

*****ATTACHMENTS*****

CITY OF SHEBOYGAN

REQUEST FOR COMMITTEE OF THE WHOLE CONSIDERATION

ITEM DESCRIPTION: Res. No. 227-16-17 by Alderpersons Holzschuh, Heidemann and Thiel. A Resolution directing the City Administrator to perform an internal study of the Fire Department related to staffing and scheduling concerns

R.O. No. 258-16-17 by City Clerk. Submitting a communication from the Sheboygan Professional Firefighters International Association of Firefighters Local 483 regarding working with the Sheboygan Fire Department management (staff) to create a plan that addresses the staffing concerns shared by the union, staff and Council

REPORT PREPARED BY: Darrell Hofland, City Administrator

REPORT DATE: March 24, 2017

MEETING DATE: March 28, 2017

FISCAL SUMMARY:

STATUTORY REFERENCE:

Budget Line Item: N/A
Budget Summary: N/A
Budgeted Expenditure: N/A
Budgeted Revenue: N/A

Wisconsin Statutes: N/A
Municipal Code: N/A

BACKGROUND / ANALYSIS:

Over the past nine months, the issue of Fire Department service level, number of fire stations and locations, and need for management and fiscal review have been discussed at numerous committees and Common Council meetings. Initiating the discussion was a July, 2016 presentation by Chase Longmiller, President of the Sheboygan Professional Firefighters International Association of Firefighters Local 483, of the Geographic Information System Emergency Services Response Capabilities Analysis as authored by the International Association of Fire Fighters.

The presentation was followed in August, 2016 by a resolution to direct the Purchasing Agent to prepare a Request for Proposal for an Operational and Departmental Structure Study. At a December 21, 2016 meeting, the Committee of the Whole voted 6-3 to recommend the Common Council hired Fitch and Associates of Platte City, MO for professional services at a cost of \$59,990 (Phase I cost of \$39,995 and a Phase II cost of \$19,995) with a six month study completion deadline. Attached is the scope of professional services. On January 3, 2017, the Common Council rejected, on a 5 – 10 vote, the recommendation of the Committee of the Whole.

At the December 21, 2016 Committee of the Whole meeting, Fire Chief Romas and representatives of the Sheboygan Professional Firefighters International Association of Firefighters Local 483 made presentations on their recommendation on staffing levels, types

of positions needed, and scheduling of staff. Although the representatives of Sheboygan Firefighters Local 483 supported a majority of the Fire Chief's FIRE 2020 Plan (see attached), a few issues remained unresolved. Several Alderpersons requested Chief Romas and the union representatives continue their discussions in order to seek common strategies to improve fire services. Consequently, the Sheboygan Professional Firefighters International Association of Firefighters Local 483, on March 14, 2017, submitted a written report: 2017-2018 Operational Plan for the Sheboygan Fire Department, as contained within R.O. No. 258-16-17 (see attached). The plan recommends a revised work schedule for Battalion Chiefs, delegation of current management tasks and responsibilities to (non-management) Captains, and upgrade of three current (non-management) positions due to the assignment of additional duties which are currently performed by management.

On March 20, 2017, several Alderpersons submitted a resolution (Res. No. 227-16-17) directing the City Administrator to perform an internal study of the Fire Department related to staffing and scheduling concerns with a study completion date of no later than June 30, 2017.

STAFF COMMENTS:

In order to comply with the intent of Res. No. 227-16-17, the scope of the study should incorporate the scope of professional services as listed in the Operational and Departmental Structure Study of the Sheboygan Fire Department. A study of such a comprehensive nature should be accomplished by fire service consultants with careers' worth of experience in full-time fire departments.

I recommend the Committee of the Whole place on the next Common Council meeting agenda, a resolution to hire Fitch and Associates of Platte City, MO to conduct an Operational and Departmental Structure Study of the Sheboygan Fire Department at a cost of \$59,990. Fitch and Associates has confirmed that their 2016 bid of \$59,990 for the study is still valid and the study can be completed within six months.

The 2017 Fire Department program budget does not contain funding for an Operational and Departmental Structure Study as performed by fire service consultants. The General Fund's Reserve for contingency account currently has \$143,316 in available funds to transfer.

Regarding the Sheboygan Professional Firefighters International Association of Firefighters Local 483's 2017-2018 Operational Plan for the Sheboygan Fire Department, this information will be submitted to the fire service consultant for consideration.

ACTION REQUESTED:

Motion to recommend the Common Council file Res. No. 227-16-17 directing the City Administrator to perform an internal study of the Fire Department related to staffing and scheduling concerns.

Motion to recommend the Common Council accept and file RO No. 258-16-17 a communication from the Sheboygan Professional Firefighters International Association of Firefighters Local 483 regarding their 2017-2018 Operational Plan for the Sheboygan Fire Department.

ATTACHMENTS:

- I. Operational and Departmental Structure Study of the Sheboygan Fire Department
- II. FIRE 2020 Plan
- III. Fire Department Plan Narrative

- IV. Fire Department Comparison Chart
- V. Fire Department Staffing Spreadsheet
- VI. Res. No. 227-16-17
- VII. R.O. No. 258-16-17

Operational and Departmental Structure Study of the Sheboygan Fire Department

Phase I:

- An analysis of fire station locations, staffing, conditions and capabilities;
- A recommendation regarding the optimal number of fire stations, pieces of apparatus, and personnel while maximizing efficiency and effectiveness and eliminating duplication of services;
- An analysis of assigned response areas for each station;
- An analysis of the number, distribution, and location of three years of historical incidents by type and severity for each station, identifying changes and trends in response history;
- A risk analysis for each station by historical incident type and severity; and
- An analysis of the fire apparatus and resource configuration needed to meet both current and future projected needs.

Phase II:

- An analysis of the financial viability of the ambulance service, including the cost and accounting for this service;
- An analysis of the training and certification of Firefighters and EMS personnel as it relates to the community's historical risks and national, state and local requirements;
- An analysis of the current organization, staffing, and management functions and their effectiveness;
- Recommendations for optimal alternatives to control costs while maintaining high quality services that meet community expectations;
- An exploration of opportunities for additional funding; and
- Identification of opportunities for enhanced collaborative efforts, shared services, or contracted services.

FIRE 2020

November 21, 2016

Several Common Council leaders have requested a future plan for the fire department from me, the Fire Chief. The plan outlined below is the result of research and experience of the Fire Chief, Mike Romas and the command staff of the Sheboygan Fire Department (SFD). This accounts for over 170 years of fire department knowledge and over 140 years of experience with the City of Sheboygan and SFD operations.

The Mission of the Sheboygan Fire Department is to provide quality professional services to those who live, work, invest, or visit our community; protecting lives and property from fire and harm through continuous code enforcement, education, emergency services, and non-emergency services.

The plan outlined below is developed to ensure the mission stated above can continue well into the future to serve our citizens and protect our firefighters; while ensuring fiscal responsibility and efficiency.

This three year plan accomplishes four things: 1) it addresses the long term future of the SFD; 2) it addresses future city expansion and growth; 3) it ensures the continued high level of service provided to the citizens of Sheboygan; and 4) it maximizes the efficiency, productivity and safety of the current and future members of the SFD.

Background:

Between December 31, 2008 and January 1, 2016 the SFD experienced an 11% overall staffing cut (79.5 to 70.5) including a 40% cut to management staffing (10 to 6). In the same time period run volume increased from 3,551 to 5,034 (+ 29%), we also added paramedic capability and ambulance transport services which have net revenue collections exceeding \$8,000,000. In addition, the City of Sheboygan is experiencing, and forecasting, significant population growth and a rise in residential, commercial and industrial building construction. We will also see an increase in our 1800 building inspections and 150 school safety programs.

In contrast, SFD net cost (-18%) and cost per capita (-14%) has decreased since 2007. A recent citizen survey ranked Fire and EMS services as two of the top five most important city functions and the Fire Department ranked number one in customer satisfaction in the top two rating categories.

FIRE 2020 will address the four major topics of; 1) Station number, 2) Station Location, 3) Response Time and 4) Staffing.

NUMBER OF STATIONS

Sheboygan is approximately 15 square miles with five fire stations. This averages to three square miles per station area and a distance of 1.5 miles per response. In the past, I was in favor of reducing the number of stations from five to four. Since that time a SFD emergency services response capabilities analysis was completed and published. This computer-based analytical study examined all 13,810 SFD responses from 2012 through September 2015. It was determined that this reduction would result in a 14.2% decrease in response capabilities with the greatest effect on our downtown and near south side areas.

A major strength of the SFD is the speed of response throughout the city. **The best option now and into the future is to remain at five fire stations.** City population is increasing dramatically in the downtown area and Station 1 is optimally located in the heart of this area. (Please see Appendix A)

FIRE STATION LOCATION

Our five stations are in perfect locations to serve us well now and into the future. Any future expansion to the South, North or West can be handled by Stations 5, 4 and 3 and Station 1 is located in the heart of our most populated area.

However, two of our five fire stations are in need of extensive and immediate repair. Past studies and research indicate both Stations 1 and 2 require \$1,486,100 to effect repairs identified by ZS Structural/Forensic Engineering. This is the least expensive solution to remain at five stations in the same locations as suggested above. (Please see Appendix B)

RESPONSE TIME

SFD first unit on scene response times are very good and this is because we have five stations in the right locations and eight front-line apparatus to respond. **The faster the department arrives on scene the more positive the results.** Speed directly results in saved lives, reduced fire loss, reduced dollar loss, incident success, customer satisfaction and firefighter safety. (Please see Appendix C)

STAFFING

One area for improvement is our staffing levels. National Fire Protection association (NFPA) standards and Insurance Services Office ratings are predicated on the number of firefighters per apparatus and the total number of firefighters working per shift.

NFPA standard 1710 requires all engines and ladders to be staffed with 4 firefighters. 2 members on an apparatus without the assistance of a 2 member paramedic crew is not enough and this situation frequently occurs at stations 4 and 5 on the North and South sides of our city.

My 2017 budget is approved and it will fill the 3 firefighter/paramedic positions left open in the 2016 budget. There is an addition of 1 Battalion Chief (BC) on a 40 hour week in charge of Inspection/prevention/National Fire Reporting System. Station 4 will be staffed with 4 firefighters and our daily minimum will be 16. The Table of Organization (TO) will increase by 1 from 70.5 to 71.5 and each shift will have a maximum staffing of 22 members.

In 2018 I will request an additional 3 firefighters and 1 BC on a 40 hour week in charge of Maintenance and Repair of Stations, Apparatus and Equipment. Station 5 will have 4 firefighters assigned and Ladder 4 will operate with a minimum of 3 firefighters and our daily minimum staffing will be raised from 16 to 17. The 3 firefighting BCs will be reassigned to a full 24 hour schedule. The TO will increase by 4 from 71.5 to 75.5 and each shift will have a maximum staffing of 24 members.

In 2019 I will request an additional 3 firefighters and Station 1 will be staffed with 4 firefighters and Ladder 5 will operate with a minimum of 3 firefighters. Our daily minimum staffing will be raised from 17 to 18. The TO will increase from 75.5 to 78.5 and each shift will have a maximum staffing of 25 members.

The staffing model above will take the Sheboygan Fire Department into the future for many years. It takes into account firefighter safety, national standards, increased population, and increased commercial / industrial building construction. (Please see Appendix D)

The Sheboygan Fire Department Plan

By

Fire Chief Michael T. Romas

The Mission of the Sheboygan Fire Department is to provide quality professional services to those who live, work, invest, or visit our community; protecting lives and property from fire and harm through continuous code enforcement, education, emergency services, and non-emergency services.

The plan outlined below is developed to ensure the mission stated above can continue well into the future to serve our citizens and protect our firefighters; while ensuring fiscal responsibility and efficiency.

STATION NUMBER

The City of Sheboygan Fire Department has only 2 major strengths; the first is the attitude and professionalism of its members and the second is our speed of response throughout the city. **The best option now and into the future is to remain at 5 fire stations.** A 4 station response model was studied and it was determined that our downtown area and near south side would adversely suffer delays in response. City population is increasing dramatically in the downtown area and Station 1 is optimally located in the heart of this area.

STATION LOCATION

Our stations are in perfect locations to serve us well now and into the future. Any future expansion to the South, North or West can be easily handled By Stations 5, 4 and 3 and Station 1 is located in the heart of our most populated area.

RESPONSE TIME

Our first units on scene response times are excellent and this is because of the 8 front-line apparatus and the location of our 5 stations. The faster the department arrives on scene the more positive the results. Speed directly results in saved lives, reduced fire loss, reduced dollar loss, incident success and customer satisfaction.

STAFFING

One area for improvement is our staffing levels. National Fire Protection association (NFPA) standards and Insurance Services Office ratings are predicated on the number of firefighters per apparatus and the total number of firefighters working per shift.

NFPA standard 1710 requires all engines and ladders to be staffed with 4 firefighters. 2 members on an apparatus without the assistance of a 2 member paramedic crew is not enough and this situation frequently occurs at stations 4 and 5 on the North and South sides of our city.

My 2017 budget is approved and it will fill the 3 firefighter/paramedic positions left open in the 2016 budget. There is an addition of 1 Battalion Chief (BC) on a 40 hour week in charge of Inspection/prevention/National Fire Reporting System. Station 4 will be staffed with 4 firefighters and our daily minimum will be 16. The Table of Organization (TO) will increase by 1 from 70.5 to 71.5 and each shift will have a maximum staffing of 22 members.

In 2018 I will request an additional 3 firefighters and 1 BC on a 40 hour week in charge of Maintenance and Repair of Stations, Apparatus and Equipment. Station 5 will have 4 firefighters assigned and Ladder 4 will operate with a minimum of 3 firefighters and our daily minimum staffing will be raised from 16 to 17. The 3 firefighting BCs will be reassigned to a full 24 hour schedule. The TO will increase by 4 from 71.5 to 75.5 and each shift will have a maximum staffing of 24 members.

In 2019 I will request an additional 3 firefighters and Station 1 will be staffed with 4 firefighters and Ladder 5 will operate with a minimum of 3 firefighters. Our daily minimum staffing will be raised from 17 to 18. The TO will increase from 75.5 to 78.5 and each shift will have a maximum staffing of 25 members.

The staffing model above will take the Sheboygan Fire Department into the future for many years. It takes into account firefighter safety, national standards, increased population, and increased commercial / industrial building construction.

MAINTENANCE AND REPAIR

Another area for improvement is in the maintenance and repair of our buildings, apparatus and equipment. **A minimum 25 year replacement/maintenance schedule will be established for all buildings, apparatus, fire equipment, station equipment,**

IT equipment and EMS equipment. Major areas within each area will be identified and components in each area prioritized based on condition and age.

For example Building areas will include: new construction, roofs, exterior walls, overhead doors, interior doors, PlyoVent systems, HVAC, interior remodeling and exterior concrete/blacktop.

Apparatus will include: paramedic units, engines, ladders, rescue vehicle, chief's car, ¾ ton truck for plowing and survive alive trailer towing, fire education van, chief's car and backup chief's car.

Fire Equipment will include: hose, SCBA, turnout gear, ladders, ropes, extrication equipment, Hurst tools,

Station Equipment will include: Turnout gear washing machines, treadmills, refrigerators, beds, mattresses, desks, chairs, utensils, pots and pans, stoves, microwaves, snow blowers, lawn mowers,

IT Equipment will include: station computers, apparatus computers, staff computers, monitors,

EMS Equipment will include: defibrillators, monitors, Toughbooks, power cots, power load systems,

STRATEGIC PLAN

A 5 year strategic plan will be researched, written and implemented. This plan should dovetail into the City's strategic plan with a correlation between all department goals and corresponding city goals. To date, the City's plan is near completion and the survey of department members is complete. Individuals responsible and completion dates will be established.

Sheboygan Fire Department Plan

DEPARTMENT STRENGTHS - Minimal Change/Investment Required			
Recommendation	Rationale	Cost	Timeframe
Number of Fire Stations			
Remain at five fire stations	A four station response model was studied and it was determined that the downtown area and near south side would adversely suffer delays in response. City population is increasing (estimated 7%) in the downtown area and Station 1 is optimally located to serve this area.	N/A	N/A
Location of Fire Stations			
Current distribution of the five stations is the correct response and service configuration	Any future expansion to the south, north or west can be addressed by Stations 5, 4 and 3 and Station 1 is located centrally in our most populated area.	N/A	N/A
Response Time			
Our first units on scene response times are excellent	Low response times are due to the eight front line apparatus and the location of our five stations. (The faster the department arrives on scene, the more positive the results. Speed directly results in saved lives, firefighter safety, reduced fire loss, reduced dollar loss, incident success and customer satisfaction.)	N/A	N/A
DEPARTMENT OPPORTUNITIES - Change/Investment Required			
Recommendation	Rationale	Cost	Timeframe
2017 Staffing			

Sheboygan Fire Department Plan

<p>The approved 2017 City of Sheboygan budget restores the three Firefighter/Paramedic positions left open in the 2016 budget</p>	<p>National Fire Protection Association (NFPA) standards and Insurance Services Office ratings are predicated on the number of firefighters per apparatus and the total number of firefighters working per shift. NFPA Standard 1710 requires all engines and ladders to be staffed with four firefighters. Two members on an apparatus without the assistance of a two-member paramedic crew is insufficient, yet this situation frequently occurs at Stations 4 and 5 on the north and south sides of our city.</p>		
---	---	--	--

Sheboygan Fire Department Plan

Recommendation	Rationale	Cost	Timeframe
2017 Staffing Continued			
The approved 2017 City of Sheboygan budget adds a Battalion Chief (BC) on a 40-hour week in charge of Inspection/Prevention/National Fire Incident Reporting System	These responsibilities are being executed by an existing BC who will then take over all EMS related management including Federal and State compliance and department accountability and quality control.		
2018 Staffing			
Three additional firefighters	Station 5 will have four firefighters assigned and Ladder 4 will operate with a minimum of three firefighters and our daily minimum staffing will be raised from 16 to 17. The Table of Organization will increase by four from 71.5 to 75.5 and each shift will have a maximum staffing of 24 members.		
One Battalion Chief on 40-hour week	In charge of maintenance and repair of stations, apparatus and equipment. The three firefighting BCs will be reassigned to a full 24-hour schedule.		
2019 Staffing			
Three additional firefighters	Station 1 will be staffed with four firefighters and Ladder 5 will operate with a minimum of three firefighters. Daily minimum staffing will be raised from 17 to 18. The TO will increase from 75.5 to 78.5 and each shift will have a maximum staffing of 25 members. The staffing model and additional staff recommendations for 2017 - 2019 takes into account firefighter safety, national standards, increased population, and increased commercial/ industrial building construction.		
Maintenance and Repair			
A minimum 25 year replacement/maintenance schedule will be established for all buildings, apparatus, fire equipment, station equipment, IT equipment and EMS equipment	Categories within each area will be identified and components in each area prioritized based on condition and age.		

Sheboygan Fire Department Plan

Maintenance and Repair (Continued)			
Building areas: new construction, roofs, exterior walls, overhead doors, interior doors, Plymovent systems, HVAC, interior remodeling and exterior concrete/blacktop	Delayed maintenance results in lost functionality, interrupted service and higher cost emergency repairs. Planned maintenance will ensure available funding for necessary timed upgrades and replacements.		

Recommendation	Rationale	Cost	Timeframe
Apparatus: paramedic units, engines, ladders, rescue vehicle, chief's car, ¾ ton truck for plowing and survive alive trailer towing, fire education van, chief's car and backup chief's car	Delayed maintenance results in lost functionality, interrupted service and higher cost emergency repairs. Planned maintenance will ensure available funding for necessary timed upgrades and replacements.		
Fire equipment: hose, SCBA, turnout gear, ladders, ropes, extrication equipment, Hurst tools	Delayed maintenance results in lost functionality, interrupted service and higher cost emergency repairs. Planned maintenance will ensure available funding for necessary timed upgrades and replacements.		
Station equipment: Turnout gear washing machines, treadmills, refrigerators, beds, mattresses, desks, chairs, utensils, pots and pans, stoves, microwaves, snow blowers, lawn mowers	Delayed maintenance results in lost functionality, interrupted service and higher cost emergency repairs. Planned maintenance will ensure available funding for necessary timed upgrades and replacements.		
IT equipment: station computers, apparatus computers, staff computers, monitors	Delayed maintenance results in lost functionality, interrupted service and higher cost emergency repairs. Planned maintenance will ensure available funding for necessary timed upgrades and replacements.		
EMS equipment: defibrillators, monitors, Toughbooks, power cots, power load systems	Delayed maintenance results in lost functionality, interrupted service and higher cost emergency repairs. Planned maintenance will ensure available funding for necessary timed upgrades and replacements.		

		2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2016	2017
		Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Budget	Executive
Fire Department															
Staff	Chief	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
	Assistant Chief	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
	Deputy Chief	3.0		2.0	2.0	2.0	2.0	2.0		1.0	1.0	1.0	1.0	1.0	1.0
	Battalion Chief (Shift Commander)	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
	Chief Fire Inspector	1.0	1.0	1.0	1.0	1.0	1.0		0.0	0.0	0.0	0.0	0.0	0.0	1.0
	Deputy Fire Inspector	1.0		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	Public Education	1.0		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	Commander of Training	1.0	1.0	1.0	1.0		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	Sub Total Staff	11.0	8.0	8.0	8.0	7.0	7.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0
Line	Captain	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0
	Lieutenant	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0
	Lead Firefighter	6.0	6.0	6.0		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	Fire Equipment Operator	21.0	21.0	21.0		15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0
	Firefighter	24.0	25.0	24.0		21.0	21.0		18.0	18.0	18.0	18.0		18.0	18.0
	Firefighter/Paramedic	0.0	0.0	0.0	18.0	18.0	18.0	18.0	18.0	18.0	18.0	18.0	18.0	18.0	18.0
Sub Total L483	66.0	67.0	66.0	69.0	69.0	69.0	66.0	66.0	66.0	66.0	66.0	66.0	63.0	66.0	66.0
Total Sworn	77.0	75.0	74.0	77.0	76.0	76.0	72.0	72.0	72.0	72.0	72.0	72.0	69.0	72.0	73.0
Civilian	Confidential Secretary	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
	Office Assistant	1.0	1.0		0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5
	Mechanic	1.0	1.0	1.0	1.0	1.0	1.0	1.0		0.0	0.0	0.0	0.0	0.0	0.0
Total Civilian	3.0	3.0	2.5	2.5	2.5	2.5	2.5	2.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5
Total Department	80.0	78.0	76.5	79.5	78.5	78.5	74.5	73.5	73.5	73.5	73.5	73.5	70.5	73.5	74.5

 Increase
 Decrease
 Proposed

III

5.6

Res. No. 227 16 - 17. By Alderpersons Holzschuh, Heidemann and Thiel.
March 20, 2017.

A RESOLUTION directing the City Administrator to perform an internal study of the Fire Department related to staffing and scheduling concerns.

WHEREAS, it is the sense of the council that there are certain morale issues among firefighters; and

WHEREAS, some of those morale issues seem to be related to concerns regarding staffing, including the perceived need for union personnel to regularly fill in and perform the work of battalion chiefs.

NOW, THEREFORE, BE IT RESOLVED: That the City Administrator undertake a study of the Fire Department related to staffing, structure, job duties, and scheduling, including addressing morale issues within the department.

BE IT FURTHER RESOLVED: That the City Administrator shall report the results of the study in writing no later than June 30, 2017.

Whole

Quinn J. Holzschuh
Billy A. Thiel
[Signature]

I HEREBY CERTIFY that the foregoing Resolution was duly passed by the Common Council of the City of Sheboygan, Wisconsin, on the _____ day of _____, 20____.

Dated _____ 20____, _____, City Clerk

Approved _____ 20____, _____, Mayor

II

4.11

R. O. No. 258- 16 - 17. By CITY CLERK. March 20, 2017.

Submitting a communication from the Sheboygan Professional Firefighters International Association of Firefighters Local 483 regarding working with the Sheboygan Fire Department management (staff) to create a plan that addresses the staffing concerns shared by the union, staff and Council.

Whole

City Clerk



Sheboygan Professional Firefighters

International Association of Firefighters Local 483 A.F.L.-C.I.O.-C.L.C



MAR 14 '17 PM 1:46

Dear Council and Mayor Vandersteen,

Sheboygan Fire Fighters Local 483 (union) was tasked in December of 2016 to work with the Sheboygan Fire Department management (staff) to create a plan that addresses the staffing concerns shared by the union, staff and council. Namely, increasing daily staffing to both the Ladder companies at station(s) four and five from the current two personnel to three personnel a day. Along with that particular staffing concern, was an understanding that we must address the fact that staff currently work a 'hybrid schedule.' This 'hybrid schedule,' leaves the city short-staffed during weekends, holidays and the vacation periods of Battalion Chiefs.

The last time the union addressed council we reported that our communication and meetings with the staff had been going well. Unfortunately, we have reached an impasse and seem unlikely to break through with a mutually agreed upon solution to address short-term concerns without the assistance of an intermediary.

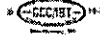
The union and staff agree on many topics regarding the state of our department and both sides have valid concerns and beliefs in how to address them. We agree with staff that their plan (Fire 2020) would be likely to succeed, but we do not believe that it is necessary at this time, or that it is likely to gain support from a council facing limited monetary resources, to drastically increase the overall budget of the fire department by hiring additional administrative staff in 2018. Furthermore, we believe that moving forward through the next few years that the city's attention and resources should be focused on increasing our daily minimum staffing until all fire companies have a minimum of three firefighters per day. By focusing on firefighters we will improve response capabilities, increase safety and decrease fire-loss.

The chief has sent a response to our plan to council without most council members being aware of what is in the union's offer. In that response, the Chief described a few previously attempted systems that had gone awry. The Chief also challenged our plan as being unworkable and not able to be implemented because of its similarity to previous attempts to rectify the Battalion Chief schedule. Unfortunately, the plan the chief states that we made, that was discussed between he and his staff, is in fact not what was offered as a remedy to the Battalion Chief schedule.



Sheboygan Professional Firefighters

International Association of Firefighters Local 483 A.F.L.-C.I.O.-C.L.C



We also dispute that the system we offer has significant similarity to other previously attempts to rectify the Battalion Chief schedule for one main reason: Work load. We are offering to support administrative functions by taking time-consuming processes away from management and delegating them to subordinates. Such a system is something that has never before been attempted by the Sheboygan Fire Department, but we feel it would have a high likelihood of success.

We realize that the Chief is the ultimate authority in the inner-workings of the fire department. However, we were tasked by council to establish solutions that are both realistic and effective. We believe we have a solution that delivers on those demands.

Sincerely,

A handwritten signature in black ink, appearing to read "B. Cal Hughes".

B. Cal Hughes

President, IAFF Local 483



Sheboygan Professional Firefighters

International Association of Firefighters Local 483 A.F.L.-C.I.O.-C.L.C



2017-2018 Operational Plan for the Sheboygan Fire Department

Sheboygan Firefighters Local 483

While this plan does not address all of the department's shortfalls, nor does it represent an end to the process of improvement, it establishes a baseline that mitigates the two largest organizational flaws that affect quality customer service and emergency response. The immediate goal of this plan is to develop ideas that would accomplish mitigating these two flaws.

The two flaws are:

1. Station[s] Four and Five routinely respond with only two (2) firefighters per shift.
2. An organizational model that undervalues consistent leadership.

The immediate remedies we propose are:

1. Establishing a minimum daily staffing of 3 firefighters on Ladder(s) four and five
2. Return Battalion Chief's position to a 24 hour schedule
3. Reapportion the workload in administration to be more efficient and effective.

Both issue[s] two (2) and three (3) have a direct correlation to the staffing of the two city ladder companies. We (Local 483) feel that by implementing the ideas that we have developed, the Sheboygan Fire Department (SFD) can not only staff these companies to provide more adequate protection to the neighborhoods they serve, but by utilizing existing personnel, we can make the department more efficient, improve staffing and increase training all while being fiscally responsible.

Proposal:

2017-

The City Council has approved the rehiring three previously unfilled positions, which now brings the daily table of organization to 22 a day. With a maximum of four (4) personnel on leave with vacation/FLSA time on any given day, a daily minimum of 18 line personnel can be established. This would allow both station(s) four and five to be staffed at three (3) personnel. We realize that any more than four (4) personnel on leave would create an overtime cost to the city, but to keep these stations at a minimum of three (3) is crucial to the overall improvement of emergency response. However, with the city unable to currently hire much needed additional firefighters,



Sheboygan Professional Firefighters

International Association of Firefighters Local 483 A.F.L.-C.I.O.-C.L.C



the costs of overtime are far less than that of new firefighters with benefits. Some of these costs can be defrayed by immediately placing the battalion chiefs back on a 24 hour schedule. The reduction of line personnel "acting up" will help to reduce the days where overtime may be needed.

The argument against placing the Battalion Chief's on a permanent 24 hour rotation has always been that there are too many clerical items that need their attention, so they need a hybrid system to attend to these issues. To alleviate that issue, we would propose that some of the clerical activities performed by the Battalion Chief's would be meted out to union personnel. Also, we would be willing to let these chiefs into the vacation policy. This will give them the right, by departmental seniority, to pick vacations and be part of the four (4) personnel allowed off per day. This, too, will help offset some of the conceivable overtime days that the establishment of an 18 line personnel minimum staffing per day would cause. We would expect that the chiefs returning to their 24 hour schedule in July would coincide with the hiring of the proposed 40 hour Battalion Chief position.

To adapt with the changes from the current hybrid to not only to account for the duties the Battalion Chief's will need to dispense of, but to also undertake duties that are not being currently attended to by the SFD, we propose the following:

- The three (3) 24-hour Battalion Chiefs would all be trained to a high level of fire inspection/prevention. This allows for continuity of that job amongst the three positions and provides the city with a regular fire inspector/prevention program. It also provides for less confusion in the future when prospective applicants wish to apply for promotion to what job they will be assuming and associated duties with that position unlike the current hybrid system. Applicants will have the ability to better prepare themselves for promotion by gaining education as they work towards promotion. Currently, only one of the Battalion Chiefs is performing this function while on the hybrid schedule and this places pressure on Deputy Chief Butler to fill-in when he is off, which takes away DC Butler from accomplishing his normally assigned duties.
- The duties of maintaining fire stations/apparatus/and purchasing will be given to the newly created 40-hour position. These duties are currently being done by one of the Battalion Chiefs on the hybrid schedule.
- The duties of creating yearly fire training will be turned over to the five existing captains. They will be responsible for creating a training plan and then executing it using department resources and instructors or other means. These duties are currently being done by one of the Battalion Chiefs on the hybrid schedule.



Sheboygan Professional Firefighters

International Association of Firefighters Local 483 A.F.L.-C.I.O.-C.L.C



- The department will create three (3) lieutenant positions from the existing table of organization. These would conceivably be three (3) positions on Med 3. These positions would not be additional full-time employees, but a new position filled by existing (promoted) employees. The new lieutenants would be responsible for the Emergency Medical Quality Assurance and Quality Initiative for the Sheboygan Fire Department, and would also be in charge of creating and organizing all EMS training for the department. They will, like the battalion chiefs, all be trained to the same level and be able to provide a continuity of EMS training and work amongst the three different shifts. These lieutenants, although supervised by DC Butler, would have enough autonomy to significantly reduce the workload on DC Butler, freeing up his time to be spent in other areas or on other projects. This would have a cost of roughly \$15,000, but this would eliminate the need to hire an additional battalion chief in 2018.

We believe that by instituting these ideas into an operational plan we could begin to move the department in an efficient and productive direction to not only better serve our customers but increase the safety of citizens, visitors and the members of our department.

III

5.6

Res. No. 227 16 - 17. By Alderpersons Holzschuh, Heidemann and Thiel.
March 20, 2017.

A RESOLUTION directing the City Administrator to perform an internal study of the Fire Department related to staffing and scheduling concerns.

WHEREAS, it is the sense of the council that there are certain morale issues among firefighters; and

WHEREAS, some of those morale issues seem to be related to concerns regarding staffing, including the perceived need for union personnel to regularly fill in and perform the work of battalion chiefs.

NOW, THEREFORE, BE IT RESOLVED: That the City Administrator undertake a study of the Fire Department related to staffing, structure, job duties, and scheduling, including addressing morale issues within the department.

BE IT FURTHER RESOLVED: That the City Administrator shall report the results of the study in writing no later than June 30, 2017.

Whole

Juan J Holzschuh
Billy A. Thiel
[Signature]

I HEREBY CERTIFY that the foregoing Resolution was duly passed by the Common Council of the City of Sheboygan, Wisconsin, on the _____ day of _____, 20____.

Dated _____ 20____. _____, City Clerk

Approved _____ 20____. _____, Mayor

II

4.11

R. O. No. 258- 16 - 17. By CITY CLERK. March 20, 2017.

Submitting a communication from the Sheboygan Professional Firefighters International Association of Firefighters Local 483 regarding working with the Sheboygan Fire Department management (staff) to create a plan that addresses the staffing concerns shared by the union, staff and Council.

Whole

City Clerk



Sheboygan Professional Firefighters

International Association of Firefighters Local 483 A.F.L.-C.I.O.-C.L.C



MAR 14 '17 PM 1:46

Dear Council and Mayor Vandersteen,

Sheboygan Fire Fighters Local 483 (union) was tasked in December of 2016 to work with the Sheboygan Fire Department management (staff) to create a plan that addresses the staffing concerns shared by the union, staff and council. Namely, increasing daily staffing to both the Ladder companies at station(s) four and five from the current two personnel to three personnel a day. Along with that particular staffing concern, was an understanding that we must address the fact that staff currently work a 'hybrid schedule.' This 'hybrid schedule,' leaves the city short-staffed during weekends, holidays and the vacation periods of Battalion Chiefs.

The last time the union addressed council we reported that our communication and meetings with the staff had been going well. Unfortunately, we have reached an impasse and seem unlikely to break through with a mutually agreed upon solution to address short-term concerns without the assistance of an intermediary.

The union and staff agree on many topics regarding the state of our department and both sides have valid concerns and beliefs in how to address them. We agree with staff that their plan (Fire 2020) would be likely to succeed, but we do not believe that it is necessary at this time, or that it is likely to gain support from a council facing limited monetary resources, to drastically increase the overall budget of the fire department by hiring additional administrative staff in 2018. Furthermore, we believe that moving forward through the next few years that the city's attention and resources should be focused on increasing our daily minimum staffing until all fire companies have a minimum of three firefighters per day. By focusing on firefighters we will improve response capabilities, increase safety and decrease fire-loss.

The chief has sent a response to our plan to council without most council members being aware of what is in the union's offer. In that response, the Chief described a few previously attempted systems that had gone awry. The Chief also challenged our plan as being unworkable and not able to be implemented because of its similarity to previous attempts to rectify the Battalion Chief schedule. Unfortunately, the plan the chief states that we made, that was discussed between he and his staff, is in fact not what was offered as a remedy to the Battalion Chief schedule.



Sheboygan Professional Firefighters

International Association of Firefighters Local 483 A.F.L.-C.I.O.-C.L.C



We also dispute that the system we offer has significant similarity to other previously attempts to rectify the Battalion Chief schedule for one main reason: Work load. We are offering to support administrative functions by taking time-consuming processes away from management and delegating them to subordinates. Such a system is something that has never before been attempted by the Sheboygan Fire Department, but we feel it would have a high likelihood of success.

We realize that the Chief is the ultimate authority in the inner-workings of the fire department. However, we were tasked by council to establish solutions that are both realistic and effective. We believe we have a solution that delivers on those demands.

Sincerely,

A handwritten signature in black ink, appearing to read 'B. Cal Hughes'.

B. Cal Hughes

President, IAFF Local 483



Sheboygan Professional Firefighters

International Association of Firefighters Local 483 A.F.L.-C.I.O.-C.L.C



2017-2018 Operational Plan for the Sheboygan Fire Department

Sheboygan Firefighters Local 483

While this plan does not address all of the department's shortfalls, nor does it represent an end to the process of improvement, it establishes a baseline that mitigates the two largest organizational flaws that affect quality customer service and emergency response. The immediate goal of this plan is to develop ideas that would accomplish mitigating these two flaws.

The two flaws are:

1. Station[s] Four and Five routinely respond with only two (2) firefighters per shift.
2. An organizational model that undervalues consistent leadership.

The immediate remedies we propose are:

1. Establishing a minimum daily staffing of 3 firefighters on Ladder(s) four and five
2. Return Battalion Chief's position to a 24 hour schedule
3. Reapportion the workload in administration to be more efficient and effective.

Both issue[s] two (2) and three (3) have a direct correlation to the staffing of the two city ladder companies. We (Local 483) feel that by implementing the ideas that we have developed, the Sheboygan Fire Department (SFD) can not only staff these companies to provide more adequate protection to the neighborhoods they serve, but by utilizing existing personnel, we can make the department more efficient, improve staffing and increase training all while being fiscally responsible.

Proposal:

2017-

The City Council has approved the rehiring three previously unfilled positions, which now brings the daily table of organization to 22 a day. With a maximum of four (4) personnel on leave with vacation/FLSA time on any given day, a daily minimum of 18 line personnel can be established. This would allow both station(s) four and five to be staffed at three (3) personnel. We realize that any more than four (4) personnel on leave would create an overtime cost to the city, but to keep these stations at a minimum of three (3) is crucial to the overall improvement of emergency response. However, with the city unable to currently hire much needed additional firefighters,



Sheboygan Professional Firefighters

International Association of Firefighters Local 483 A.F.L.-C.I.O.-C.L.C



the costs of overtime are far less than that of new firefighters with benefits. Some of these costs can be defrayed by immediately placing the battalion chiefs back on a 24 hour schedule. The reduction of line personnel “acting up” will help to reduce the days where overtime may be needed.

The argument against placing the Battalion Chief’s on a permanent 24 hour rotation has always been that there are too many clerical items that need their attention, so they need a hybrid system to attend to these issues. To alleviate that issue, we would propose that some of the clerical activities performed by the Battalion Chief’s would be meted out to union personnel. Also, we would be willing to let these chiefs into the vacation policy. This will give them the right, by departmental seniority, to pick vacations and be part of the four (4) personnel allowed off per day. This, too, will help offset some of the conceivable overtime days that the establishment of an 18 line personnel minimum staffing per day would cause. We would expect that the chiefs returning to their 24 hour schedule in July would coincide with the hiring of the proposed 40 hour Battalion Chief position.

To adapt with the changes from the current hybrid to not only to account for the duties the Battalion Chief’s will need to dispense of, but to also undertake duties that are not being currently attended to by the SFD, we propose the following:

- The three (3) 24-hour Battalion Chiefs would all be trained to a high level of fire inspection/prevention. This allows for continuity of that job amongst the three positions and provides the city with a regular fire inspector/prevention program. It also provides for less confusion in the future when prospective applicants wish to apply for promotion to what job they will be assuming and associated duties with that position unlike the current hybrid system. Applicants will have the ability to better prepare themselves for promotion by gaining education as they work towards promotion. Currently, only one of the Battalion Chiefs is performing this function while on the hybrid schedule and this places pressure on Deputy Chief Butler to fill-in when he is off, which takes away DC Butler from accomplishing his normally assigned duties.
- The duties of maintaining fire stations/apparatus/and purchasing will be given to the newly created 40-hour position. These duties are currently being done by one of the Battalion Chiefs on the hybrid schedule.
- The duties of creating yearly fire training will be turned over to the five existing captains. They will be responsible for creating a training plan and then executing it using department resources and instructors or other means. These duties are currently being done by one of the Battalion Chiefs on the hybrid schedule.



Sheboygan Professional Firefighters

International Association of Firefighters Local 483 A.F.L.-C.I.O.-C.L.C



- The department will create three (3) lieutenant positions from the existing table of organization. These would conceivably be three (3) positions on Med 3. These positions would not be additional full-time employees, but a new position filled by existing (promoted) employees. The new lieutenants would be responsible for the Emergency Medical Quality Assurance and Quality Initiative for the Sheboygan Fire Department, and would also be in charge of creating and organizing all EMS training for the department. They will, like the battalion chiefs, all be trained to the same level and be able to provide a continuity of EMS training and work amongst the three different shifts. These lieutenants, although supervised by DC Butler, would have enough autonomy to significantly reduce the workload on DC Butler, freeing up his time to be spent in other areas or on other projects. This would have a cost of roughly \$15,000, but this would eliminate the need to hire an additional battalion chief in 2018.

We believe that by instituting these ideas into an operational plan we could begin to move the department in an efficient and productive direction to not only better serve our customers but increase the safety of citizens, visitors and the members of our department.

CITY OF SHEBOYGAN

REQUEST FOR COMMITTEE OF THE WHOLE CONSIDERATION

ITEM DESCRIPTION: Res. No. 227-16-17 by Alderpersons Holzschuh, Heidemann and Thiel. A Resolution directing the City Administrator to perform an internal study of the Fire Department related to staffing and scheduling concerns

R.O. No. 258-16-17 by City Clerk. Submitting a communication from the Sheboygan Professional Firefighters International Association of Firefighters Local 483 regarding working with the Sheboygan Fire Department management (staff) to create a plan that addresses the staffing concerns shared by the union, staff and Council

REPORT PREPARED BY: Darrell Hofland, City Administrator

REPORT DATE: March 24, 2017

MEETING DATE: March 28, 2017

FISCAL SUMMARY:

STATUTORY REFERENCE:

Budget Line Item: N/A
Budget Summary: N/A
Budgeted Expenditure: N/A
Budgeted Revenue: N/A

Wisconsin Statutes: N/A
Municipal Code: N/A

BACKGROUND / ANALYSIS:

Over the past nine months, the issue of Fire Department service level, number of fire stations and locations, and need for management and fiscal review have been discussed at numerous committees and Common Council meetings. Initiating the discussion was a July, 2016 presentation by Chase Longmiller, President of the Sheboygan Professional Firefighters International Association of Firefighters Local 483, of the Geographic Information System Emergency Services Response Capabilities Analysis as authored by the International Association of Fire Fighters.

The presentation was followed in August, 2016 by a resolution to direct the Purchasing Agent to prepare a Request for Proposal for an Operational and Departmental Structure Study. At a December 21, 2016 meeting, the Committee of the Whole voted 6-3 to recommend the Common Council hired Fitch and Associates of Platte City, MO for professional services at a cost of \$59,990 (Phase I cost of \$39,995 and a Phase II cost of \$19,995) with a six month study completion deadline. Attached is the scope of professional services. On January 3, 2017, the Common Council rejected, on a 5 – 10 vote, the recommendation of the Committee of the Whole.

At the December 21, 2016 Committee of the Whole meeting, Fire Chief Romas and representatives of the Sheboygan Professional Firefighters International Association of Firefighters Local 483 made presentations on their recommendation on staffing levels, types

of positions needed, and scheduling of staff. Although the representatives of Sheboygan Firefighters Local 483 supported a majority of the Fire Chief's FIRE 2020 Plan (see attached), a few issues remained unresolved. Several Alderpersons requested Chief Romas and the union representatives continue their discussions in order to seek common strategies to improve fire services. Consequently, the Sheboygan Professional Firefighters International Association of Firefighters Local 483, on March 14, 2017, submitted a written report: 2017-2018 Operational Plan for the Sheboygan Fire Department, as contained within R.O. No. 258-16-17 (see attached). The plan recommends a revised work schedule for Battalion Chiefs, delegation of current management tasks and responsibilities to (non-management) Captains, and upgrade of three current (non-management) positions due to the assignment of additional duties which are currently performed by management.

On March 20, 2017, several Alderpersons submitted a resolution (Res. No. 227-16-17) directing the City Administrator to perform an internal study of the Fire Department related to staffing and scheduling concerns with a study completion date of no later than June 30, 2017.

STAFF COMMENTS:

In order to comply with the intent of Res. No. 227-16-17, the scope of the study should incorporate the scope of professional services as listed in the Operational and Departmental Structure Study of the Sheboygan Fire Department. A study of such a comprehensive nature should be accomplished by fire service consultants with careers' worth of experience in full-time fire departments.

I recommend the Committee of the Whole place on the next Common Council meeting agenda, a resolution to hire Fitch and Associates of Platte City, MO to conduct an Operational and Departmental Structure Study of the Sheboygan Fire Department at a cost of \$59,990. Fitch and Associates has confirmed that their 2016 bid of \$59,990 for the study is still valid and the study can be completed within six months.

The 2017 Fire Department program budget does not contain funding for an Operational and Departmental Structure Study as performed by fire service consultants. The General Fund's Reserve for contingency account currently has \$143,316 in available funds to transfer.

Regarding the Sheboygan Professional Firefighters International Association of Firefighters Local 483's 2017-2018 Operational Plan for the Sheboygan Fire Department, this information will be submitted to the fire service consultant for consideration.

ACTION REQUESTED:

Motion to recommend the Common Council file Res. No. 227-16-17 directing the City Administrator to perform an internal study of the Fire Department related to staffing and scheduling concerns.

Motion to recommend the Common Council accept and file RO No. 258-16-17 a communication from the Sheboygan Professional Firefighters International Association of Firefighters Local 483 regarding their 2017-2018 Operational Plan for the Sheboygan Fire Department.

ATTACHMENTS:

- I. Operational and Departmental Structure Study of the Sheboygan Fire Department
- II. FIRE 2020 Plan
- III. Fire Department Plan Narrative

- IV. Fire Department Comparison Chart
- V. Fire Department Staffing Spreadsheet
- VI. Res. No. 227-16-17
- VII. R.O. No. 258-16-17

Operational and Departmental Structure Study of the Sheboygan Fire Department

Phase I:

- An analysis of fire station locations, staffing, conditions and capabilities;
- A recommendation regarding the optimal number of fire stations, pieces of apparatus, and personnel while maximizing efficiency and effectiveness and eliminating duplication of services;
- An analysis of assigned response areas for each station;
- An analysis of the number, distribution, and location of three years of historical incidents by type and severity for each station, identifying changes and trends in response history;
- A risk analysis for each station by historical incident type and severity; and
- An analysis of the fire apparatus and resource configuration needed to meet both current and future projected needs.

Phase II:

- An analysis of the financial viability of the ambulance service, including the cost and accounting for this service;
- An analysis of the training and certification of Firefighters and EMS personnel as it relates to the community's historical risks and national, state and local requirements;
- An analysis of the current organization, staffing, and management functions and their effectiveness;
- Recommendations for optimal alternatives to control costs while maintaining high quality services that meet community expectations;
- An exploration of opportunities for additional funding; and
- Identification of opportunities for enhanced collaborative efforts, shared services, or contracted services.

FIRE 2020

November 21, 2016

Several Common Council leaders have requested a future plan for the fire department from me, the Fire Chief. The plan outlined below is the result of research and experience of the Fire Chief, Mike Romas and the command staff of the Sheboygan Fire Department (SFD). This accounts for over 170 years of fire department knowledge and over 140 years of experience with the City of Sheboygan and SFD operations.

The Mission of the Sheboygan Fire Department is to provide quality professional services to those who live, work, invest, or visit our community; protecting lives and property from fire and harm through continuous code enforcement, education, emergency services, and non-emergency services.

The plan outlined below is developed to ensure the mission stated above can continue well into the future to serve our citizens and protect our firefighters; while ensuring fiscal responsibility and efficiency.

This three year plan accomplishes four things: 1) it addresses the long term future of the SFD; 2) it addresses future city expansion and growth; 3) it ensures the continued high level of service provided to the citizens of Sheboygan; and 4) it maximizes the efficiency, productivity and safety of the current and future members of the SFD.

Background:

Between December 31, 2008 and January 1, 2016 the SFD experienced an 11% overall staffing cut (79.5 to 70.5) including a 40% cut to management staffing (10 to 6). In the same time period run volume increased from 3,551 to 5,034 (+ 29%), we also added paramedic capability and ambulance transport services which have net revenue collections exceeding \$8,000,000. In addition, the City of Sheboygan is experiencing, and forecasting, significant population growth and a rise in residential, commercial and industrial building construction. We will also see an increase in our 1800 building inspections and 150 school safety programs.

In contrast, SFD net cost (-18%) and cost per capita (-14%) has decreased since 2007. A recent citizen survey ranked Fire and EMS services as two of the top five most important city functions and the Fire Department ranked number one in customer satisfaction in the top two rating categories.

FIRE 2020 will address the four major topics of; 1) Station number, 2) Station Location, 3) Response Time and 4) Staffing.

NUMBER OF STATIONS

Sheboygan is approximately 15 square miles with five fire stations. This averages to three square miles per station area and a distance of 1.5 miles per response. In the past, I was in favor of reducing the number of stations from five to four. Since that time a SFD emergency services response capabilities analysis was completed and published. This computer-based analytical study examined all 13,810 SFD responses from 2012 through September 2015. It was determined that this reduction would result in a 14.2% decrease in response capabilities with the greatest effect on our downtown and near south side areas.

A major strength of the SFD is the speed of response throughout the city. **The best option now and into the future is to remain at five fire stations.** City population is increasing dramatically in the downtown area and Station 1 is optimally located in the heart of this area. (Please see Appendix A)

FIRE STATION LOCATION

Our five stations are in perfect locations to serve us well now and into the future. Any future expansion to the South, North or West can be handled by Stations 5, 4 and 3 and Station 1 is located in the heart of our most populated area.

However, two of our five fire stations are in need of extensive and immediate repair. Past studies and research indicate both Stations 1 and 2 require \$1,486,100 to effect repairs identified by ZS Structural/Forensic Engineering. This is the least expensive solution to remain at five stations in the same locations as suggested above. (Please see Appendix B)

RESPONSE TIME

SFD first unit on scene response times are very good and this is because we have five stations in the right locations and eight front-line apparatus to respond. **The faster the department arrives on scene the more positive the results.** Speed directly results in saved lives, reduced fire loss, reduced dollar loss, incident success, customer satisfaction and firefighter safety. (Please see Appendix C)

STAFFING

One area for improvement is our staffing levels. National Fire Protection association (NFPA) standards and Insurance Services Office ratings are predicated on the number of firefighters per apparatus and the total number of firefighters working per shift.

NFPA standard 1710 requires all engines and ladders to be staffed with 4 firefighters. 2 members on an apparatus without the assistance of a 2 member paramedic crew is not enough and this situation frequently occurs at stations 4 and 5 on the North and South sides of our city.

My 2017 budget is approved and it will fill the 3 firefighter/paramedic positions left open in the 2016 budget. There is an addition of 1 Battalion Chief (BC) on a 40 hour week in charge of Inspection/prevention/National Fire Reporting System. Station 4 will be staffed with 4 firefighters and our daily minimum will be 16. The Table of Organization (TO) will increase by 1 from 70.5 to 71.5 and each shift will have a maximum staffing of 22 members.

In 2018 I will request an additional 3 firefighters and 1 BC on a 40 hour week in charge of Maintenance and Repair of Stations, Apparatus and Equipment. Station 5 will have 4 firefighters assigned and Ladder 4 will operate with a minimum of 3 firefighters and our daily minimum staffing will be raised from 16 to 17. The 3 firefighting BCs will be reassigned to a full 24 hour schedule. The TO will increase by 4 from 71.5 to 75.5 and each shift will have a maximum staffing of 24 members.

In 2019 I will request an additional 3 firefighters and Station 1 will be staffed with 4 firefighters and Ladder 5 will operate with a minimum of 3 firefighters. Our daily minimum staffing will be raised from 17 to 18. The TO will increase from 75.5 to 78.5 and each shift will have a maximum staffing of 25 members.

The staffing model above will take the Sheboygan Fire Department into the future for many years. It takes into account firefighter safety, national standards, increased population, and increased commercial / industrial building construction. (Please see Appendix D)

The Sheboygan Fire Department Plan

By

Fire Chief Michael T. Romas

The Mission of the Sheboygan Fire Department is to provide quality professional services to those who live, work, invest, or visit our community; protecting lives and property from fire and harm through continuous code enforcement, education, emergency services, and non-emergency services.

The plan outlined below is developed to ensure the mission stated above can continue well into the future to serve our citizens and protect our firefighters; while ensuring fiscal responsibility and efficiency.

STATION NUMBER

The City of Sheboygan Fire Department has only 2 major strengths; the first is the attitude and professionalism of its members and the second is our speed of response throughout the city. **The best option now and into the future is to remain at 5 fire stations.** A 4 station response model was studied and it was determined that our downtown area and near south side would adversely suffer delays in response. City population is increasing dramatically in the downtown area and Station 1 is optimally located in the heart of this area.

STATION LOCATION

Our stations are in perfect locations to serve us well now and into the future. Any future expansion to the South, North or West can be easily handled By Stations 5, 4 and 3 and Station 1 is located in the heart of our most populated area.

RESPONSE TIME

Our first units on scene response times are excellent and this is because of the 8 front-line apparatus and the location of our 5 stations. The faster the department arrives on scene the more positive the results. Speed directly results in saved lives, reduced fire loss, reduced dollar loss, incident success and customer satisfaction.

STAFFING

One area for improvement is our staffing levels. National Fire Protection association (NFPA) standards and Insurance Services Office ratings are predicated on the number of firefighters per apparatus and the total number of firefighters working per shift.

NFPA standard 1710 requires all engines and ladders to be staffed with 4 firefighters. 2 members on an apparatus without the assistance of a 2 member paramedic crew is not enough and this situation frequently occurs at stations 4 and 5 on the North and South sides of our city.

My 2017 budget is approved and it will fill the 3 firefighter/paramedic positions left open in the 2016 budget. There is an addition of 1 Battalion Chief (BC) on a 40 hour week in charge of Inspection/prevention/National Fire Reporting System. Station 4 will be staffed with 4 firefighters and our daily minimum will be 16. The Table of Organization (TO) will increase by 1 from 70.5 to 71.5 and each shift will have a maximum staffing of 22 members.

In 2018 I will request an additional 3 firefighters and 1 BC on a 40 hour week in charge of Maintenance and Repair of Stations, Apparatus and Equipment. Station 5 will have 4 firefighters assigned and Ladder 4 will operate with a minimum of 3 firefighters and our daily minimum staffing will be raised from 16 to 17. The 3 firefighting BCs will be reassigned to a full 24 hour schedule. The TO will increase by 4 from 71.5 to 75.5 and each shift will have a maximum staffing of 24 members.

In 2019 I will request an additional 3 firefighters and Station 1 will be staffed with 4 firefighters and Ladder 5 will operate with a minimum of 3 firefighters. Our daily minimum staffing will be raised from 17 to 18. The TO will increase from 75.5 to 78.5 and each shift will have a maximum staffing of 25 members.

The staffing model above will take the Sheboygan Fire Department into the future for many years. It takes into account firefighter safety, national standards, increased population, and increased commercial / industrial building construction.

MAINTENANCE AND REPAIR

Another area for improvement is in the maintenance and repair of our buildings, apparatus and equipment. **A minimum 25 year replacement/maintenance schedule will be established for all buildings, apparatus, fire equipment, station equipment,**

IT equipment and EMS equipment. Major areas within each area will be identified and components in each area prioritized based on condition and age.

For example Building areas will include: new construction, roofs, exterior walls, overhead doors, interior doors, PlyoVent systems, HVAC, interior remodeling and exterior concrete/blacktop.

Apparatus will include: paramedic units, engines, ladders, rescue vehicle, chief's car, ¾ ton truck for plowing and survive alive trailer towing, fire education van, chief's car and backup chief's car.

Fire Equipment will include: hose, SCBA, turnout gear, ladders, ropes, extrication equipment, Hurst tools,

Station Equipment will include: Turnout gear washing machines, treadmills, refrigerators, beds, mattresses, desks, chairs, utensils, pots and pans, stoves, microwaves, snow blowers, lawn mowers,

IT Equipment will include: station computers, apparatus computers, staff computers, monitors,

EMS Equipment will include: defibrillators, monitors, Toughbooks, power cots, power load systems,

STRATEGIC PLAN

A 5 year strategic plan will be researched, written and implemented. This plan should dovetail into the City's strategic plan with a correlation between all department goals and corresponding city goals. To date, the City's plan is near completion and the survey of department members is complete. Individuals responsible and completion dates will be established.

Sheboygan Fire Department Plan

DEPARTMENT STRENGTHS - Minimal Change/Investment Required			
Recommendation	Rationale	Cost	Timeframe
Number of Fire Stations			
Remain at five fire stations	A four station response model was studied and it was determined that the downtown area and near south side would adversely suffer delays in response. City population is increasing (estimated 7%) in the downtown area and Station 1 is optimally located to serve this area.	N/A	N/A
Location of Fire Stations			
Current distribution of the five stations is the correct response and service configuration	Any future expansion to the south, north or west can be addressed by Stations 5, 4 and 3 and Station 1 is located centrally in our most populated area.	N/A	N/A
Response Time			
Our first units on scene response times are excellent	Low response times are due to the eight front line apparatus and the location of our five stations. (The faster the department arrives on scene, the more positive the results. Speed directly results in saved lives, firefighter safety, reduced fire loss, reduced dollar loss, incident success and customer satisfaction.)	N/A	N/A
DEPARTMENT OPPORTUNITIES - Change/Investment Required			
Recommendation	Rationale	Cost	Timeframe
2017 Staffing			

Sheboygan Fire Department Plan

<p>The approved 2017 City of Sheboygan budget restores the three Firefighter/Paramedic positions left open in the 2016 budget</p>	<p>National Fire Protection Association (NFPA) standards and Insurance Services Office ratings are predicated on the number of firefighters per apparatus and the total number of firefighters working per shift. NFPA Standard 1710 requires all engines and ladders to be staffed with four firefighters. Two members on an apparatus without the assistance of a two-member paramedic crew is insufficient, yet this situation frequently occurs at Stations 4 and 5 on the north and south sides of our city.</p>		
---	---	--	--

Sheboygan Fire Department Plan

Recommendation	Rationale	Cost	Timeframe
2017 Staffing Continued			
The approved 2017 City of Sheboygan budget adds a Battalion Chief (BC) on a 40-hour week in charge of Inspection/Prevention/National Fire Incident Reporting System	These responsibilities are being executed by an existing BC who will then take over all EMS related management including Federal and State compliance and department accountability and quality control.		
2018 Staffing			
Three additional firefighters	Station 5 will have four firefighters assigned and Ladder 4 will operate with a minimum of three firefighters and our daily minimum staffing will be raised from 16 to 17. The Table of Organization will increase by four from 71.5 to 75.5 and each shift will have a maximum staffing of 24 members.		
One Battalion Chief on 40-hour week	In charge of maintenance and repair of stations, apparatus and equipment. The three firefighting BCs will be reassigned to a full 24-hour schedule.		
2019 Staffing			
Three additional firefighters	Station 1 will be staffed with four firefighters and Ladder 5 will operate with a minimum of three firefighters. Daily minimum staffing will be raised from 17 to 18. The TO will increase from 75.5 to 78.5 and each shift will have a maximum staffing of 25 members. The staffing model and additional staff recommendations for 2017 - 2019 takes into account firefighter safety, national standards, increased population, and increased commercial/ industrial building construction.		
Maintenance and Repair			
A minimum 25 year replacement/maintenance schedule will be established for all buildings, apparatus, fire equipment, station equipment, IT equipment and EMS equipment	Categories within each area will be identified and components in each area prioritized based on condition and age.		

Sheboygan Fire Department Plan

Maintenance and Repair (Continued)			
Building areas: new construction, roofs, exterior walls, overhead doors, interior doors, Plymovent systems, HVAC, interior remodeling and exterior concrete/blacktop	Delayed maintenance results in lost functionality, interrupted service and higher cost emergency repairs. Planned maintenance will ensure available funding for necessary timed upgrades and replacements.		

Recommendation	Rationale	Cost	Timeframe
Apparatus: paramedic units, engines, ladders, rescue vehicle, chief's car, ¾ ton truck for plowing and survive alive trailer towing, fire education van, chief's car and backup chief's car	Delayed maintenance results in lost functionality, interrupted service and higher cost emergency repairs. Planned maintenance will ensure available funding for necessary timed upgrades and replacements.		
Fire equipment: hose, SCBA, turnout gear, ladders, ropes, extrication equipment, Hurst tools	Delayed maintenance results in lost functionality, interrupted service and higher cost emergency repairs. Planned maintenance will ensure available funding for necessary timed upgrades and replacements.		
Station equipment: Turnout gear washing machines, treadmills, refrigerators, beds, mattresses, desks, chairs, utensils, pots and pans, stoves, microwaves, snow blowers, lawn mowers	Delayed maintenance results in lost functionality, interrupted service and higher cost emergency repairs. Planned maintenance will ensure available funding for necessary timed upgrades and replacements.		
IT equipment: station computers, apparatus computers, staff computers, monitors	Delayed maintenance results in lost functionality, interrupted service and higher cost emergency repairs. Planned maintenance will ensure available funding for necessary timed upgrades and replacements.		
EMS equipment: defibrillators, monitors, Toughbooks, power cots, power load systems	Delayed maintenance results in lost functionality, interrupted service and higher cost emergency repairs. Planned maintenance will ensure available funding for necessary timed upgrades and replacements.		

		2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2016	2017
		Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Budget	Executive
Fire Department															
Staff	Chief	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
	Assistant Chief	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
	Deputy Chief	3.0		2.0	2.0	2.0	2.0	2.0		1.0	1.0	1.0	1.0	1.0	1.0
	Battalion Chief (Shift Commander)	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
	Chief Fire Inspector	1.0	1.0	1.0	1.0	1.0	1.0		0.0	0.0	0.0	0.0	0.0	0.0	1.0
	Deputy Fire Inspector	1.0		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	Public Education	1.0		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	Commander of Training	1.0	1.0	1.0	1.0		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	<i>Sub Total Staff</i>	11.0	8.0	8.0	8.0	7.0	7.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	7.0
Line	Captain	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0
	Lieutenant	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0
	Lead Firefighter	6.0	6.0	6.0		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	Fire Equipment Operator	21.0	21.0	21.0		15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0
	Firefighter	24.0	25.0	24.0		21.0	21.0		18.0	18.0	18.0	18.0		18.0	18.0
	Firefighter/Paramedic	0.0	0.0	0.0	18.0	18.0	18.0	18.0	18.0	18.0	18.0	18.0	18.0	18.0	18.0
<i>Sub Total L483</i>	66.0	67.0	66.0	69.0	69.0	69.0	66.0	66.0	66.0	66.0	66.0	66.0	63.0	66.0	
Total Sworn	77.0	75.0	74.0	77.0	76.0	76.0	72.0	72.0	72.0	72.0	72.0	72.0	69.0	73.0	
Civilian	Confidential Secretary	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
	Office Assistant	1.0	1.0		0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5
	Mechanic	1.0	1.0	1.0	1.0	1.0	1.0	1.0		0.0	0.0	0.0	0.0	0.0	0.0
Total Civilian	3.0	3.0	2.5	2.5	2.5	2.5	2.5	2.5	1.5	1.5	1.5	1.5	1.5	1.5	
Total Department	80.0	78.0	76.5	79.5	78.5	78.5	74.5	73.5	73.5	73.5	73.5	73.5	70.5	73.5	74.5

 Increase
 Decrease
 Proposed

III

5.6

Res. No. 227 16 - 17. By Alderpersons Holzschuh, Heidemann and Thiel.
March 20, 2017.

A RESOLUTION directing the City Administrator to perform an internal study of the Fire Department related to staffing and scheduling concerns.

WHEREAS, it is the sense of the council that there are certain morale issues among firefighters; and

WHEREAS, some of those morale issues seem to be related to concerns regarding staffing, including the perceived need for union personnel to regularly fill in and perform the work of battalion chiefs.

NOW, THEREFORE, BE IT RESOLVED: That the City Administrator undertake a study of the Fire Department related to staffing, structure, job duties, and scheduling, including addressing morale issues within the department.

BE IT FURTHER RESOLVED: That the City Administrator shall report the results of the study in writing no later than June 30, 2017.

Whole

Quinn J. Holzschuh
Billy A. Thiel
[Signature]

I HEREBY CERTIFY that the foregoing Resolution was duly passed by the Common Council of the City of Sheboygan, Wisconsin, on the _____ day of _____, 20____.

Dated _____ 20____, _____, City Clerk

Approved _____ 20____, _____, Mayor

II

4.11

R. O. No. 258- 16 - 17. By CITY CLERK. March 20, 2017.

Submitting a communication from the Sheboygan Professional Firefighters International Association of Firefighters Local 483 regarding working with the Sheboygan Fire Department management (staff) to create a plan that addresses the staffing concerns shared by the union, staff and Council.

Whole

City Clerk



Sheboygan Professional Firefighters

International Association of Firefighters Local 483 A.F.L.-C.I.O.-C.L.C



MAR 14 '17 PM 1:46

Dear Council and Mayor Vandersteen,

Sheboygan Fire Fighters Local 483 (union) was tasked in December of 2016 to work with the Sheboygan Fire Department management (staff) to create a plan that addresses the staffing concerns shared by the union, staff and council. Namely, increasing daily staffing to both the Ladder companies at station(s) four and five from the current two personnel to three personnel a day. Along with that particular staffing concern, was an understanding that we must address the fact that staff currently work a 'hybrid schedule.' This 'hybrid schedule,' leaves the city short-staffed during weekends, holidays and the vacation periods of Battalion Chiefs.

The last time the union addressed council we reported that our communication and meetings with the staff had been going well. Unfortunately, we have reached an impasse and seem unlikely to break through with a mutually agreed upon solution to address short-term concerns without the assistance of an intermediary.

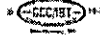
The union and staff agree on many topics regarding the state of our department and both sides have valid concerns and beliefs in how to address them. We agree with staff that their plan (Fire 2020) would be likely to succeed, but we do not believe that it is necessary at this time, or that it is likely to gain support from a council facing limited monetary resources, to drastically increase the overall budget of the fire department by hiring additional administrative staff in 2018. Furthermore, we believe that moving forward through the next few years that the city's attention and resources should be focused on increasing our daily minimum staffing until all fire companies have a minimum of three firefighters per day. By focusing on firefighters we will improve response capabilities, increase safety and decrease fire-loss.

The chief has sent a response to our plan to council without most council members being aware of what is in the union's offer. In that response, the Chief described a few previously attempted systems that had gone awry. The Chief also challenged our plan as being unworkable and not able to be implemented because of its similarity to previous attempts to rectify the Battalion Chief schedule. Unfortunately, the plan the chief states that we made, that was discussed between he and his staff, is in fact not what was offered as a remedy to the Battalion Chief schedule.



Sheboygan Professional Firefighters

International Association of Firefighters Local 483 A.F.L.-C.I.O.-C.L.C



We also dispute that the system we offer has significant similarity to other previously attempts to rectify the Battalion Chief schedule for one main reason: Work load. We are offering to support administrative functions by taking time-consuming processes away from management and delegating them to subordinates. Such a system is something that has never before been attempted by the Sheboygan Fire Department, but we feel it would have a high likelihood of success.

We realize that the Chief is the ultimate authority in the inner-workings of the fire department. However, we were tasked by council to establish solutions that are both realistic and effective. We believe we have a solution that delivers on those demands.

Sincerely,

B. Cal Hughes

President, IAFF Local 483



Sheboygan Professional Firefighters

International Association of Firefighters Local 483 A.F.L.-C.I.O.-C.L.C



2017-2018 Operational Plan for the Sheboygan Fire Department

Sheboygan Firefighters Local 483

While this plan does not address all of the department's shortfalls, nor does it represent an end to the process of improvement, it establishes a baseline that mitigates the two largest organizational flaws that affect quality customer service and emergency response. The immediate goal of this plan is to develop ideas that would accomplish mitigating these two flaws.

The two flaws are:

1. Station[s] Four and Five routinely respond with only two (2) firefighters per shift.
2. An organizational model that undervalues consistent leadership.

The immediate remedies we propose are:

1. Establishing a minimum daily staffing of 3 firefighters on Ladder(s) four and five
2. Return Battalion Chief's position to a 24 hour schedule
3. Reapportion the workload in administration to be more efficient and effective.

Both issue[s] two (2) and three (3) have a direct correlation to the staffing of the two city ladder companies. We (Local 483) feel that by implementing the ideas that we have developed, the Sheboygan Fire Department (SFD) can not only staff these companies to provide more adequate protection to the neighborhoods they serve, but by utilizing existing personnel, we can make the department more efficient, improve staffing and increase training all while being fiscally responsible.

Proposal:

2017-

The City Council has approved the rehiring three previously unfilled positions, which now brings the daily table of organization to 22 a day. With a maximum of four (4) personnel on leave with vacation/FLSA time on any given day, a daily minimum of 18 line personnel can be established. This would allow both station(s) four and five to be staffed at three (3) personnel. We realize that any more than four (4) personnel on leave would create an overtime cost to the city, but to keep these stations at a minimum of three (3) is crucial to the overall improvement of emergency response. However, with the city unable to currently hire much needed additional firefighters,



Sheboygan Professional Firefighters

International Association of Firefighters Local 483 A.F.L.-C.I.O.-C.L.C



the costs of overtime are far less than that of new firefighters with benefits. Some of these costs can be defrayed by immediately placing the battalion chiefs back on a 24 hour schedule. The reduction of line personnel "acting up" will help to reduce the days where overtime may be needed.

The argument against placing the Battalion Chief's on a permanent 24 hour rotation has always been that there are too many clerical items that need their attention, so they need a hybrid system to attend to these issues. To alleviate that issue, we would propose that some of the clerical activities performed by the Battalion Chief's would be meted out to union personnel. Also, we would be willing to let these chiefs into the vacation policy. This will give them the right, by departmental seniority, to pick vacations and be part of the four (4) personnel allowed off per day. This, too, will help offset some of the conceivable overtime days that the establishment of an 18 line personnel minimum staffing per day would cause. We would expect that the chiefs returning to their 24 hour schedule in July would coincide with the hiring of the proposed 40 hour Battalion Chief position.

To adapt with the changes from the current hybrid to not only to account for the duties the Battalion Chief's will need to dispense of, but to also undertake duties that are not being currently attended to by the SFD, we propose the following:

- The three (3) 24-hour Battalion Chiefs would all be trained to a high level of fire inspection/prevention. This allows for continuity of that job amongst the three positions and provides the city with a regular fire inspector/prevention program. It also provides for less confusion in the future when prospective applicants wish to apply for promotion to what job they will be assuming and associated duties with that position unlike the current hybrid system. Applicants will have the ability to better prepare themselves for promotion by gaining education as they work towards promotion. Currently, only one of the Battalion Chiefs is performing this function while on the hybrid schedule and this places pressure on Deputy Chief Butler to fill-in when he is off, which takes away DC Butler from accomplishing his normally assigned duties.
- The duties of maintaining fire stations/apparatus/and purchasing will be given to the newly created 40-hour position. These duties are currently being done by one of the Battalion Chiefs on the hybrid schedule.
- The duties of creating yearly fire training will be turned over to the five existing captains. They will be responsible for creating a training plan and then executing it using department resources and instructors or other means. These duties are currently being done by one of the Battalion Chiefs on the hybrid schedule.



Sheboygan Professional Firefighters

International Association of Firefighters Local 483 A.F.L.-C.I.O.-C.L.C



- The department will create three (3) lieutenant positions from the existing table of organization. These would conceivably be three (3) positions on Med 3. These positions would not be additional full-time employees, but a new position filled by existing (promoted) employees. The new lieutenants would be responsible for the Emergency Medical Quality Assurance and Quality Initiative for the Sheboygan Fire Department, and would also be in charge of creating and organizing all EMS training for the department. They will, like the battalion chiefs, all be trained to the same level and be able to provide a continuity of EMS training and work amongst the three different shifts. These lieutenants, although supervised by DC Butler, would have enough autonomy to significantly reduce the workload on DC Butler, freeing up his time to be spent in other areas or on other projects. This would have a cost of roughly \$15,000, but this would eliminate the need to hire an additional battalion chief in 2018.

We believe that by instituting these ideas into an operational plan we could begin to move the department in an efficient and productive direction to not only better serve our customers but increase the safety of citizens, visitors and the members of our department.

VIII

3.16

R. C. No. 368 - 16 - 17. By PUBLIC WORKS. March 20, 2017.

Your Committee to whom was referred Res. No. 215-16-17 by Ald. Belanger declaring intent to exercise the police power to levy special assessments for the 2017 Bituminous Resurfacing Program for various streets; recommends that the Resolution be passed.

Whole

John Belanger
James A. Bohannon
Budgett

Committee

I HEREBY CERTIFY that the foregoing Committee Report was duly accepted and adopted by the Common Council of the City of Sheboygan, Wisconsin, on the _____ day of _____, 20____.

Dated _____ 20____, _____, City Clerk

Approved _____ 20____, _____, Mayor

IIIIV

III

Other matters

9.3

Res. No. 215 - 16 - 17. By Alderperson Belanger. March 6, 2017.

A PRELIMINARY RESOLUTION declaring intent to exercise the police power to levy special assessments for the 2017 Bituminous Resurfacing Program:

- S. 9th Street from High Avenue to Georgia Avenue
- N. 10th Street from Superior Avenue to Geele Avenue
- N. 12th Street from Superior Avenue to Geele Avenue
- Ashland Avenue from S. 10th Street to S. 17th Street
- Georgia Avenue from S. Business Drive to S. 24th Street
- Camelot Boulevard from CTH OK to S. 18th Street
- Meadowbrook Court from Camelot Boulevard to the terminus Meadowbrook Court including Meadowbrook Court
- S. 22nd Street from Camelot Boulevard to the terminus of Creekside Court including Brookfield Court and Creekside Court
- Greenwood Court from Camelot Boulevard to the terminus of Greenwood Court including Greenwood Court

RESOLVED: That the resurfacing on the following streets is hereby proposed at the expense of the property to be benefited thereby and that no part of the estimated aggregate cost shall be paid in advance under 66.54(3), Stats.:

BE IT FURTHER RESOLVED: That the City of Sheboygan does herewith intend to exercise its municipal police powers for the aforesated municipal purpose.

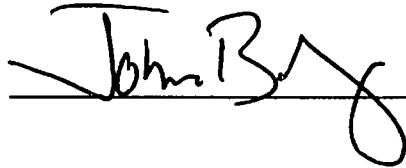
BE IT FURTHER RESOLVED: That the Department of Public Works is hereby authorized and directed to prepare a report in accordance with 66.60(2) and 66.60(3), Stats., and that such report should contain the following information:

- a. Preliminary or final plans and specifications
- b. An estimate of the entire cost of the proposed work or improvement
- c. A schedule of the proposed assessments
- d. A statement that the work or improvement constitutes an exercise of the municipality's police power
- e. A statement that the property against which the assessments are proposed is benefited

*Pub Wks
approve*

BE IT FURTHER RESOLVED: That the expenses so incurred maybe paid in five (5) annual installments under 66.54(7), Stats., with interest thereon at (3.18%) commencing the first of the month after thirty (30) days following publication of the installment assessment notice.

BE IT FURTHER RESOLVED: That the Department of Public Works is hereby authorized and directed to advertise for bids under the five (5%) alternative of 62.15(3), Stats., for the paving aforementioned according to the plans and specifications prepared by the City Engineer and submit a resume of bids received and accepted to the Common Council for further consideration.



I HEREBY CERTIFY that the foregoing Resolution was duly passed by the Common Council of the City of Sheboygan, Wisconsin, on the _____ day of _____, 20____.

Dated _____ 20____. _____, City Clerk

Approved _____ 20____. _____, Mayor