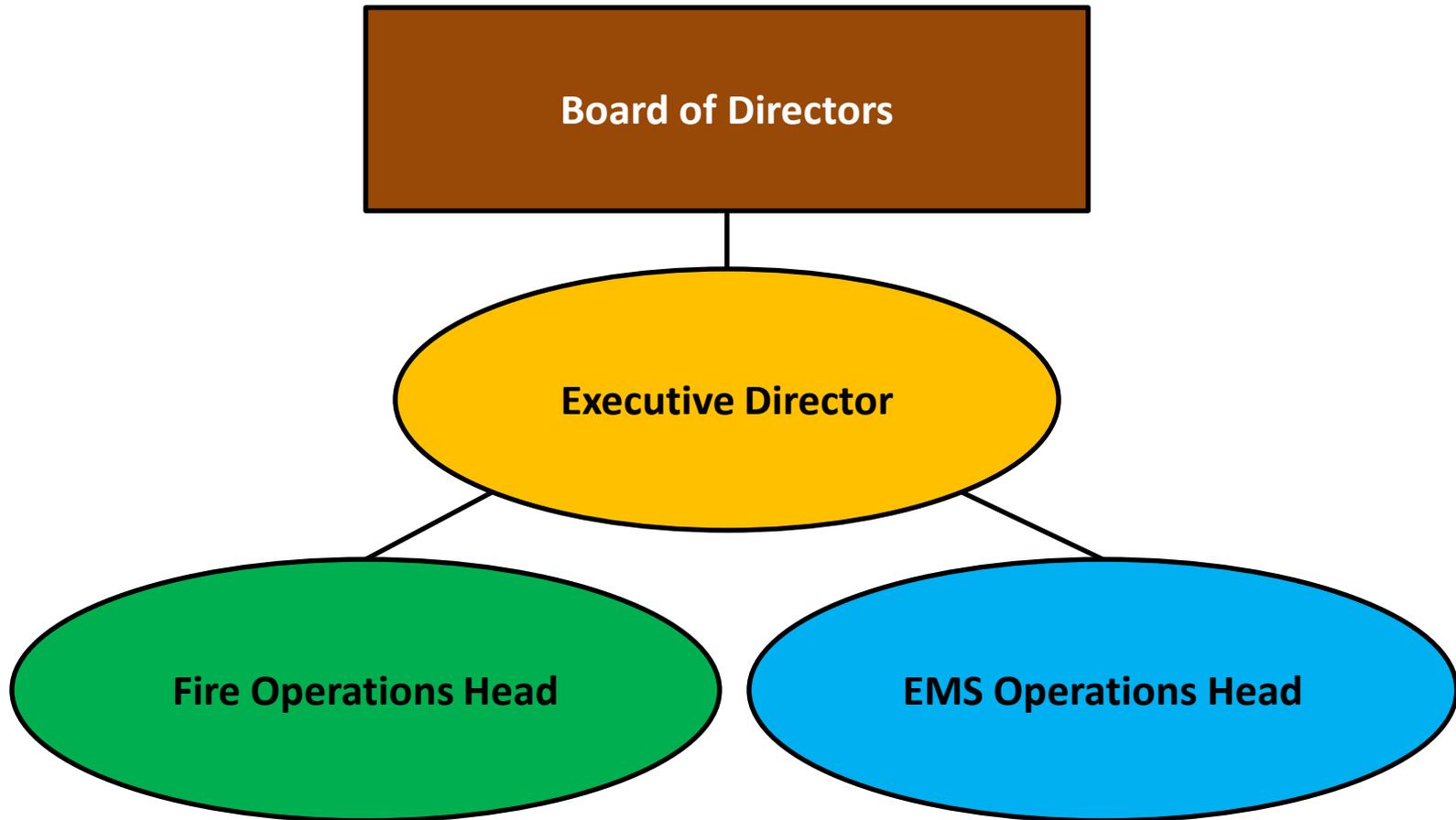
1. **Call to order and roll call.** The meeting was called to order by Chairman Ken Kidd at 7:05 p.m. Present: Don Gregoire (Fire Chief), Todd Lindert (Rescue), Jan Bilgen (Police Commission), Ken Kidd (Council), Cameron Clapper (City Manager). Absent: Phil Frawley (Council).
2. **Authorization to hold 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.

# Fire/EMS Task Force

Workshop Meeting 04.17.2014

# Organizational Structure Model 1

Private Volunteer Department (with CEO)



# 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).

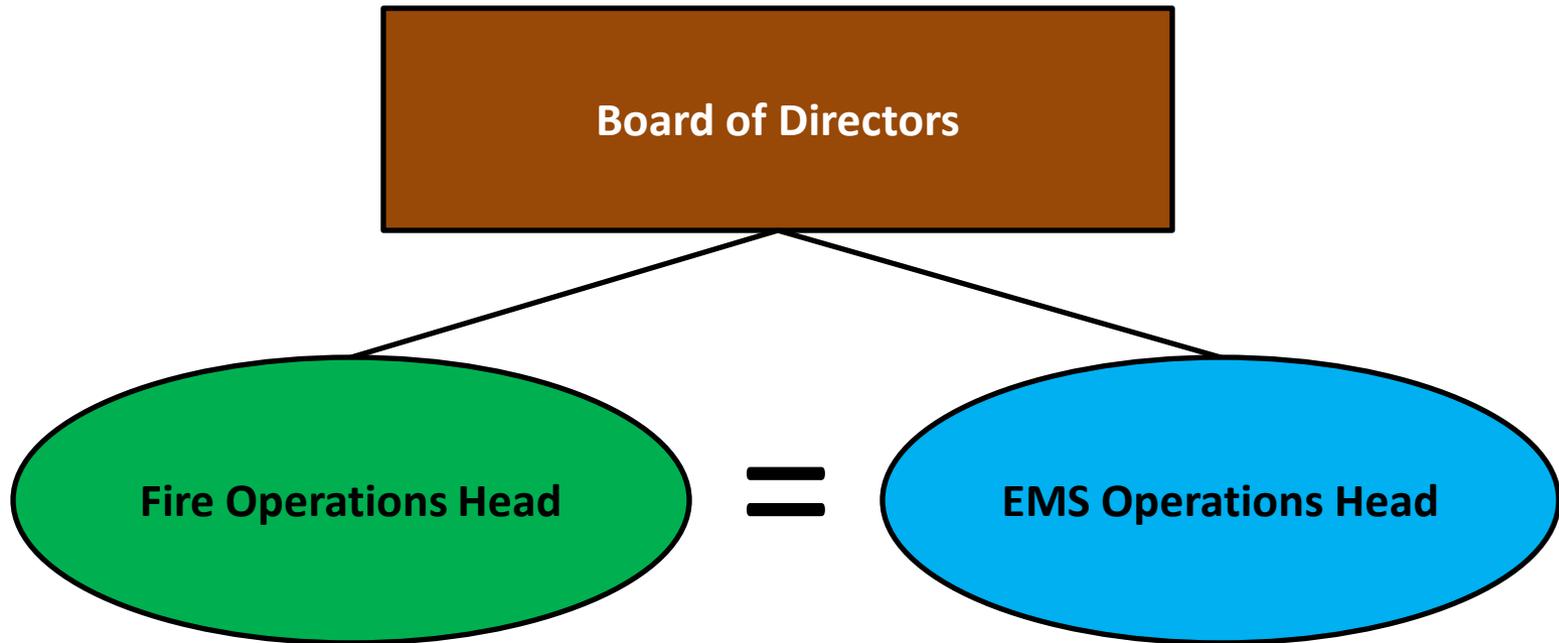
## 3. City Relationship: **Contract Driven**

- 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)



# 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)

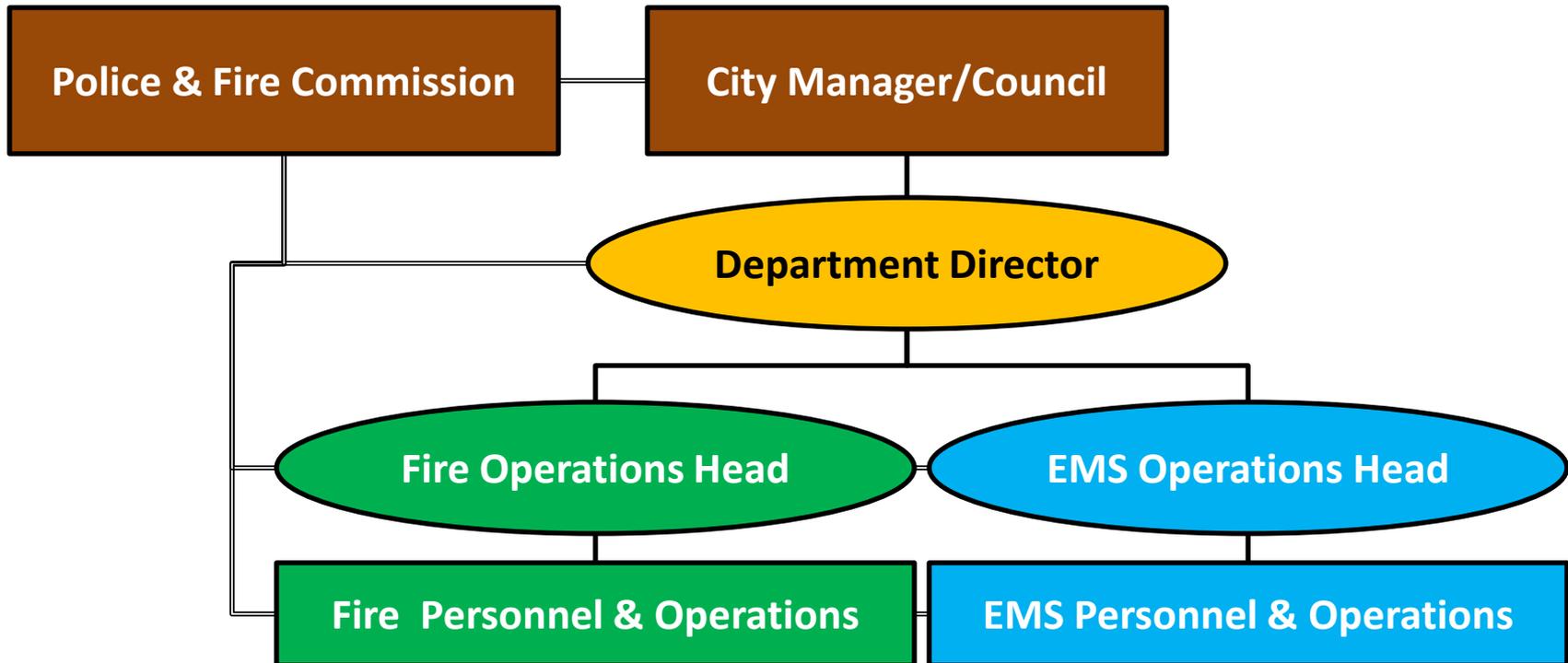
## 3. City Relationship: **Contract Driven**

- 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



# 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.

# 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 ASSITANTS 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

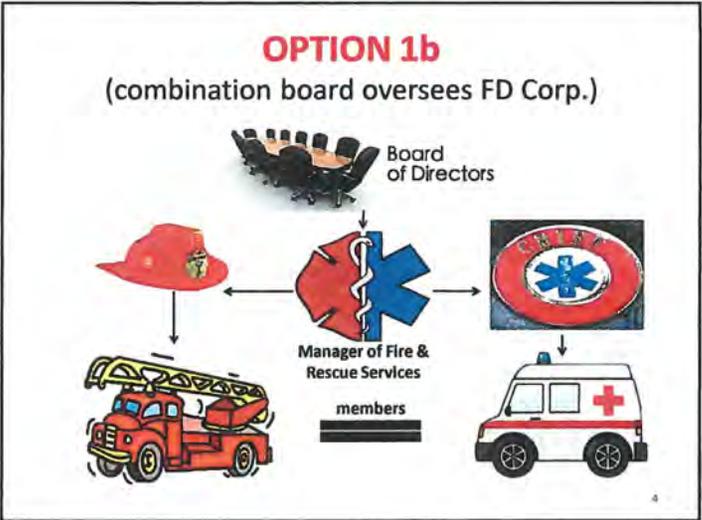
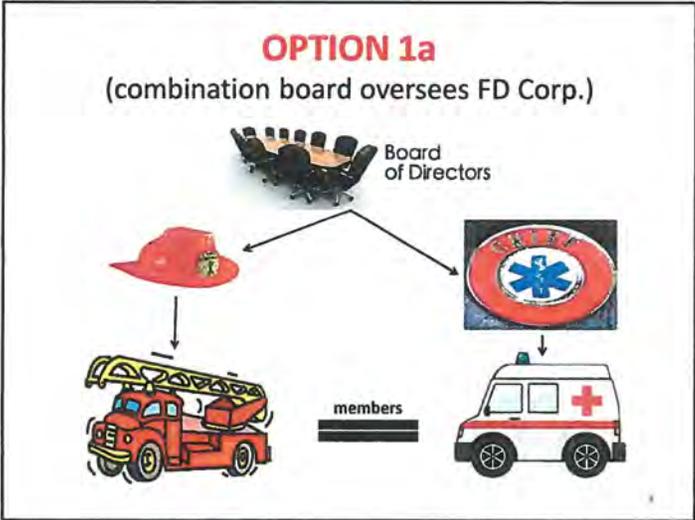
Holds monthly Rescue member meetings

# 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)

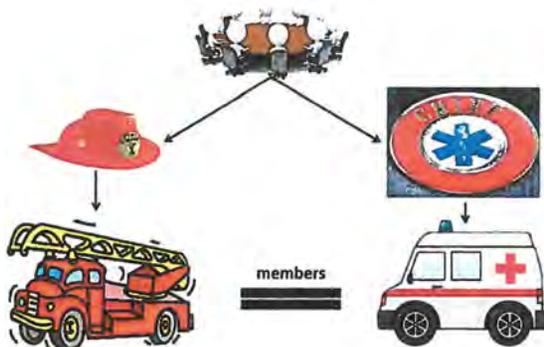
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### Board of Directors Even More Items to Consider

- 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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Don

## Option 1a Non-Profit Corporation

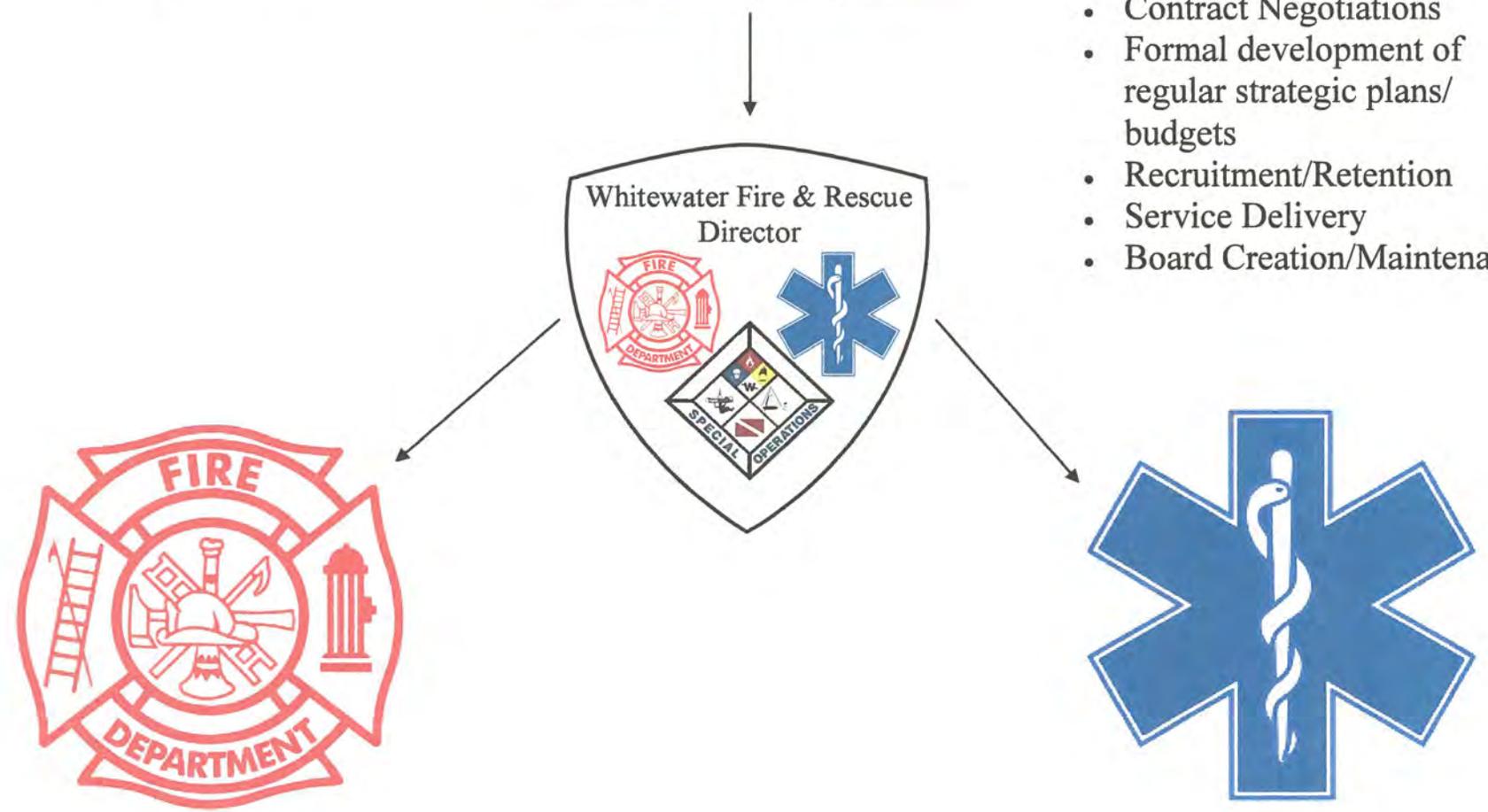
### Benefits:

- 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**



Don

## Option 1a Non-Profit Corporation

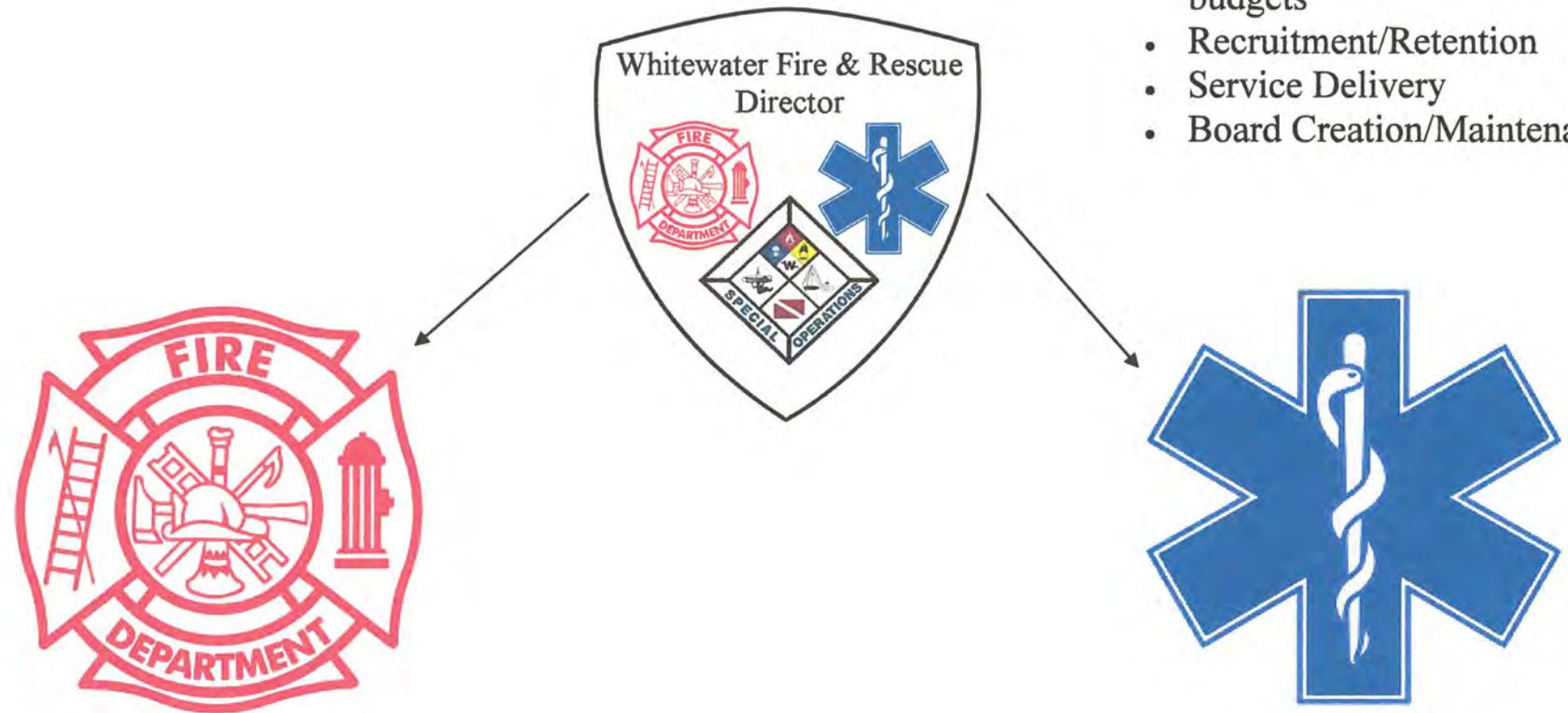
### Benefits:

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



### Challenges:

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- 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

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City of  
**WHITEWATER**



DRAFT

4/17/14

**FIRE/EMS Task Force**  
Format Presentation and Discussion

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**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)

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**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 is 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

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### 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.

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### 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.



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### 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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# DRAFT

4/17/14

### 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; PFC[Police & Fire Commission] --- DC[Department Director/Fire Chief]; CM[City Manager] --- DC; EMS[Capital EMS] --- DC; DS[Dispatch & Service] --- DC; CAP[Captain PFD] --- DC; DC --- CP[Contract Purchasers]; DC --- CFP[Contract PFD]
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### Pros & Cons

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### Questions/Comments

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# FIRE/EMS Task Force

Format Presentation and Discussion

# 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 is 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

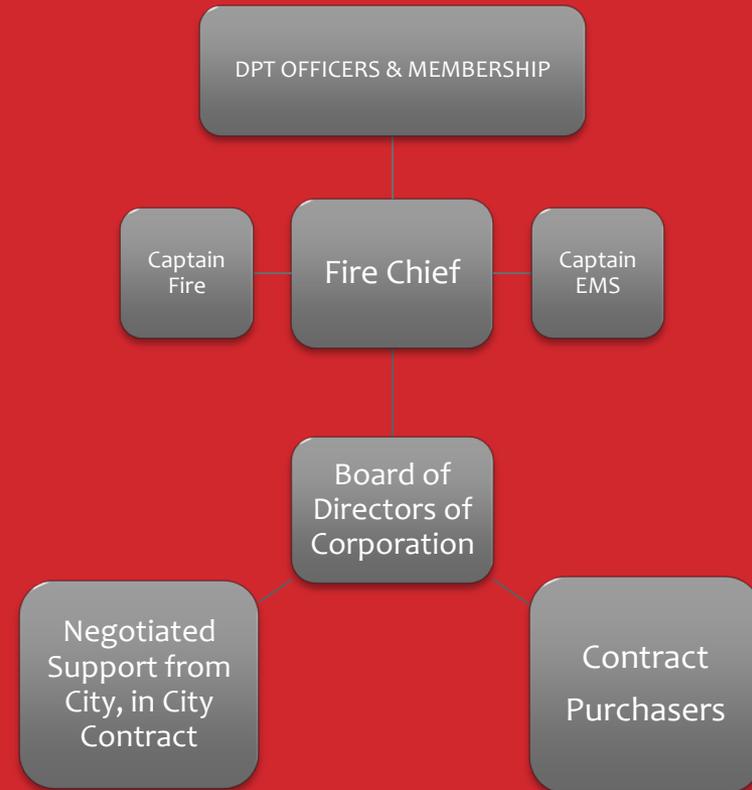
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**Oversite Structure:** Board of Directors (7 members) serve as organization oversight, vision, financial leadership. They would select & supervise Chief and approve contracts.

**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.



# 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



# Pros & Cons

# Questions/Comments

# NEXT STEPS

- \*
- \*
- \*
- \*
- \*
- \*

**Option 1A - Separate Entity from City with no executive officer (Chief) over both branches**

**A Working Board of Directors**

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graph TD; A[A Working Board of Directors] --- B[Fire Branch]; A --- C[EMS Branch]
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**Fire Branch**

**EMS Branch**

## 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 - Separate Entity from City with an executive officer (Chief) over both branches



**Option 1b**

- 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.

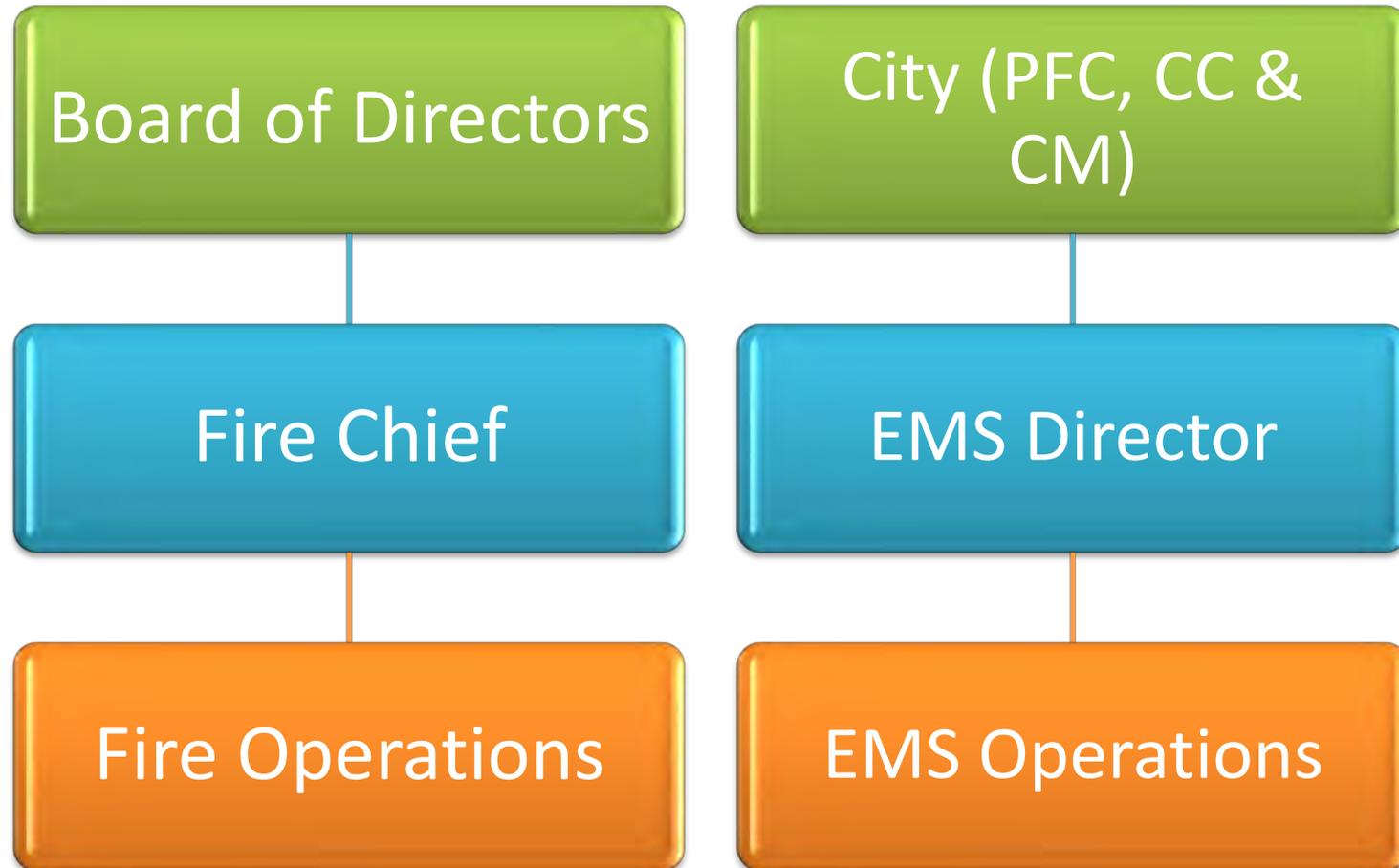
# Option 2- Volunteer Municipal Department



**Option 2**

- 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 – Two Distinct Entities



**Option 3**

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

5. **Discuss possible Fire Department meeting on April 29<sup>th</sup>**
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.