

City Council
AGENDA REPORT
Agenda Item #
Budget

TO: Mayor & City Council
FROM: Joe Kohlmann, City Administrator
SUBJECT: 2020 General Fund Budget
DATE: August 14th, 2019

OVERVIEW

Many years ago, the Fire service looked to a Full Time employee model (many cities built in the 40s/50s). Then the trend began to move toward a paid on call or volunteer fire department. Due to the complexities of the industry – Fires, Emergency Medical Services, Personal Injuries, Vehicle Crashes, Hazardous Materials, Natural Disasters, Heavy Rescue, Terrorism, Water/Ice Rescue, Aircraft Emergencies, Wildland/Grass, Mass Casualty, Fire Code Inspection/Enforcement, Public Education, Fire Investigations, Emergency Preparedness, Special Events, etc. – the industry has moved toward a hybrid of full time and paid on call.

Evidence to support the trend of hybrid departments can be seen on the *Full Time/Part Time Fire Chief Attachment provided*. Seemingly, about a dozen cities have a variety of different staffing models. Part time department information wasn't as readily available, so comparisons are limited. However, many of the Full Time Chief departments should be similar in size to St. Francis and not much of a difference in call volume.

I've provided an updated job description as well as the current Fire Chief Job Description. In short, a Fire Chief ends up doing a lot of administrative work to ensure that all of the paid on call firefighters are prepared, properly trained, have the necessary equipment, and track all of the areas of the Fire service mentioned above.

Increasingly, Fire Departments act as stop gaps between police and paramedics. The ambulance service in St. Francis has to respond in 20 minutes. A police officer may be on the scene in a matter of 1-3 minutes. The Fire Department's average response time is 10 minutes. Those minutes can be critical. Ensuring that firefighters are properly prepared for any number of things they may encounter, is arguably a full time job. The amount of planning, preparing, and training is tremendous and continuous.

Attached to this packet information, you will find:

Full Time/Part Time Fire Chief Information
Impacts on the tax levy
Proposed and existing Fire Chief job descriptions



Under Separate Cover you will find:

Letter from the Fire Chief

Letter from Assistant Fire Chief

Memo on Officers mentored

Memo on Fire Department Preplans

Memo on Annual Performance Evaluations for Officers

Memo on Incident Command for Fire Chief

SCBA Maintenance Memo and Records

List of Training Drills attended by Chief

Firefighter Percentages request

Fire Department Inspection Report

Hose and Ladder Testing Forms 2017-2018

Cities with a Full Time Fire Chief

City	Population	Chief Salary	Annual Budget	Call Volume	# of Stations	# of Fire Employees	Phone Number
Albertville	7,230	\$96,651	\$810,000	366	1	30 paid on call	(763) 497-3384
International Falls	6,121	\$88,421	\$623,631	50	2	5 FT, 25 paid on call	(218) 283-2929
Victoria	10,144	\$87,984	\$453,435	300	1	35 paid on call	(952) 443-4240
Crookston	7,794	\$83,932	\$800,000	350	2	7 FT 25 paid on call	(218) 281-4584
Lake Elmo	9,000	\$85,280	\$650,000	462	1	2 FT 6 PT 20 paid on call	(651) 770-5006
Mahtomedi	8,143	\$107,390	FIRE \$474,269 EMS \$444,331	249 Fire 721 EMS	1	4 FT 19 paid on call	(651) 747-3750
St. Anthony	8,437	\$110,583	\$1,100,000	1,500	1	7 FT 18 paid on call	(612) 782-3400
Mound	9,787	\$107,723	x	x	x	x	(952) 472-3533
East Bethel	11,626	\$98,737	\$713,700	633	3	34-28 paid on call	
North St. Paul	12,069	\$114,483	\$980,801	1,318	1	2 FT 29 paid on call	(651) 474-2552
Ham Lake	16,528	Vacant	\$648,200	400	2	35 paid on call	(763) 235-1679

Cities with a Part Time Chief

St. Francis	7,500	\$36,000	\$282,150	*257 midway through July of 2019	2	35 paid on call	(763) 404-7075
Oak Grove	8,735	\$35,000	\$397,196	218			

City of St. Francis

Tax Increase on Different Valued Residential Properties

2020 Tax Levy	\$ 3,567,000	Tax Capacity	50.432%
2020 Spreadable Levy	\$ 3,051,914	Tax Capacity	50.432% *
2019 Tax Levy	\$ 3,793,590		
2019 Spreadable Levy	\$ 2,909,914		
Difference 2019 to 2020	\$ (226,590)		

City Taxes only

Estimated Market Value *	Amount		Taxable Market		Tax Capacity Value	2019 City Taxes	2020 City Taxes	Difference	Value jumps \$10,000	
	Excluded		Value						Yearly	Monthly
150,000	\$ 23,740	\$	126,260	\$	1,263	\$ 669.59	\$ 636.96	\$ (32.63)	\$ 22.34	\$ 1.86
160,000	\$ 22,840	\$	137,160	\$	1,372	\$ 727.38	\$ 691.93	\$ (35.45)	\$ 19.52	\$ 1.63
170,000	\$ 21,940	\$	148,060	\$	1,481	\$ 785.17	\$ 746.90	\$ (38.27)	\$ 16.70	\$ 1.39
180,000	\$ 21,040	\$	158,960	\$	1,590	\$ 842.95	\$ 801.87	\$ (41.08)	\$ 13.89	\$ 1.16
190,000	\$ 20,140	\$	169,860	\$	1,699	\$ 900.74	\$ 856.84	\$ (43.90)	\$ 11.07	\$ 0.92
200,000	\$ 19,240	\$	180,760	\$	1,808	\$ 958.53	\$ 911.81	\$ (46.72)	\$ 8.25	\$ 0.69
210,000	\$ 18,340	\$	191,660	\$	1,917	\$ 1,016.32	\$ 966.78	\$ (49.54)	\$ 5.43	\$ 0.45
220,000	\$ 17,440	\$	202,560	\$	2,026	\$ 1,074.10	\$ 1,021.75	\$ (52.35)	\$ 2.62	\$ 0.22
230,000	\$ 16,540	\$	213,460	\$	2,135	\$ 1,131.89	\$ 1,076.72	\$ (55.17)	\$ (0.20)	\$ (0.02)
240,000	\$ 15,640	\$	224,360	\$	2,244	\$ 1,189.68	\$ 1,131.69	\$ (57.99)	\$ (3.02)	\$ (0.25)
250,000	\$ 14,740	\$	235,260	\$	2,353	\$ 1,247.47	\$ 1,186.66	\$ (60.81)	\$ (5.83)	\$ (0.49)
260,000	\$ 13,840	\$	246,160	\$	2,462	\$ 1,305.25	\$ 1,241.64	\$ (63.61)	\$ (8.64)	\$ (0.72)
270,000	\$ 12,940	\$	257,060	\$	2,571	\$ 1,363.04	\$ 1,296.61	\$ (66.43)	\$ (11.46)	\$ (0.96)
280,000	\$ 12,040	\$	267,960	\$	2,680	\$ 1,420.83	\$ 1,351.58	\$ (69.25)	\$ (14.28)	\$ (1.19)
290,000	\$ 11,140	\$	278,860	\$	2,789	\$ 1,478.62	\$ 1,406.55	\$ (72.07)	\$ (17.10)	\$ (1.42)
300,000	\$ 10,240	\$	289,760	\$	2,898	\$ 1,536.40	\$ 1,461.52	\$ (74.88)		

NOTES:

*This comparison is based on the Estimated Market Value of the home being the same in both years and fiscal disparities being the same.

** Median Home is \$192,900 in 2019

No Chief

City of St. Francis

Tax Increase on Different Valued Residential Properties

2020 Tax Levy	\$ 4,014,590	Tax Capacity	51.737%
2020 Spreadable Levy	\$ 3,130,914	Tax Capacity	6,051,539 *
2019 Tax Levy	\$ 3,793,590		
2019 Spreadable Levy	\$ 2,909,914		
Difference 2019 to 2020	\$ 221,000		
		5,488,798	53.016%
			-1.279%

City Taxes only

Estimated Market Value *	Amount		Taxable Market		Tax Capacity Value		2019 City Taxes			2020 City Taxes			Difference		Value jumps \$10,000		
	Excluded		Value												Yearly	Monthly	
150,000	\$	23,740	\$	126,260	\$	1,263	\$	669.59	\$	653.44	\$	(16.15)		\$	40.24	\$	3.35
160,000		\$ 22,840	\$	137,160	\$	1,372		\$ 727.38	\$	709.83	\$	(17.55)		\$	38.84	\$	3.24
170,000		\$ 21,940	\$	148,060	\$	1,481		\$ 785.17	\$	766.22	\$	(18.95)		\$	37.45	\$	3.12
180,000		\$ 21,040	\$	158,960	\$	1,590		\$ 842.95	\$	822.62	\$	(20.33)		\$	36.06	\$	3.01
190,000		\$ 20,140	\$	169,860	\$	1,699		\$ 900.74	\$	879.01	\$	(21.73)		\$	34.66	\$	2.89
200,000		\$ 19,240	\$	180,760	\$	1,808		\$ 958.53	\$	935.40	\$	(23.13)		\$	33.27	\$	2.77
210,000		\$ 18,340	\$	191,660	\$	1,917		\$ 1,016.32	\$	991.80	\$	(24.52)		\$	31.87	\$	2.66
220,000		\$ 17,440	\$	202,560	\$	2,026		\$ 1,074.10	\$	1,048.19	\$	(25.91)		\$	30.48	\$	2.54
230,000		\$ 16,540	\$	213,460	\$	2,135		\$ 1,131.89	\$	1,104.58	\$	(27.31)		\$	29.09	\$	2.42
240,000		\$ 15,640	\$	224,360	\$	2,244		\$ 1,189.68	\$	1,160.98	\$	(28.70)		\$	27.69	\$	2.31
250,000		\$ 14,740	\$	235,260	\$	2,353		\$ 1,247.47	\$	1,217.37	\$	(30.10)		\$	26.29	\$	2.19
260,000		\$ 13,840	\$	246,160	\$	2,462		\$ 1,305.25	\$	1,273.76	\$	(31.49)		\$	24.91	\$	2.08
270,000		\$ 12,940	\$	257,060	\$	2,571		\$ 1,363.04	\$	1,330.16	\$	(32.88)		\$	23.51	\$	1.96
280,000		\$ 12,040	\$	267,960	\$	2,680		\$ 1,420.83	\$	1,386.55	\$	(34.28)		\$	22.11	\$	1.84
290,000		\$ 11,140	\$	278,860	\$	2,789		\$ 1,478.62	\$	1,442.94	\$	(35.68)		\$	20.72	\$	1.73
300,000		\$ 10,240	\$	289,760	\$	2,898		\$ 1,536.40	\$	1,499.34	\$	(37.06)					

NOTES:

*This comparison is based on the Estimated Market Value of the home being the same in both years and fiscal disparities being the same.

** Median Home is \$192,900 in 2019

Everything

**City of
ST. FRANCIS**

POSITION PROFILE

Effective Date: November 2019

Position Title: Fire Chief

Status: Exempt

Department: Fire Department

Approved: _____

Accountable to: City Administrator

Primary Objectives

The full-time paid Fire Chief is responsible for planning for the City of St. Francis Fire Department long and short-term needs, directing personnel, Department management, working with other intergovernmental entities and community members, emergency response, and supervising the fire prevention and inspection programs. The Chief is also responsible to the City Administrator and City Council with regard to day-to-day operations, administration of Department affairs, and financial oversight.

Supervision Received

Works under the supervision of the City Administrator.

Supervision Exercised

The Fire Chief performs all personnel management functions and supervises all full-time, part-time, paid on call, and volunteer personnel of the Department.

MAJOR AREAS OF ACCOUNTABILITY

Planning

- Recognize and understand the characteristics of a combination fire department with a strong paid on-call component.
- Establish and work with committees to assist with various functions of the City.
- Formulate programs or policies to alleviate service deficiencies.
- Plan, coordinate, supervise, and evaluate fire, rescue, and EMS operations including, but not limited to:
 - Daily administrative duties
 - Fire ground safety
 - Pre-planning of businesses and multi-unit dwellings (4 or more units)
 - Code enforcement and inspections
 - Public fire safety and life safety skills training programs

- Fire prevention and investigation programs
- Establish policies and procedures for emergency response and day to day operation of the Fire Department, while implementing policy directives from the City Administrator and City Council.
- Keep informed of current trends in the field, as necessary.

Management

- Respond to emergencies as required by the City while on duty and during off hours when available. The Fire Chief may also direct activities at the scene of major emergencies if required.
- Act as the staff resource in supporting the activities of the City Council. Attend and participate in all meetings of the City Council or appoint a substitute in his/her absence.
- Oversee fire investigations where a significant injury or dollar loss has occurred. Interview witnesses and gather information, generate reports, field notes, and floor plans, etc. as necessary. Communicate with insurance company officials and coordinate investigations with state and federal agencies. Testify in court as an expert witness for the department if necessary.
- Ensure Department records, data base and all necessary reports, letters, notices, etc. are completed and maintained.
- Review, modify, write, and maintain Standard Operating Guidelines.

Intergovernmental / Community Relationships

- Maintain positive relationships with local, county, and state officials, and neighboring public safety departments.
- Provide annual updates to the city council.
- Coordinate mutual fire and emergency protection plans with surrounding municipalities while also working with disaster preparedness directors in planning for and implementing disaster response activities.
- Attend community events and participate in public relations activities.
- Field questions from the public and maintain effective working relationships with City staff, building inspectors, and business owners as required.
- Build and maintain positive relationships with civic groups; Chamber, etc.

Human Resource / Supervision

- Responsible for all human resource management functions and implement programs to maintain excellence in Fire and EMS personnel. Responds to grievances and is responsible for the discipline and professional conduct and behavior of personnel.
- Assist in planning, coordinating, supervision and evaluation, while also participating in the training of Department personnel to safely and professionally carry out the functions of the Department.
- Develop and implement an employee development program for the Department, and formally evaluate officer and firefighter performance.

Financial

- Prepare and present an annual report to the City Administrator. Put together monthly reports on activities of the District for the Operating Committee and Board.
- Prepare and administer an annual budget and capital equipment plan with assistance from the officers. Approve purchase requisitions.

KNOWLEDGE, SKILLS, AND ABILITIES

- Oral and written communication skills to effectively interact with the City Council, personnel, governing bodies, other agencies and the general public to promote the Department's mission and the public's safety.
- Incident Command and Hazardous Materials knowledge and experience.
- Knowledge of and demonstrated ability in general principles of organizational management.
- Effective leadership and management principles and practices.
- Practical knowledge and experience in fire prevention programs.
- Fire Marshal or Fire Inspector experience and a strong working knowledge of plan review and fire protection systems and their components.
- Knowledge of the latest edition of the International Fire Code along with state and local fire codes.
- Principles and practices of budgeting (operating and capital), communication, contracting, human resources, basic computer competencies, public relations, project management, outreach, performance standards, telecommunications, records management, data practices, and resources to achieve outcomes and expectations.
- Ability to develop and maintain excellent labor/management relations. Ability to cultivate ideas and/or suggestions from employees at all levels of the organization within the District in order to establish trust and enhance communication on an on-going basis.
- Create a culture that is able to select, recruit, retain, develop and motivate a skilled and talented workforce where all employees know their mission, role, job; clearly communicates goals and objectives in order to create an organization that delivers excellent customer service through ethical leadership standards and establishes an atmosphere of respect for employees.

Work Environment:

The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Work is performed in the office, vehicles, and outdoor settings in all types of weather conditions, including temperature extremes at all times of the day or night. Work is often performed in emergency and stressful situations. Individuals are exposed to hazards associated with fighting fires, executing rescues, and rendering emergency medical assistance including smoke, noxious odors, fumes, chemicals, solvents, oils and pathogens.

The employee occasionally works near moving mechanical parts and in high, precarious places and is often exposed to wet and/or humid conditions, fumes and airborne particles, toxic or caustic chemicals, and risk of electrical shock and vibration.

Physical Demands:

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. While performing the duties of the job, the employee is frequently required to sit, talk or listen, stand, walk, manipulate, handle, or operate objects, tools, or controls and reach with hands and arms. The employee is occasionally required to climb or balance, stoop, kneel, crouch, crawl and taste or smell.

The employee must frequently lift and/ or move up to 10 pounds and occasionally lift and or move up to 100 pounds. Specific vision abilities required by this job include close vision, distance vision, peripheral vision, depth perception, and the ability to adjust focus.

MINIMUM QUALIFICATIONS

- Associates or bachelor's degree in Fire Science Technology, Public or Business Administration or equivalent. (Five years of fire service management experience beyond seven years may be substituted for a degree.)
- Seven to ten years of fire department experience with increasingly responsible command experience – Fire Chief experience preferred. Experience in a paid on-call and duty crew staffing model is also preferred.
- Minnesota State certified Firefighter I & II, Fire Inspector I, Fire Instructor I and EMT-B.
- Valid Minnesota driver's license (or ability to acquire).
- Ability to meet physical standards established for employees of the District.
- Familiar with the Minnesota Fire Code.

* Note: Asterisk items are essential to the job.

Position Title: Fire Chief

Department: Fire Department

Position Title of Immediate Supervisor: City Administrator/Mayor/City Council

Position Summary:

Performs a variety of technical, administrative, and supervisory work in planning, organizing, directing and implementing fire prevention, suppression and emergency medical services to prevent or minimize the loss of life and property by fire and emergency medical conditions.

Supervision Received and Exercised:

Works under the general guidance and direction of the City Administrator, Mayor and City Council. Supervises the St. Francis Fire Department, Volunteer Assistant Fire Chief directly, and other department staff through these subordinate volunteer officers.

Essential Job Functions:

- Plans, coordinates, supervises and evaluates Fire and EMS operations.
- Establishes policies and procedures for Fire and EMS Departments in order to implement directives from the (City Administrator/Mayor) or City Council.
- Plans and implements Fire and EMS programs for the City in order to better carry out the policies and goals including those set forth in the City's Affirmative Action Plan; reviews Departmental performance and effectiveness; formulates programs or policies to alleviate deficiencies.
- Supervises and coordinates the preparation and presentation of an annual budget for Fire and EMS Departments; directs the implementation of the Departments' budgets; plans for and reviews specifications for new or replaced equipment.
- Responds to alarms and may direct activities at the scene of major emergencies.
- Supervises the inspection of buildings and other properties for fire hazards and enforces fire prevention ordinances.
- Directs the operation of departmental in-service training activities.
- Controls the expenditure of departmental appropriations.
- Handles grievances, maintains Departmental discipline and the conduct and general

- behavior of assigned personnel.
- Reviews and approves monthly reports to the City Administrator regarding the Departments' activities and prepares a variety of other reports as appropriate including the annual report of activities.
 - Plans departmental operation with respect to equipment, apparatus, and personnel; supervises the implementation of such plans.
 - Assigns personnel and equipment to such duties and uses as the service requires; evaluates the need for and recommends the purchase of new equipment and supplies.
 - Meets with elected or appointed officials, other Fire/EMS officials, community and business representatives and the public on all aspects of the Departments' activities.
 - Attends conferences and meetings to keep abreast of current trends in the field; represents the City Fire/EMS Departments in a variety of local, county, state and other meetings.
 - Performs the duties of command personnel as needed and fulfills obligations during duty days or duty weeks.
 - Serves as a member of various employee committees.

Knowledge, Skills and Abilities:

- Thorough knowledge of modern fire suppression and prevention and emergency medical services principles, procedures, techniques, and equipment.
- Working knowledge of first aid and resuscitation techniques and their application as demonstrated through State EMT Certification.
- Considerable knowledge of applicable laws, ordinances, departmental standard operating procedures and regulations.
- Skill in the operation of listed tools and equipment.
- Ability to train and supervise subordinate personnel.
- Ability to perform work requiring good physical condition.
- Ability to communicate effectively orally and in writing.
- Ability to exercise sound judgment in evaluating situations and in making decisions.
- Ability to effectively give and receive verbal and written instructions.
- Ability to establish and maintain effective working relationships with other employees, supervisors and the public.

Ability To:

- Supervise company teams including its personnel, apparatus, and equipment.
- Plan, organize, direct and coordinate the work of firefighters and all officers.
- Train and evaluate firefighters.
- Be assertive, but not demeaning.
- Communicate clearly and concisely, both orally and in writing.
- Operate computer equipment and be proficient completing fire and EMS reports.
- Work harmoniously with groups, organize and guide members' participation, and promote positive motivation.

- Operate assigned equipment including vehicles.
- Make good judgments under emotionally strenuous emergency conditions; consistently displays a calm professional demeanor.

1.12 Department Meetings

The Department meetings will be held as needed. A special business meeting may be called by the Fire Chief or City Administrator, if a special situation necessitates a meeting.

Work Details will be scheduled monthly for both mornings and evenings. Work Details are designed for firefighters to perform maintenance, cleaning, and repairs to the building and department equipment. The Operations Captain is responsible for scheduling and coordinating monthly work details. All firefighters are required to attend at least six (6) Work Details in a calendar year. Failure to meet this requirement will result in disciplinary action in accordance with the Department's Attendance Policy.

1.13 Officers Meeting

The Officers Meeting will consist of the Chief, the Assistant Chief, 3 Captains and 1 Lieutenant.

1.14 Request for Leave of Absence

Any Department member who anticipates an absence from active duty for an extended period, other than vacation or Department business, shall request a leave of absence from the Fire Chief, who will notify the City and Relief Association. Upon return to active status, regardless of whether or not a leave was requested or granted, the Department member must meet Department training standards. The Officers may determine the time period allowed for making up missed training, based on the individual circumstances.

A military leave will be granted for return to active duty and for training.

A medical leave will be granted during the period in which the Department member is under the care of a physician and is unable to work as a firefighter.

Such leave shall be for a maximum of two (2) years, and can only be extended with approval of the Chief and City Administrator.