

Command Staff Cooperative Efforts Update

City of Brentwood

City of Clayton

City of Maplewood

City of Richmond Heights

City of Rock Hill

Spring 2016



Emergency Services Consulting International

Providing Expertise and Guidance that Enhances Community Safety

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Executive Summary

The cities of Brentwood, Clayton, Rock Hill, Maplewood, and Richmond Heights cooperatively engaged Emergency Services Consulting International (ESCI) to provide a review of each city’s fire department staffing practices and evaluate the potential for future cooperative efforts among the department’s administrative components.

The intent of this project is to study the feasibility of combining the administrative and support functions of the participating fire departments. The total land area served by the five study departments equals approximately 9.39 square miles with a combined population of 45,108.

Career fire departments that serve an urban population are commonly segregated into various operating divisions in order to reduce the span of control of command officers and distribute workload more effectively and with a higher degree of specialization. Smaller urban fire departments, however, frequently find themselves with inadequate staffing to form multiple divisions. In this case, personnel will “wear multiple hats” as they attempt to juggle the responsibilities associated with a full service emergency services organization.

The following figure summarizes the various divisions in place within the study departments and the administrative and support resources assigned to each.

| Division | BFD | CFD | MFD | RHiFD | RHFD | Total |
|-----------------|------------|------------|------------|--------------|-------------|--------------|
| Administrative | 3 | 2 | 1 | 2 | 1 | 9 |
| Operations | 0 | 3 | 0 | 3 | 0 | 6 |
| Training* | 0 | 0 | 0 | 0 | 0 | 0 |
| Prevention | 0 | 1 | Shared | 0 | 0 | 1 |
| Logistics | 0 | 0 | 0 | 0 | 0 | 0 |

**Training was previously a shared service with 1 full-time employee. Various department personnel within each agency are now filling the role and their percentage of training involvement is not accounted for here.*

The study departments provide services through a fully career model and it is assumed that each of the respective communities intend to maintain that level of service. With this in mind, ESCI evaluated the potential necessity of each position described previously and determined where any redundancy and/or overlap exists. Rather than rely solely on statistics and ratios, ESCI views necessary staffing from the perspective of responsibility and duty distribution. Based on its evaluation of current staffing levels combined with ESCI’s experience with similarly sized organizations, the following positions would be recommended as a starting point for a combined administrative and support complement for the five study departments:

| Position | Count |
|---|--------------|
| Fire Chief | 1 |
| Deputy Chief – Administration | 1 |
| Deputy Chief – Operations | 1 |
| Deputy Chief – Prevention (Fire Marshal) | 1 |
| Deputy Chief – Planning and Training | 1 |
| Battalion Chief – Logistics | 1 |
| Battalion Chief – Planning and Training | 1 |
| Battalion Chief – Operations (Shift Commanders) | 3 |
| Inspector | 2 |
| Administrative Assistant | 2 |
| Total | 14 |

It should be understood that this is a model developed by ESCI to start discussions regarding which positions would be included in a future system. The titles of the individual positions are subject to change based on local conditions, as are the numbers of positions based on policymaker decisions regarding funding.

Analysis and recommendations relative to placement of the response command officers (Battalion Chiefs) is included in this study with associated maps. An overall proposed organizational chart is also provided.

Three options for Governance of a Consolidated Administrative and Support Program are presented in this report, with associated discussion to compare and contrast each:

- Contracting for service
- Intergovernmental agreement(s)
- Joint powers agreement (JPA)

The Joint Powers Authority (JPA) system of governance is the recommended strategy for governance of a shared administrative and support component within the study agencies. It is assumed that a single fire chief will oversee the daily operations of the new system and that deputy chiefs will report to the fire chief. If the fire chief does not have a single governing board to report to, then confusion may ensue and the efficiency of the cooperative effort could be lost.

A thorough financial analysis of the proposed administrative consolidation is also presented in this report. Current salaries within the communities are used as a basis for a future modeled projection of comparable salaries under the consolidated model, based on the proposed position distribution. Combined with a projection of other expenditures to operate a consolidated administrative branch, the overall budget estimate is shown as follows:

| | |
|-----------------------|--------------------|
| Personnel | \$1,504,047 |
| Services and Supplies | \$36,097 |
| Contractual Services | \$85,731 |
| Total | \$1,625,875 |

In addition, discussion of cost in this report includes a number of options for the variables of a weighted cost allocation model that can be used to determine the amount each community would pay toward a consolidated administrative branch. These variables could include area, population, valuation and service demand.

ESCI concludes that a consolidated administrative and support branch to oversee the operation of the five fire departments would lead to improved efficiency and elimination of redundant effort. Administrative skills would improve as staff are able to focus on narrower areas of responsibility. Operational response supervision would improve, with consistent 24-hour command response in all communities, resulting in improved firefighter safety. Fringe administrative functions, as well as transient duties and projects, would be less likely to "fall through the cracks". Several of the departments would be less dependent upon station-level operations personnel performing ancillary administrative functions. Finally, consistency of operations, supervision, policy and procedure could only lead to improved cooperative effort in the street-level delivery of emergency services to the five-city region.

Command Staffing Evaluation and Analysis

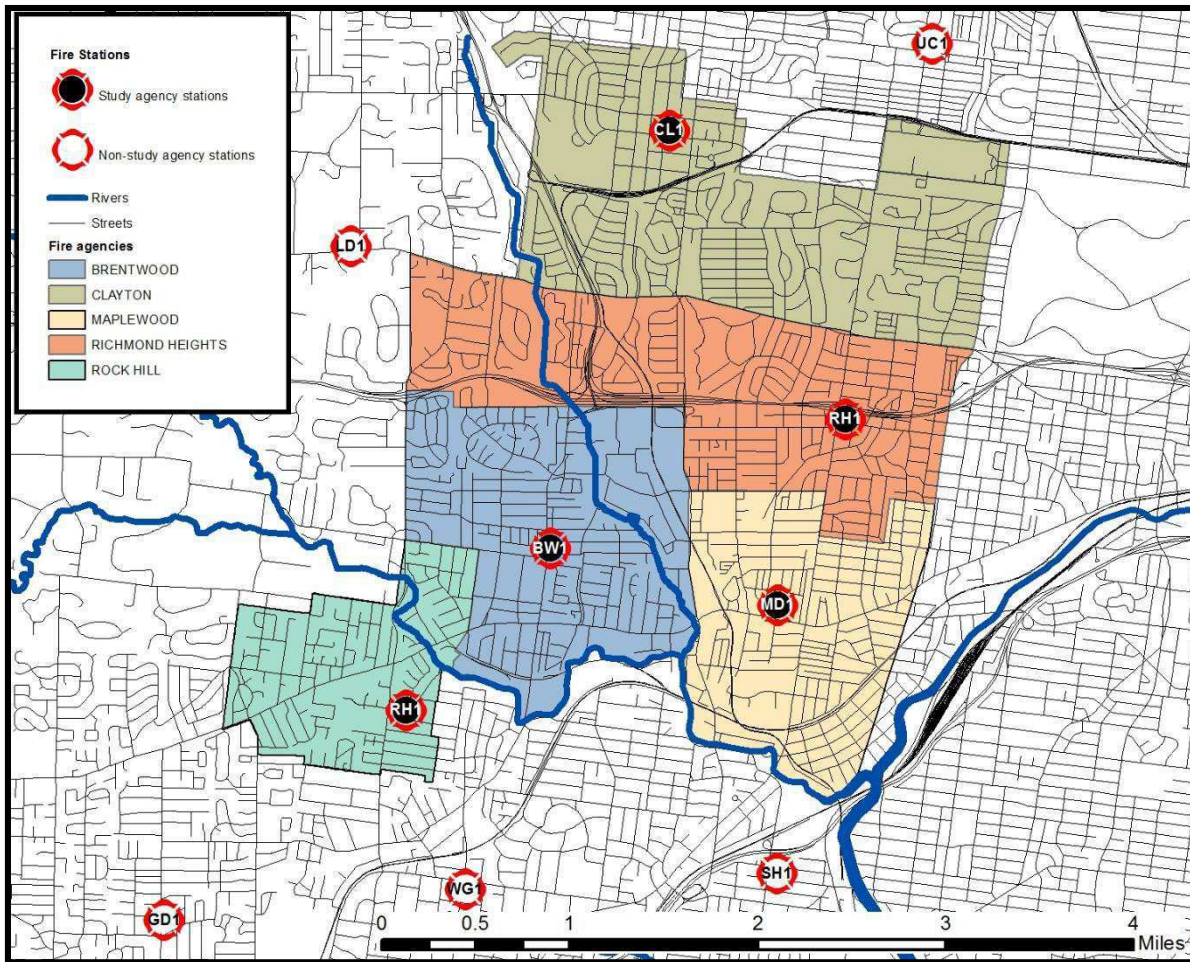
The cities of Brentwood, Clayton, Maplewood, Richmond Heights, and Rock Hill cooperatively engaged Emergency Services Consulting International (ESCI) previously to provide a review of each city's fire department staffing practices and evaluate the potential for future cooperative efforts among the department's administrative components. This project replaces Glendale with Richmond Heights and evaluates what impact may be experienced by each participating agency.

Brentwood Fire Department (BFD), founded in 1935, is a career emergency services provider that responds in an area of 1.96 square miles and a population of approximately 8,048¹. Clayton Fire Department (CFD), founded in 1897, is a career emergency services provider that responds to an area of 2.48 square miles and a population of approximately 15,912¹. Maplewood Fire Department (MFD), founded in 1908, is a career emergency services provider that serves an area of 1.56 square miles and a population of 7,987¹. Richmond Heights Fire Department (RHFD), founded in 1913, is a career emergency services provider that serves an area of 2.30 square miles and a population of 8,526. Rock Hill Fire Department (RHFD), founded in 1941, is a career emergency services provider that serves an area of 1.09 square miles and a population of approximately 4,635¹.

The total land area served by the five study departments equals approximately 9.39 square miles with a combined population of 45,108¹. The following figure illustrates the study area and identifies current station locations and response areas.

¹2014 U.S. Census Bureau estimate.

Figure 1: Study Area Base Map



DIVISION STAFFING LEVELS AND ASSIGNMENTS

Career fire departments that serve an urban population are commonly segregated into various operating divisions in order to reduce the span of control of command officers and distribute workload more effectively. In most cases, the larger the organization, the more divisions are present. Smaller urban fire departments, however, frequently find themselves with inadequate staffing to form multiple divisions. In this case, personnel will “wear multiple hats” as they attempt to juggle the responsibilities associated with a full service emergency services organization.

Common divisions seen in many urban fire departments include administration, operations, training, prevention, and logistics, to name a few. Based partially on the previous study conducted by ESCI, the region (all study departments except CFD and RHIFD) have previously shared a training officer. That project was eventually discontinued, but is in the process of being revived, again, among three of the departments. This cooperative effort can serve as a model to what can be accomplished through shared services efforts. The following figure summarizes the various divisions in place within the study departments and the administrative and support resources assigned to each.

Figure 2: Current Staffing Levels

| Division | BFD | CFD | MFD | RHiFD | RHFD | Total |
|-----------------|------------|------------|------------|--------------|-------------|--------------|
| Administrative | 3 | 2 | 1 | 2 | 1 | 9 |
| Operations | 0 | 3 | 0 | 3 | 0 | 6 |
| Training* | 0 | 0 | 0 | 0 | 0 | 0 |
| Prevention | 0 | 1 | Shared | 0 | 0 | 1 |
| Logistics | 0 | 0 | 0 | 0 | 0 | 0 |

*Training was previously a shared service with 1 full-time employee. Various department personnel within each agency are now filling the role and their percentage of training involvement is not accounted for here.

Only CFD and RHiFD provide operational oversight through the use of battalion chiefs while the other departments rely on captains and lieutenants for this operational supervision. Only CFD and MFD have personnel dedicated to fire prevention, code enforcement, and public education activities while the others rely on their respective building departments for code enforcement services. RHIFD also assigns their Battalion Chiefs to prevention and logistics responsibilities. MFD shared their prevention position with the building department at a ratio of 25 percent to the fire department. No study department has personnel dedicated to the logistics function (facilities, maintenance, supplies, and materials distribution). Instead, that responsibility is absorbed by lower ranked line staff as an additional responsibility.

Figure 3: Current Staffing by Position

| Division | BFD | CFD | MFD | RHiFD | RHFD | Total |
|------------------|------------|------------|------------|--------------|-------------|--------------|
| Fire Chief | 1 | 1 | 1 | 1 | 1 | 5 |
| Assistant Chief | 1 | 1 | 0 | 0 | 0 | 2 |
| Battalion Chief | 0 | 3 | 0 | 3 | 0 | 6 |
| Fire Marshal | 0 | 0 | 1 | 0 | 0 | 1 |
| Training Officer | 0 | 0 | 0 | 0 | 0 | 0 |
| Admin. Asst. | 1 | 1 | 0 | 1 | 0 | 3 |
| Total | 3 | 6 | 2 | 5 | 1 | 17 |

In addition to the divisions and positions noted above, there are several differences in the services that are provided by each of the study agencies. The following figure summarizes the specific services provided throughout the study region by each department.

Figure 4: Summary of Current Services Provided

| Service | BFD | CFD | MFD | RHiFD | RHFD |
|---------------------|------------|------------|------------|--------------|-------------|
| Fire Suppression | • | • | • | • | • |
| EMS First Response | ALS | ALS | ALS | ALS | ALS |
| EMS Transport | ALS | ALS | | ALS | |
| Vehicle Extrication | • | • | • | • | • |
| Technical Rescue | | • | • | • | |
| Water Rescue | • | • | | | |
| Hazardous Materials | Ops | Ops | Ops | Ops | Ops |
| Dispatch | ECDC | ECDC | ECDC | ECDC | ECDC |

As a fire department’s primary mission is to prevent and extinguish fires, each of the study agencies provides fire suppression services. However, like most other departments across the nation, each has expanded their missions into other areas. Each department provides Advanced Life Support (ALS) first response and, in addition, BFD, CFD, and RHiFD provide ALS transport ambulance services. Each department handles vehicle extrication from motor vehicle accidents occurring within their response area as well as operations level response to hazardous materials incidents. All study departments have migrated their dispatching responsibilities to the East Central Dispatch Center.

Position Necessity, Redundancy, or Overlaps

All emergency services organizations, regardless of size, require both administrative and operational personnel to adequately fulfill the mission of the department. How those positions are filled is a decision that must be made locally based on community expectations, demographics, socioeconomics, geography, and the availability of personnel. The study departments provide services through a career model and it is assumed that each of the respective communities intend to maintain that level of service. With this in mind, ESCI evaluated the potential necessity of each position described previously and determined where any redundancy and/or overlap exists.

In many cases, a department the size of the study region that contains five fire stations and provides ALS transport ambulance services as well as some level of hazardous materials and technical rescue response, would be overseen by a career fire chief. From a general perspective, it would appear that five career fire chiefs are currently serving the region. Although this is true, it does not necessarily mean that these positions are redundant. As mentioned previously, most career fire departments are segregated into divisions that provide oversight to specialized functions. In the current system, little attention is paid to these ancillary but critical components of a full service organization.

A new, larger, single organization (from an administrative and support perspective) would not require five fire chiefs. Even the largest departments in the country (New York, Chicago, Los Angeles) only have a single fire chief at the helm of the organization, although the reporting channels may involve a number of commissioners or other titles; but there is always a single individual with whom the overall responsibility

lies. So, for the sake of this evaluation, only one fire chief would be necessary in a new cooperative environment, meaning four chiefs would be redundant.

With that said, however, there is currently little in the way of other administrative and support personnel within the regional structure. Three assistant chiefs, six battalion chiefs (serving operational roles), one fire marshal, and three administrative assistant/clerical personnel, for a total of 13 personnel, not including the fire chiefs, comprise the entirety of the administrative and support staff.

Lines of Accountability

At present, each of the study agencies is completely independent, except for the project being undertaken by three of the agencies to, again, share a training officer. Each department has an internal organizational structure that, while similar to the adjacent agencies, is still specific to their community and department. The following figure summarizes how the lines of accountability vary from department to department within the study region.

Figure 5: Summary of Lines of Accountability

| | BFD | CFD | MFD | RHiFD | RHFD |
|------------------------------|--------------------|-----------------|-----------------|-----------------|--------------------|
| Type of Government Structure | Mayor-Council | Council-Manager | Council-Manager | Council-Manager | Mayor-Council |
| Fire Chief Reports To | City Administrator | City Manager | City Manager | City Manager | City Administrator |
| Fire Chief's Span of Control | 5 | 5 | 4 | 4 | 3 |

As can be seen in the preceding figure, the study departments have similar but different organizational structures and lines of accountability. BFD and RHFD operate under a mayor/council form of government while CFD, MFD, and RHiFD operate under a council/manager form of government. Each of the fire chiefs report to an appointed city manager/administrator. Span of control for each fire chief is within the expected limits but this does not take into account the ancillary duties that each chief has to perform due to a lack of administrative and support personnel. Some of the additional tasks that each chief (and/or battalion chief) is currently performing include:

- Managing the purchasing function
- Maintenance and supply issues
- Logistics
- Clerical duties
- Payroll
- Time-off requests, etc.

RECOMMENDATIONS

Position Quantities

As mentioned previously, there are no benchmarks that provide guidance as to how many administrative and support personnel should be actively involved in an emergency services organization. Rather than rely solely on statistics and ratios, ESCI views necessary staffing from the perspective of responsibility and duty distribution. Based on the preceding evaluation of current staffing levels combined with ESCI's experience with similarly sized organizations, the following positions would be recommended as a starting point for a combined administrative and support complement for the five study departments.

Figure 6: Suggested Position Quantities

| Position | Count |
|---|--------------|
| Fire Chief | 1 |
| Deputy Chief – Administration | 1 |
| Deputy Chief – Operations | 1 |
| Deputy Chief – Prevention (Fire Marshal) | 1 |
| Deputy Chief – Planning and Training | 1 |
| Battalion Chief – Logistics | 1 |
| Battalion Chief – Planning and Training | 1 |
| Battalion Chief – Operations (Shift Commanders) | 3 |
| Inspector | 2 |
| Administrative Assistant | 2 |
| Total | 14 |

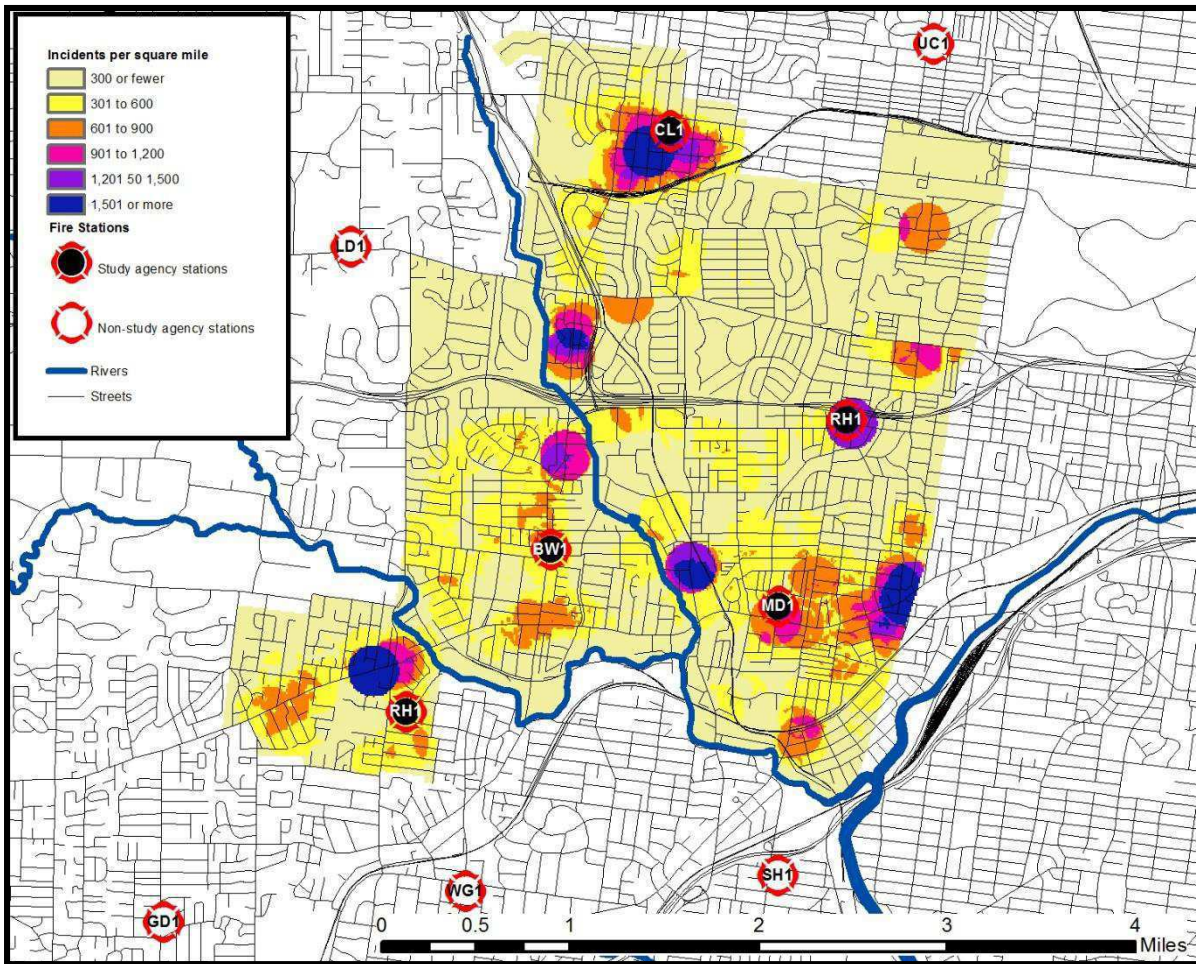
It should be understood that this is a model developed by ESCI from which to start discussions about what positions would be included in a future system. The titles of the individual positions are subject to change based on local conditions, as are the numbers of positions based on policymaker decisions regarding funding. How these positions will be deployed is discussed below but will also be a point of discussion prior to implementation of any model change.

Position Deployment

The positions identified above should be appropriately placed throughout the region to maximize the benefits of that location. As already mentioned, each of the study departments currently uses one station within each community. These stations are independently operated and vary in space availability and viability for future use. The locations of each station are illustrated in Figure 1. The only function that would be significantly impacted by geographical deployment would be the Battalion Chief – Operations, since they have operational responsibilities and will need to be able to respond to any area of the region. The deployment of other administrative and support positions will need to be based on availability of space within each existing facility.

Although Figure 1 shows the deployment of stations, the Battalion Chief – Operations should be located centrally to easily respond to any location within the overall region. The figure below illustrates service demand for the most recently reported calendar year.

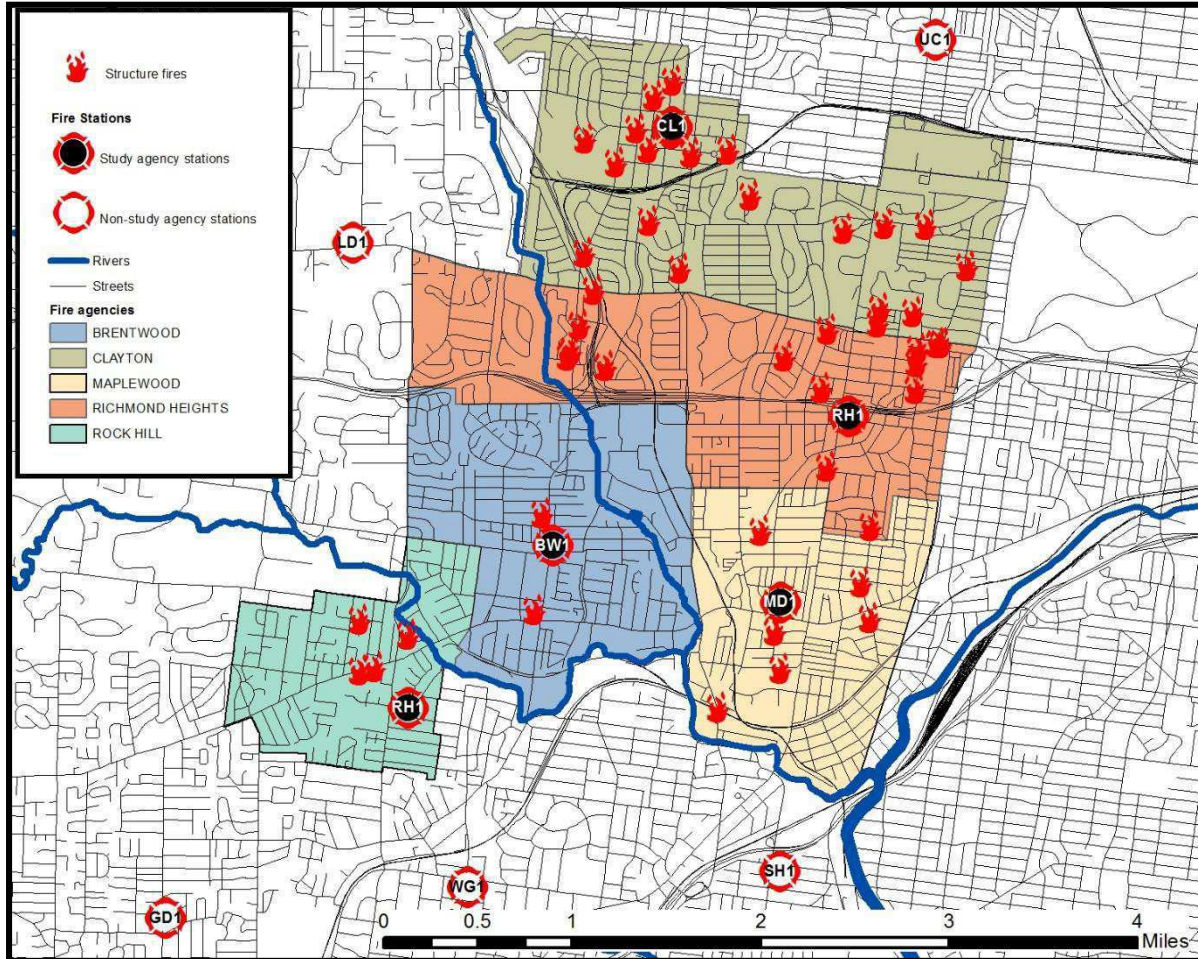
Figure 7: Geographic Service Demand



While the on-duty Battalion Chief may not respond to all incidents throughout the region, response to structure fires and other more involved incidents will, in all likelihood, be required.

The figure below displays the geographic service demand of structure fires throughout the region for the most recently reported calendar year.

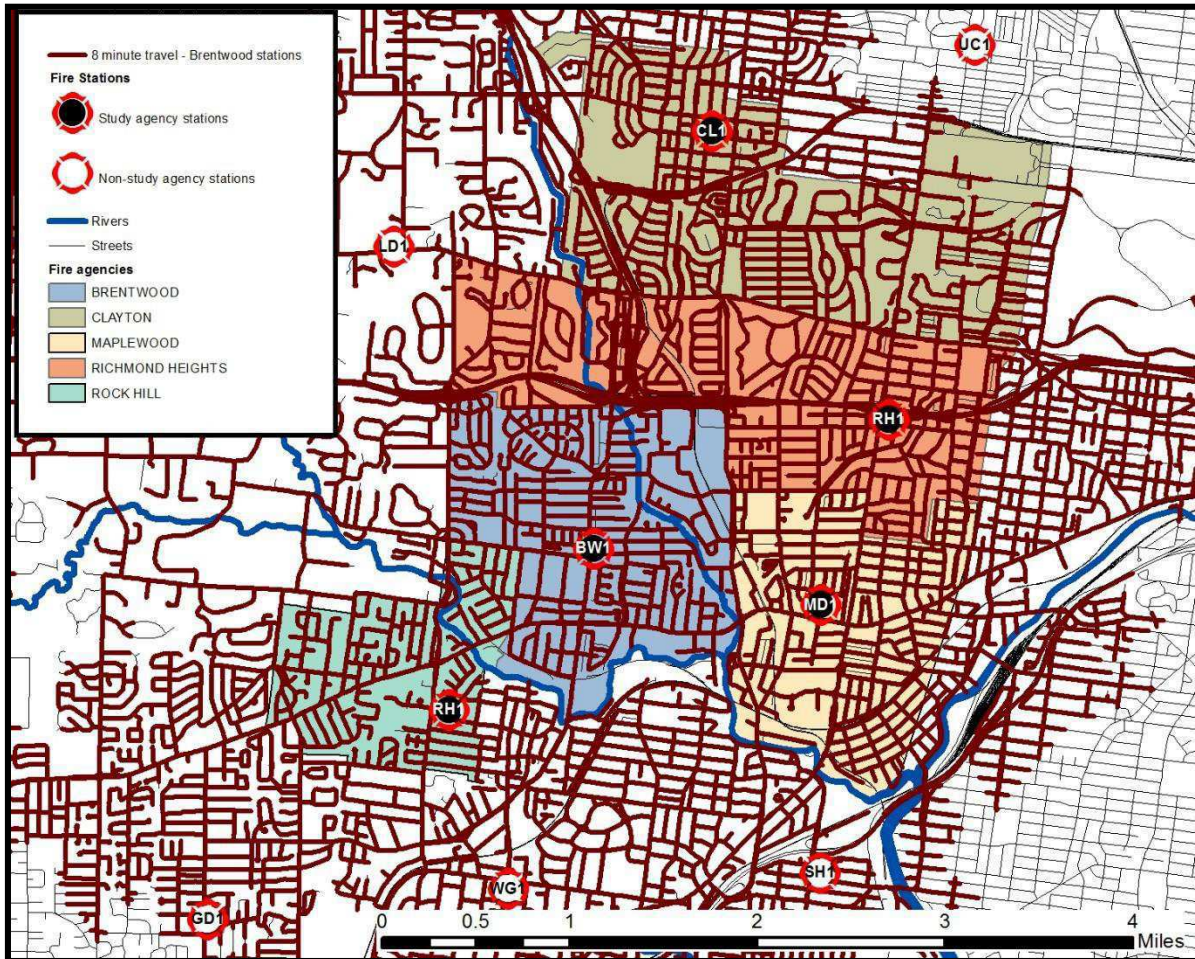
Figure 8: Geographic Service Demand (Structure Fires)



Although a majority of structure fires across the region during the most recently reported calendar year occurred in Clayton, BFD's station is located centrally and in a good location to respond to all five communities, including Clayton.

In addition, housing the Battalion Chief at BFD would allow an eight-minute travel to nearly 100 percent of the study area as illustrated in the following figure.

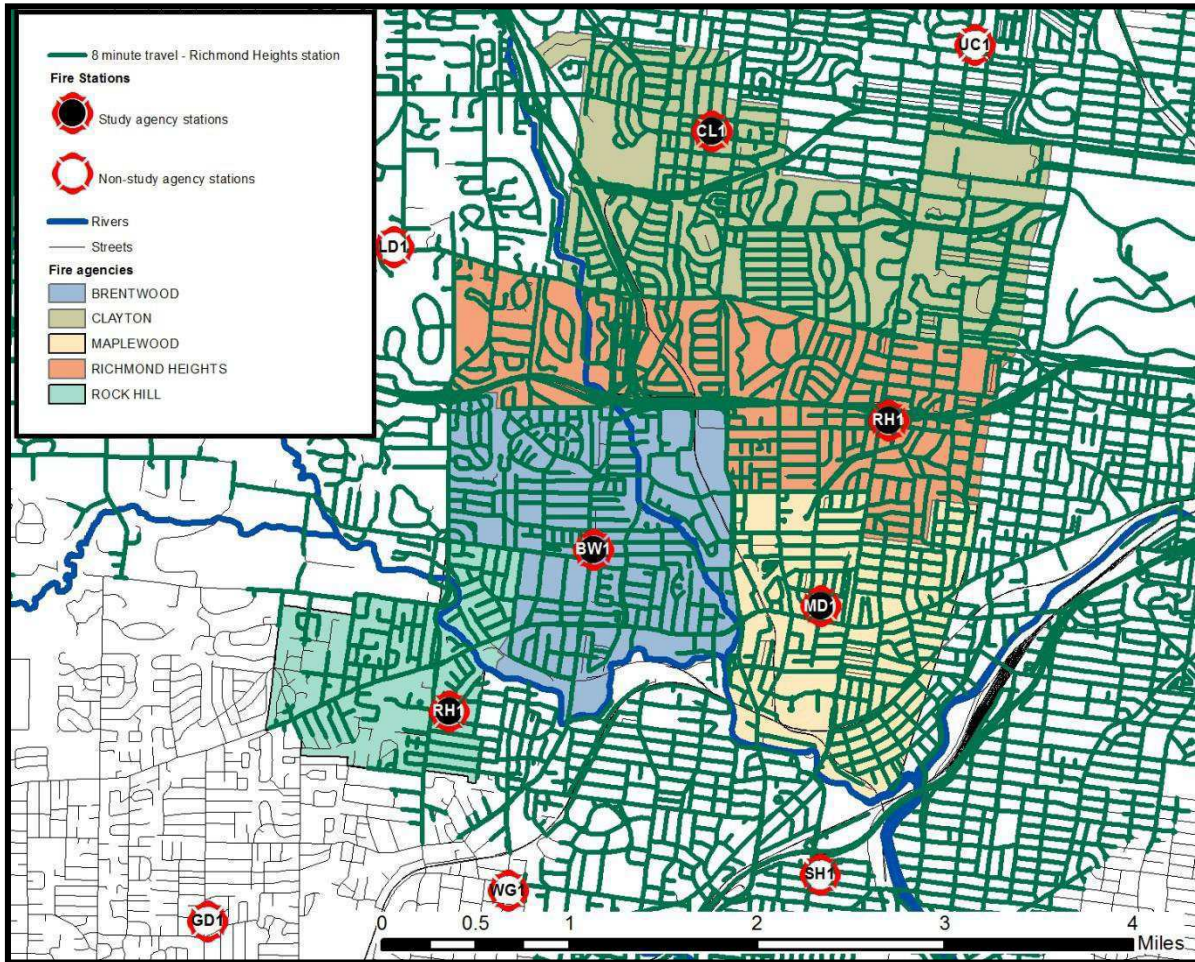
Figure 9: Eight-Minute Travel Model from BFD



As an alternative, the Battalion Chief could be located at the RHIFD station, which would be in slightly closer proximity to Clayton, with its higher rate of structure fires.

The RHIFD location would result in the following response capability.

Figure 10: Eight-Minute Travel Model from RHIFD



Based on the preceding travel models, either location would be suitable for deployment of the on-shift Battalion Chief. Given the space limitations at each of the existing stations, ESCI makes the following recommendations regarding deployment of the remaining administrative and support positions.

Figure 11: Recommended Deployment of Administrative and Support Personnel

| Position | Deployment |
|---|-------------------|
| Fire Chief | Brentwood |
| Deputy Chief – Administration | Maplewood |
| Deputy Chief – Operations | Richmond Heights |
| Deputy Chief – Prevention | Clayton |
| Deputy Chief – Planning and Training | Brentwood |
| Battalion Chief - Logistics | Richmond Heights |
| Battalion Chief – Planning and Training | Brentwood |
| Executive Secretary | Brentwood |
| Administrative Assistant | Clayton |

This deployment is only a recommendation based on space requirements and the ability of certain positions to be in a place easily accessible to the highest number of personnel and the public as well as current distribution of personnel resources. Final deployment will be based on position assignment.

Fiscal Analysis

Cooperative efforts and shared services are relatively easy to implement operationally. Emergency services organizations often share operational resources on emergency scenes and many rely heavily on mutual aid from adjacent communities for major incidents. Operating in this manner, maintaining autonomy with occasional cooperation is comfortable for most organizations. Taking the next step and actually coming together, whether administratively or operationally, is another matter.

Most communities are very proud of their fire departments and few have anything negative to say about the services provided. These same communities, however, are often quick to want their respective local governments to work better and smarter and to lower the tax rates necessary to provide services. Fire departments have historically been largely exempt from these cuts; being viewed as an essential public service but, in today's economic environment, no department is immune from potential cost cutting measures. Although operationally it makes complete sense to distribute the existing administrative and support resources throughout the region, there is still the question as to what such a venture would cost. This section evaluates that question and begins with a review of the existing compensation systems within the study agencies.

Compensation Systems

Compensation can be defined in a number of ways but, for the purposes of this project, will be defined as salary plus benefits in numeric form. The following figure identifies the salary structures of the administrative and support staff within each of the study agencies from the most recent budget provided.

Figure 12: Current Salary Ranges and Actuals

| Brentwood | | | | |
|-------------------------|----------------|------------------|----------------|----------------|
| | Minimum | Mid-range | Maximum | Current |
| Fire Chief | \$100,829 | \$116,888 | \$139,571 | \$131,559 |
| Assistant Chief | \$82,953 | \$96,164 | \$114,825 | \$115,589 |
| Clerical | \$38,002 | \$44,054 | \$53,602 | \$52,602 |
| Clayton | | | | |
| | Minimum | Mid-range | Maximum | |
| Fire Chief | \$110,415 | \$123,664 | \$138,018 | \$118,903 |
| Assistant Chief | \$93,226 | \$102,906 | \$112,448 | \$102,906 |
| Battalion Chief | \$85,565 | \$94,409 | \$103,163 | \$88,560 |
| Clerical | \$40,083 | \$46,095 | \$55,314 | \$49,923 |
| Maplewood | | | | |
| | Minimum | Mid-range | Maximum | |
| Fire Chief | \$88,390 | \$105,635 | \$122,879 | \$122,879 |
| Richmond Heights | | | | |
| | Minimum | Mid-range | Maximum | |
| Fire Chief | \$81,101 | \$94,018 | \$108,993 | \$108,993 |
| Battalion Chief | \$74,451 | \$86,310 | \$100,057 | \$91,566 |
| Clerical | \$30,754 | \$41,989 | \$52,608 | \$40,766 |
| Rock Hill | | | | |
| | Minimum | Mid-range | Maximum | |
| Fire Chief | | Not Applicable | | \$60,032 |

Based on the preceding figure, the average salary for each existing position is listed below.

Figure 13: Current Salaries

| Position | Average | Low | High |
|-----------------|----------------|------------|-------------|
| Fire Chief | \$104,988 | \$60,032 | \$131,559 |
| Assistant Chief | \$109,248 | \$102,906 | \$115,589 |
| Battalion Chief | \$90,063 | \$91,566 | \$91,566 |
| Clerical | \$51,263 | \$40,766 | \$52,602 |

In addition to the base salary of the positions noted previously, each city provides certain benefits to its employees. While it is not the intent of this study to determine how those various benefits might be integrated into a new cooperative model, ESCI did evaluate the existing cost of those benefits.

The figure below summarizes the benefits cost within each study department.

Figure 14: Benefit Costs

| City | Benefit Cost | Percentage of Personnel Costs |
|------------------|--------------|-------------------------------|
| Brentwood | \$275,734 | 11.44% |
| Clayton | \$1,168,458 | 29.88% |
| Maplewood | \$183,229 | 13.13% |
| Richmond Heights | \$638,668 | 21.07% |
| Rock Hill | \$279,740 | 35.56% |

Given the various benefit costs and percentages provided above, the average benefit percentage equates to 22.22 percent. However, it should be noted that BFD and MFD do not include their pension contributions within their departmental budgets but rather allocate that cost through another general fund line. For this purpose, the average benefit is most likely too low. Therefore, ESCI applied a 30.0 percent benefit cost to the model to estimate total personnel costs. This is purely an estimate and, should the department move forward with cooperative efforts, a more defined benefit cost should be calculated.

Using the information from the preceding paragraphs as well as data contained within each organization’s operational budget, ESCI developed a model budget for a cooperative administrative and support structure. In doing so, certain assumptions were made as listed below.

1. Benefit costs were extracted from each line budget to determine the percentage as compared to total personnel costs.
2. A line item for services and supplies was generated by dividing the total of all services and supply sections of the 2014 budgets by the total of each budget. This produced an estimate for supplies and services of 2.40 percent.
3. A line item for contractual services was generated by dividing the total of all contractual services section of the 2014 budgets by the total of each budget. This produced an estimate for contractual services of 5.70 percent.
4. Capital was ignored for this model.
5. The following equation was created to determine the individual components of each budget.

Figure 15: Budget Determination Equation

$$A + (A*B) + (A*C) = X$$

- Where
- A = Personnel Costs
 - B = Services and Supplies (2.4%)
 - C = Contractual Services (5.7%)
 - X = Total Estimated Budget

The variable A was determined by the following:

Figure 16: Variable A Determination

| | Proposed Salary | Benefits | Total Cost | Positions | Total |
|-----------------|------------------------|-----------------|-------------------|------------------|--------------------|
| Fire Chief | \$131,559 | \$39,468 | \$171,027 | 1 | \$171,027 |
| Deputy Chief | \$115,589 | \$34,677 | \$150,266 | 4 | \$601,064 |
| Battalion Chief | \$91,566 | \$27,470 | \$119,036 | 5 | \$595,180 |
| Clerical | \$52,602 | \$15,786 | \$68,388 | 2 | \$136,776 |
| Total | | | | | \$1,504,047 |

Notice that in this personnel cost model the inspector positions are not included. These are currently not included fully in any department’s budget and therefore would be an additional position moving forward. Given the complexity of the communities involved, and the number of inspectable properties, ESCI would recommend filling these positions. The following figure is a summary of the total budget estimated by ESCI for a cooperative administrative and support program.

Figure 17: Total Estimated Administrative and Support Program Budget

| | |
|-----------------------|--------------------|
| Personnel | \$1,504,047 |
| Services and Supplies | \$36,097 |
| Contractual Services | \$85,731 |
| Total | \$1,625,875 |

Short and Long-Term Savings/Costs

The previous sections of this report provide the reader with a general review of the administrative and support components within each of the study agencies as well as introduce the issue of future cooperative efforts and what that might look like from a staffing perspective. In addition, the preceding section provides projections on what the recommended system may cost the participants. This section of the report provides information relative to short and long-term cost options so that policymakers will have the information necessary to make an informed decision about the future of their respective fire department.

As discussed, three of the five study departments previously shared a training officer. The cost of that position was distributed by a rather simple formula; 30 percent to Brentwood, Glendale (not a study participant), and Maplewood and 10 percent to Rock Hill. Although this type of cost distribution was acceptable to the participating cities, it does not consider the various factors that could more accurately distribute the cost. While a single service (training) may be funded adequately for this formula, the provision of administrative and support services may be impacted by elements such as service area, population, assessed value, or service demand, to name a few. The following figure provides a summary of these elements in the study communities.

Figure 18: Summary of Cost Allocation Elements

| Community | Area | 2014 Population | Assessed Value | Service Demand |
|------------------|-------------|----------------------------|------------------------|---------------------------|
| Brentwood | 1.96 | 8,048 | \$292,153,442 | 2,270 |
| Clayton | 2.48 | 15,912 | \$860,522,000 | 1,540 |
| Maplewood | 1.56 | 7,987 | \$157,173,031 | 1,624 |
| Richmond Heights | 2.30 | 8,526 | \$321,446,485 | 2,161 |
| Rock Hill | 1.09 | 4,636 | \$98,681,090 | 921 |
| Total | 8.38 | 42,518 | \$1,520,458,481 | 7,040 |

Represented as a percentage, each of the various elements can help the participant communities determine the most appropriate method of cost allocation. These percentages are provided in the following figure.

Figure 19: Summary of Cost Allocation Elements as a Percentage

| Community | Area | 2014 Population | Assessed Value | Service Demand |
|------------------|---------------|----------------------------|---------------------------|---------------------------|
| Brentwood | 20.87% | 17.84% | 16.89% | 26.66% |
| Clayton | 26.41% | 35.27% | 49.74% | 18.08% |
| Maplewood | 16.61% | 17.71% | 9.09% | 19.07% |
| Richmond Heights | 24.49% | 18.90% | 18.58% | 25.38% |
| Rock Hill | 11.61% | 10.28% | 5.70% | 10.81% |
| Total | 100.0% | 100.0% | 100.0% | 100.0% |

These elements can be used individually or combined into a multi-variable cost allocation model that assigns weighting scores to each element and then multiplies that score by the individual community's value. As an example, ESCI developed three weighted scores at random as illustrated in the following figure.

Figure 20: Example Multi-Variable Weight Assignment

| Multiple Variable #1 | Multiple Variable Weights |
|-----------------------------|----------------------------------|
| Area | 15% |
| Population | 35% |
| Valuation | 25% |
| Service Demand | 25% |
| | 100% |

| Multiple Variable #2 | |
|-----------------------------|------|
| Area | 25% |
| Population | 15% |
| Valuation | 20% |
| Service Demand | 40% |
| | 100% |

| Multiple Variable #3 | |
|-----------------------------|------|
| Area | 10% |
| Population | 25% |
| Valuation | 35% |
| Service Demand | 30% |
| | 100% |

Using the example weighting of the various elements, the cost allocation would change to the percentages illustrated in the following figure.

Figure 21: Example Weighted Cost Allocation Model

| Jurisdiction | Multiple Variable #1 | Multiple Variable #2 | Multiple Variable #3 |
|---------------------|-----------------------------|-----------------------------|-----------------------------|
| Brentwood | 20.3% | 21.9% | 20.5% |
| Clayton | 33.3% | 29.1% | 34.3% |
| Maplewood | 15.7% | 16.3% | 15.0% |
| Richmond Heights | 21.3% | 22.8% | 21.3% |
| Rock Hill | 9.5% | 9.9% | 9.0% |
| | 100.0% | 100.0% | 100.0% |

This converts into dollars as illustrated below.

Figure 22: Estimated Cost Allocation

| Jurisdiction | Multiple Variable #1 | Multiple Variable #2 | Multiple Variable #3 |
|------------------|-----------------------|-----------------------|-----------------------|
| Brentwood | \$329,423.03 | \$356,624.75 | \$332,573.49 |
| Clayton | \$540,833.00 | \$472,735.58 | \$557,585.29 |
| Maplewood | \$255,716.44 | \$264,274.66 | \$243,697.25 |
| Richmond Heights | \$345,963.71 | \$371,108.72 | \$346,160.28 |
| Rock Hill | \$153,938.82 | \$161,131.28 | \$145,858.68 |
| Total | \$1,625,875.00 | \$1,625,875.00 | \$1,625,875.00 |

Implementation Plan

The remainder of this report describes a standard recommended process for moving forward with the potential implementation of a cooperative service delivery effort. The word *potential* is used here because a part of this process includes the policy decisions necessary to determine, based on the results of this study, whether there is sufficient desire among the political bodies of the organizations to continue with the process or not. The implementation begins with that step.

CONDUCT VISION SESSION(S) WITH POLICY-MAKERS

The initial stage of implementation begins with the most elementary decision: “Do we want to move forward or not?” It is extremely important that at this stage of the process it is clearly recognized that this is a public policy decision on the part of the governing entities involved. A decision to consider altering the way in which a critical public safety service is provided, in some cases even permanently altering the governance of those services, is clearly in the purview of the elected bodies. While senior management input should be considered, the final decision should not rest at any level lower in the organization than those who are elected to represent the respective communities.

For this reason, it is recommended that the elected bodies meet together for the initial discussion of the feasibility study and its projected options and outcomes. Depending on the number of elected officials, the policy-makers can decide whether to include all elected officials or a representative group assigned to represent each governing entity. During this policy stage, involvement by additional staff should be kept to a minimum, perhaps at the senior management level and then for the sole purpose of providing technical support. It is important to limit the ability for the process to be “hijacked” at this point by strenuous arguments for or against the idea from department-level personnel whose opinions may be influenced by turf, power, or control issues. Stakeholder input is important, but opportunity can be provided for this once the policy-makers have determined what is in the best interest of their citizens as a matter of public policy.

It is equally important that the policy-makers recognize exactly what decision is under consideration in the initial vision meetings. The purpose is to weigh the strategies, advantages, fiscal outcomes, and potential impediments of the feasibility to determine whether to commit local resources, and move the process forward. The decision is not, at this point, a final decision to execute a determined strategy. The final commitment to take legal actions necessary to finalize implementation of any given strategy will come much further into the process.

One of the best methods for initiating this vision process is to begin with policy-makers sharing an open discussion of critical issues. Each entity’s representative can present a short description of those critical issues, service gaps, or service redundancies that might be concerning them relative to their provision of public safety administration. As each entity takes its turn presenting these issues, a picture typically emerges of those shared critical issues that two or more of the entities have in common. This focuses the discussion on which of the feasible options from the study best address those critical common issues and how.

As the discussion focuses on those feasible options with the greatest opportunity to positively impact shared critical issues, the discussion can expand to the strengths and weakness of the strategies relative to the conditions, financial abilities, and cultural attitudes of the communities involved. There should be a concerted effort to remain at a policy level without becoming overly embroiled in operational discussions of implementation details. Those will be addressed once a common vision has been established for a future strategy that is in the best interest of all the communities involved.

This is also the time that communities may make the decision to opt-out of further involvement. This may occur for a number of reasons. There may be legitimate concern that an individual community does not truly share an adequate number of common critical issues with the other communities. There may also be a legitimate concern that the feasible strategies do not do enough to benefit a given community and would leave it with too many remaining critical issues. And, of course, there is always the possibility that a given community will not feel that the projected financial outcome is within their ability or provides a cost-benefit that is better than their current situation. Any such decisions by one or more communities should not be considered a discouraging factor, for that is the very purpose of the vision sessions. In many cases, other remaining entities continue moving forward with a shared vision for cooperative service delivery even after one or more communities determine not to.

The goal of the vision session(s) is to develop a decision by the policy-makers on whether to continue with the next steps and, if so, what direction those steps should take. The vision should be sufficiently decisive as to be actionable by senior appointed officials and staff. While there will be many details to work out in the implementation process, the vision should clearly articulate the intention of the agreeing policy bodies on the desired outcome. Once this occurs, the real work begins.

After setting the joint vision, this policy-maker group should meet together at set intervals or as needed to hear the progress of the Joint Implementation Committee and its working groups and refine direction when necessary. The appropriate interval will depend on the situation and the complexity and length of the process itself, but often a quarterly meeting is sufficient.

ESTABLISH A JOINT IMPLEMENTATION COMMITTEE

The next step in the process is to establish a Joint Implementation Committee that will be given the overall responsibility with leadership and management of the planning and implementation process. This will be the “nuts and bolts” group that works through the details, overcomes the challenges, reacts to new information, and makes many of the actual decisions on the implementation plan. This group should have much wider representation from stakeholders both inside and outside of the individual organizations involved. Membership in the Joint Implementation Committee may include senior management personnel and, where appropriate, labor representatives. The following is an example of a Joint Implementation Committee:

- City Manager and County Manager (or equivalent)
- Fire Chief from each community
- Finance Director from each community

The Joint Implementation Committee's first order of business should be to determine the rules and procedures of this committee. This should include such items as:

- How often does this group meet? (Monthly is typical.)
- How are absences handled? (Assigned alternates are recommended.)
- How does communication (occasionally secure) within this committee take place?
- How will meetings be conducted? Are there "rules of conduct" for the meetings?
- Under what circumstances will the meetings be opened to attendance by non-members?
- How will the group pursue consensus? When voting is necessary and how will that occur?

DEVELOP AN IMPLEMENTATION STRATEGIC PLAN

Once the ground rules have been set, the Joint Implementation Committee should schedule a strategic planning process. Consideration should be given to having this strategic planning process directed by neutral outside professionals trained in strategic planning facilitation. The strategic planning process should be held in a neutral setting away from the daily activities and noise of the usual office environment. It need not be an expensive retreat, but it should be organized in a way to focus energy and attention exclusively to the planning process for its duration. The purpose of the initial strategic planning session should be as follows:

- To further articulate and refine the joint vision set by the policy bodies.
- To identify critical issues that will be met as the implementation process unfolds.
- To identify potential impediments to implementation from:
 - Organizational culture
 - Availability of data and information
 - Outside influences and time demands
- To set the specific goals and objectives of the implementation process and the timelines for accomplishment.
- To establish the necessary implementation working groups.

This process should result in the preparation of an implementation planning document that can be shared with the policy body, stakeholders, and others who will be involved in or affected by the implementation process. The document should provide the joint vision, describe the cooperative service strategy or strategies being pursued, the desired outcome, the goals that must be met in order for implementation to be achieved and the individual objectives, tasks, and timelines for accomplishment. When fully and adequately prepared, this document will serve as the master "road map" for the process and will help guide the next steps of developing working groups and assigning responsibilities.

ESTABLISH IMPLEMENTATION WORKING GROUPS

As part of the implementation strategic planning process, various implementation working groups should be established that will be charged with responsibility for performing the necessary detailed work

involved in analyzing, weighing, and deciding on specific processes. Membership for these implementation working groups should be roughly identified as part of that process as well.

The number and titles of the working groups will vary depending on the type and complexity of the strategies begin pursued. However, the following list provides some typical working groups used in most consolidation processes and a description of some of their primary assigned functions and responsibilities.

Governance Working Group

This group will be assigned to examine and evaluate various governance options for the cooperative service effort. A recommendation and process steps will be provided back to the Joint Implementation Committee and the policy-maker group. Once approved, this working group is typically assigned the task of shepherding the governance establishment through to completion. The membership of this group typically involves one or more elected officials and senior city and agency management.

Finance Working Group

The group will look at all possible funding mechanisms and will work in partnership with the governance working group to determine impact on local revenue sources and options. Where revenue is to be determined by formula rather than a property tax rate, such as in a contractual cooperative venture, this group will evaluate various formula components and model the outcomes, resulting in recommendations for a final funding methodology and cost distribution formula. The membership of this group typically involves senior financial managers and staff analysts, and may also include representatives from the agencies' administrative staffs.

Legal Working Group

Working in partnership with the governance working group, this group will study all of the legal aspects of the selected strategy and will identify steps to ensure the process meets all legal obligations of process and law. Where necessary, this group will oversee the preparation and presentation of policy actions such as ordinances, joint resolutions, dissolutions, and enabling legislation. The group will also be responsible for working with other elected bodies, such as State Legislatures, when necessary to accomplish establishment of local selected governance. The membership of this group typically involves legal counsel from the various entities involved and may also include senior city management staff.

Personnel Working Group

The group will work out all of the details of necessary administrative personnel changes required by the strategy. This involves detailed analysis of processes, procedures, service delivery methods, deployment, and administrative staffing. The membership of this group typically involves senior agency management and mid-level officers.

Communications Working Group

Perhaps one of the most important, this group will be charged with developing an internal and external communication policy and procedure to ensure consistent, reliable, and timely distribution of information related to the cooperative effort. The group will develop public information releases to the media and will select one or more spokespersons to represent the communities in their communication with the public

on this particular process. The importance of speaking with a common voice and theme, both internally and externally cannot be overemphasized. Fear of change can be a strong force in motivating a group of people to oppose that which they do not clearly understand. A well informed workforce and public will reduce conflict. The membership of the group typically involves public information officers and senior city or agency management.

MEET, IDENTIFY, CHALLENGE, REFINE, AND OVERCOME

Once the working groups are established, meeting, and completing their various responsibilities and assignments, it will be important to maintain organized communication up and down the chain. The working group chairs should report regularly to the Joint Implementation Committee. When new challenges, issues, impediments, or opportunities are identified by the working groups, this needs to be communicated to the Joint Implementation Committee so that the information can be coordinated with findings and processes of the other working groups. Where necessary, the Joint Implementation Committee and a working group chairperson can meet with the policy-makers to discuss significant issues that may precipitate a refinement of the original joint vision.

The process is continual as the objectives of the strategic plan are accomplished one by one. When sufficient objectives have been met, the Joint Implementation Committee can declare various goals as having been fully met until the point comes when the actual implementation approval needs to be sought from the policy bodies. This formal “flipping of the switch” will mark the point at which implementation ends and integration of the agencies administrative staff begins.

Conclusion

The study cities realize that long-term sustainability is key to continuing to provide services at the expected levels. To that end, they had entered into cooperative efforts through the sharing of a training officer (no longer in effect) and now desire to expand on that cooperation. As described within the body of this document, each department is operating at a level commensurate with community expectations but, in order to ensure efficiency in an uncertain economic environment, must take measures to be fiscally prudent.

This report illustrates how each department is currently operating in regards to administrative and support functions and supplies decision-makers with strategies to begin a process whereby those functions are shared across a larger region, thereby increasing efficiency and enhancing the utilization of existing resources. By reallocating personnel currently filling administrative and support roles, the region will be able to implement a division of labor that is not capable by any single study department. Functions that are currently ancillary duties of each fire chief can be distributed down through an organization structure that includes a single fire chief and several deputy chief positions as well as fire prevention, training, logistics and administration. The deployment of these positions, while provided as an example within the body of this report, will be determined by those with more intimate knowledge of space needs and availability. In addition, while costs of the cooperative effort may, at first, remain static or even increase, future positions could be combined or eliminated based on attrition, thereby reducing future cost.

As internal discussions and processes move forward within the study communities, it is ESCI's sincere hope that the information contained within this report serves as a guide for decision-makers, both at the governmental and department level.

Appendix – Sample Job Descriptions

CITY OF PULLMAN, WASHINGTON CLASS SPECIFICATION

FIRE CHIEF

3109

GENERAL PURPOSE:

Plans, implements and directs the activities of the Fire Department, including fire suppression, rescue, emergency medical services, hazardous materials response, fire prevention/inspection activities and general administration/management of the department. Develops, implements and evaluates the Fire Department's goals and objectives, programs and procedures in accordance with overall policies established by the Mayor, City Council, City Supervisor, and state and federal laws and regulations.

CLASSIFICATION SUMMARY:

The Fire Chief performs administrative, managerial and supervisory work as the director of the Fire Department. As such, the Chief plans and directs, through subordinate supervisors, the short- and long-term programs and day-to-day activities of the department. Manages the department's financial and human resources with the goal of keeping losses of property and lives due to fire and other emergencies at a minimum. The Fire Chief is also responsible for the external affairs of the department in conferring and coordinating with other city departments, other fire departments and community groups. Direct supervision is exercised over subordinate supervisors. The Fire Chief reports to the City Supervisor, who reviews work through discussions and reports of the status and results of program activities and the attainment of department administrative and financial goals and objectives. Fire Chief may be required to act as Fire Chief for Washington State University and report to Washington State University official for university-related business.

ILLUSTRATIVE EXAMPLES OF ESSENTIAL DUTIES AND RESPONSIBILITIES:

Plans, develops, organizes, assigns, directs, and evaluates department operations with respect to equipment, apparatus, and personnel to keep all losses of property and lives due to fire and other emergencies at a minimum; reviews, revises, and executes the personnel standards of the department; issues orders necessary for administering personnel procedures.

Attends City Council meetings to receive and provide information as appropriate; develops and monitors progress towards department goals and objectives.

Enforces, through subordinate officers and personnel, city, state, and national fire prevention codes and standards to ensure the safety of city residents.

Exercises budgetary control through the development and expenditure of appropriated funds to efficiently and effectively attain program objectives; directs the preparation and analysis of department records and reports to ensure an efficient operation, to meet service demands, and to comply with authorized requests for information regarding activities and personnel of the department; attends fire service conferences and conventions and other educational meetings to recommend improvements in existing or develop new department programs; manages the ambulance billing process, working closely with the local hospital and Finance Department to ensure accurate billing and collection.

Provides for the recruitment, selection, hiring, and promotion of personnel in accordance with civil service regulations to maintain the efficiency, currency, and readiness of the city's fire service and to improve the department; acts as advisor to the civil service commission, volunteer firefighter relief and pension board, and law enforcement officers' and firefighters' pension board.



| | |
|-----------------|-------------------|
| Class Title | Deputy Fire Chief |
| Position Number | 445 |
| Department | Fire |
| Division | Fire |
| Supervised By | Fire Chief |

Nature of Work:

Assists the Fire Chief in operational and training activities of the Fire and Rescue services for James City County. Serves as second in command of Fire Department.

Performs high level official managerial and administrative work including a broad range of activities related to the protection of life and property through fire and rescue efforts. Work requires considerable management skills in both operational and specialized areas. Work is performed under general supervision of Fire Chief with latitude for independent judgment within general established policies and procedures.

Primary Duties:

- Performs duties of Fire Chief in incumbent's absence. Represents the Fire Department to the community.
- Ensures operational readiness of the Fire Department; analyzes operational requirements and ensures that staff, apparatus, equipment, and supply needs of the Fire Department are met.
- Direct supervisor of Battalion Chiefs assigned to the Operations Division of the Fire and EMS Department.
- Ensures the professional and technical development of direct reports. Conducts performance evaluations and develops and implements individual development plans. Provides direct and specific feedback regarding work performance. Resolves conflicts and provides guidance and coaching as necessary.
- Models and ensures appropriate workplace behavior that reflects the values of James City County and the Fire Department.
- Manages department special response teams.
- Assists Fire Chief in planning operating budgets and controlling expenditures; establishes long-range goals and programs for cost effective operations.
- Responds to and may assume command position on major emergency incidents at any hour of the day or night.
- Coordinates hazardous materials efforts for the County; attends hazardous material training sessions; participates in disaster planning drills of local nuclear power station.
- Assists the Fire Department Public Information Officer as necessary.
- Serves on boards and committees of State and local professional organizations.
- Performs related work as required.

Job Preparation Needed:

- Must possess at time of hire and maintain a valid Virginia driver's license and have an acceptable driving record based on James City County's criteria.
- Must be a U.S. Citizen or Permanent Resident eligible for employment in the United States
- Bachelor's Degree in Public Administration, Fire Science, Fire Engineering Technology, or related field, supplemented by National Fire Academy courses; and considerable experience as a Fire Officer in all aspects of fire and rescue operations, including supervisory and management experience; or any equivalent combination of acceptable education and experience providing the knowledge, skills, and abilities cited above.
- Virginia or National Registry EMT
- Thorough knowledge of the principles and practices of fire and rescue administration, organization, personnel, budget, finance, and purchasing.
- Thorough knowledge of Fire Department policies, rules, and regulations.
- Thorough knowledge of modern firefighting, rescue, and fire prevention principles, practices, and procedures.
- Thorough knowledge of emergency operations and training including EMS, fire prevention and communications.
- Thorough knowledge of training needs assessment and effective training delivery.
- Thorough knowledge of effective personnel management techniques including team building, conflict resolution, and meeting facilitation.
- Ability to plan, coordinate, supervise, and evaluate the work of assigned staff.
- Ability to plan, develop, and coordinate Strategic Management Plan goals and objectives.
- Ability to recognize potential administrative problems and to propose viable solutions.
- Ability to communicate effectively, orally and in writing.
- Ability to establish and maintain effective working relationships and to engender enthusiastic participation in mutually beneficial projects.



| | |
|------------------------|------------------------------|
| Class Title | Fire Marshal |
| Position Number | 0441 |
| Department | Fire Department |
| Division | Fire Marshal's Office |
| Supervised By | Fire Chief |

Nature of Work:

Performs advanced managerial, technical and administrative work in the area of code enforcement and investigations; serves as a member of the Fire Department's senior management team to further the mission, vision and values of James City County.

Primary Duties:

- Manages the staff and programs of the Fire Marshal's Office of the Fire Department; provides direction and supervision to assigned staff; evaluates, approves timesheets, conducts certification training of Assistant Fire Marshals and tactical medics.
- Oversees investigation of accidental and criminal initiated fires, hazardous materials incidents, bombings, explosions, and threats to commit such offenses, and other violations of criminal law; provides direction and support in active investigations from initial scene examination to courtroom testimony; reviews case files prior to submission to Commonwealth's Attorney; reviews Search Warrant Affidavits before submission to magistrate; manages case filing and photograph filing systems; conducts internal investigations as directed by the Fire Chief.
- Prepares division budget, reports and proposals as directed by the Fire Chief.
- Serves as the James City County Fire Code Official and technical assistant to the Building Official
- Manages the development of new and revised programs and activities that effect improvements in fire prevention and/or emergency operations.
- Oversees pre-employment background investigations and internal affairs investigations as assigned by the Fire Chief.
- Serves as liaison between the Fire Marshal's Office, James City County Police Department and the Commonwealth Attorney's Office, Circuit Court, General District Court, Juvenile and Domestic Relations Court, Juvenile Court Services, and Magistrate's Office.
- Oversees the performance of code enforcement and public building inspections for compliance with the statewide fire prevention code, and hotel/motel, institutional, and assembly use inspections.
- Manages the SWAT Medical Support Team; coordinates James City County Police Department (JCCPD) SWAT training for tactical EMT members; serves as primary point of contact between SWAT Medical Support Team and regional narcotics task force.
- Performs all other duties assigned by the Fire Chief.

Job Preparation Needed:

- Requires extensive knowledge of fire prevention, code enforcement, and investigation and control techniques, rules of evidence, laws pertaining to search and seizure, and civil and criminal statutes related to the performance of the duties of the Fire Marshal's Office; thorough knowledge of fire suppression principles, practices, apparatus, equipment, and various extinguishing agents, and police policies and procedures including investigations; and general knowledge of emergency medical principles, practices, apparatus, and equipment.
- Must be able to understand and accurately interpret the Statewide Fire Prevention Code and Uniform Statewide Building Code.
- Requires considerable skill in the collection and analysis of evidence, questioning, and interviewing techniques, and the organization and preparation of clear and concise reports.
- Must meet all post offer and post hire requirements for Fire Rescue Captain. Requires five years of experience as an Assistant Fire Marshal with ten years of total fire service experience.

Post Offer Requirements

Introductory Period: 12 months

Job Locations and Conditions:

- Performs work indoors and outdoors in a variety of settings and in all weather conditions.
- Performs work safely in accordance with County safety policy and procedures and specific departmental safety procedures.
- Operates equipment safely and in accordance with training, wears appropriate personal protective equipment, and reports any unsafe work conditions or practices to supervisor.
- May be required to report to work to serve customers during emergency conditions

CITY OF PULLMAN, WASHINGTON CLASS SPECIFICATION

FIRE TRAINING OFFICER/DEPUTY CHIEF

3107

GENERAL PURPOSE:

Directs and administers training operations in the Fire Department.

CLASSIFICATION SUMMARY:

The Fire Training Officer/Deputy Chief is responsible for identifying training needs and developing, managing and continuously evaluating a training delivery system for specialized fire service operations. The incumbent is responsible for all department training including hi-rise, high density, confined spaces and other complex rescue, as well as a wide range of EMS services, including first responder and paramedic training. Training will also include specialized chemical/biological labs, chemical and nuclear storage. The Training Officer does not supervise on a regular basis, although fire officers and fire fighters may be assigned on a project basis and/or during emergencies as needed. The normal work week is forty hours, although some training may be scheduled outside the normal working hours. The Fire Training Officer reports to the Fire Chief who reviews work through discussion and reports of the status and results of program activities, the results of training and the attainment of operational goals and objectives.

ILLUSTRATIVE EXAMPLES OF ESSENTIAL DUTIES AND RESPONSIBILITIES:

Plans, develops, organizes, schedules, directs, and evaluates department training needs, requirements and instruction; identifies the community's fire service needs and requirements and develops a training program based on risk management assessment; directs, supervises and participates in the research and preparation of subject matter pertinent to the training of department members; provides direction and assistance in the development and revision of existing policies and procedures in order to meet the changing needs and requirements of the department; develops lesson plans based on departmental policies and procedures; develops and maintains a department training manual.

Develops, manages and continuously evaluates a delivery system that provides for a cadre of instructors with considerable knowledge in specialized fire service operations in order to meet or exceed department training needs and requirements; assures that all departmental employees are competently trained according to their job expectation and job analysis assessments; Assures that all departmental training is conducted so compliance with applicable laws, standards, contracts, protocols, policies and procedures is met or exceeded.

Schedules training, providing sufficient time for lesson plan preparation, rehearsal and presentation; Develops back-up training plans for unanticipated schedule conflicts or other issues; Coordinates and conducts training exercises with mutual response fire and non-fire agencies, facilities operations departments, construction agencies, nuclear radiation agencies, chemical/biological laboratory and research units, specialized rescue units, etc.; Attends training seminars, department meetings and sessions with outside agencies on matters of mutual training interests.

Prepares and maintains training record, training materials, training libraries and related materials; Oversees the preparedness and maintenance of training facilities.

Prepares training budgets based on identified department goals and objectives; coordinates and

SANDY CITY
APPROVED CLASS SPECIFICATIONS

I. Position Title: Battalion Chief

| | |
|-----------------------|--------------------|
| <u>Revision Date:</u> | 12/13 |
| <u>EEO Category:</u> | Protective Service |
| <u>Status:</u> | Exempt (Executive) |
| <u>Control No.:</u> | 33454 |

II. Summary Statement of Overall Purpose/Goal of Position:

Under the general supervision and direction of the Fire Chief, performs administrative and supervisory duties relating to the prevention and mitigation of emergencies and disasters through proper planning, public education and code enforcement. Responds to emergencies involving fire, medical or environmental concerns. Oversees and manages a Department Division Training, Facilities or Special Operations. This is an appointed position and upon the expiration of the term or upon appointment of a successor shall be returned to a regular, full-time position. May include administrative duties including training, equipment, etc.

III. Essential Duties:

- Manage daily, monthly and annual platoon operations and activities including training and equipment and apparatus checks.
- Communicate information from the management team to platoon members and vice-versa.
- Respond to fire, medical and other emergencies. Perform incident command or support functions.
- Follow up and oversee the completion of performance evaluations of all platoon members.
- Review daily activity and response reports to ensure completeness and quality assurance.
- Manage, supervise and motivate platoon staff, solve problems and follow-up on behavior modification/discipline.
- Complete monthly reports.
- Effectively follow directions from supervisor(s).
- Promote a positive attitude among department personnel and other contacts.
- Maintain personal fitness in order to effectively perform essential duties of job.
- Inform supervisor if ability to effectively perform duties of job is impaired.

IV. Marginal Duties:

- Serve on various teams and committees as assigned.
- May act as Fire Chief in absence of the Fire Chief, Assistant Chief or Deputy Chief.
- Perform other duties as assigned.

V. Qualifications:

Requirements: Requires valid Utah Driver's License and state of Utah Fire Officer Certification.

Experience/Education: Requires 2 years' experience as a Captain. In addition, must meet one of the following criteria:

- 1) Must have 9 years firefighting experience with progressively increasing responsibilities, including administrative or supervisory experience as well as a bachelor's degree in Fire Science or Management; or
- 2) Must have 11 years firefighting experience with progressively increasing responsibilities, including administrative or supervisory experience as well as an associates's degree in Fire Science or Management; or
- 3) Must have 13 years firefighting experience with progressively increasing responsibilities, including administrative or supervisory experience.

Probationary Period: A one year probationary period is a prerequisite to this position.

SANDY CITY
APPROVED CLASS SPECIFICATIONS

I. Position Title: Fire Inspector

Revision Date: 10/2013
EEO Category: Paraprof
Status: Non-exempt
Control No: 30466

II. Summary Statement of Overall Purpose/Goal of Position:

Under the general supervision of the Fire Marshal, provides the City with prevention and mitigation of emergencies and disasters through proper planning, public education and code enforcement. Responds to emergencies involving fire, medical and environmental concerns. May be assigned administrative duties including training, equipment, etc.

III. Essential Duties:

- Perform on site fire safety inspections and keep records of inspections.
- Promote fire prevention and education within Sandy City, through public education and code enforcement.
- Perform site plan review, development and examination.
- Coordinate fire hydrant placement within Sandy City with developers.
- Assist in origin and cause determination and fire investigations.
- Effectively follow directions from supervisor(s).
- Promote a positive attitude among department personnel and other contacts.

IV. Marginal Duties:

- Perform other duties as assigned.

V. Qualifications:

Education: Requires one year technical or vocational training in Fire Science or closely related field.

Experience: Requires two years of experience in job related activities with demonstrated competence; additional experience may be substituted year for year for education requirement.


Certificates/Licenses: Requires valid Utah Driver's License and state of Utah Fire Inspector I certification

Probationary Period: A one year probationary period is a prerequisite to this position.

Knowledge of: Uniform Fire Codes and enforcement techniques; origin and cause determination; site plan review, development and examination; Emergency Operation Plans and their preparation; fire inspection and investigation procedures; department prevention procedures; computer word processing programs.

Responsibility for: Making sound decisions and using discretion and judgment; making decisions that take both aggravating and mitigating circumstances into consideration; moderate responsibility for the care, condition and use of materials, equipment, money and tools; public education concerning fire prevention procedures and practices.

Communication Skills: Ability to professionally furnish and obtain information from other departments; establish and maintain effective working relationships with employees and the public; constant contact with the public; ability to deal well with upset and irate people; regular and frequent contact with persons of high rank, requiring tact and judgment to deal with and influence people; frequent contact during emergency situations; important public contact regarding emergency disaster preparedness; communicate effectively

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|--|-----------------------------------|-----------------------------|
|  | <h2>ADMINISTRATIVE ASSISTANT</h2> | <p>Class Code: 0930</p> |
| <p>ORANGE COUNTY FIRE AUTHORITY Established Date: Mar 1, 2002 Revision Date: Dec 13, 2004</p> | <p>Bargaining Unit: GENERAL</p> | |
| <p>SALARY RANGE \$21.98 - \$29.62 Hourly \$3,809.87 - \$5,134.13 Monthly</p> | | |
| <p>DESCRIPTION:</p> | | |
| <p>CLASS SUMMARY:</p> | | |
| <p>Incumbents are responsible for performing activities in support of an office requiring incumbents to have specialized knowledge in order to perform job duties.</p> | | |
| <p>DISTINGUISHING CHARACTERISTICS:</p> | | |
| <p>The Administrative Assistant is the third level in a five level administrative services support series. The Administrative Assistant is distinguished from the Office Services Specialist by its responsibility for performing specialized activities in an assigned area. The Administrative Assistant is distinguished from the Executive Assistant, which is responsible for performing complex administrative support activities requiring knowledge of the Authority and its operations.</p> | | |
| <p>ESSENTIAL FUNCTIONS:</p> | | |
| <p><i>(These duties are intended to be representative sample of the duties performed by the class.)</i></p> | | |
| <p>Provides office support to administrative staff including: preparing, drafting, and proofing various reports, letters, and other correspondence; attending meetings and taking minutes; and, answering the telephone.</p> | | |
| <p>Provides technical customer service support to other departments, staff, and the general public.</p> | | |
| <p>Creates and maintains various confidential records, files, and databases requiring compilation of varied information.</p> | | |
| <p>Types, enters data, or word-processes a variety of technical documents; compiles data and prepares reports.</p> | | |
| <p>Receives, sorts, and distributes a variety of correspondence, records, and information to appropriate personnel and the general public.</p> | | |
| <p>Processes a variety of forms and paperwork, using established procedures.</p> | | |
| <p>Files documents alphabetically, numerically, or by other prescribed methods.</p> | | |

<http://agency.governmentjobs.com/ocfa/default.cfm?action=specbulletin&ClassSpecID=51...> 7/28/2014