
Transition to Public Safety Bay City, MI

Five Year Plan

Police and Fire Reorganization Committee

A Police and Fire Reorganization Committee was formed to research different options of cost cutting measures and revenue enhancements. This committee consisted of members of both the Police and Fire Departments. Several of the options that were explored include the following:

Options

- Cutting Infrastructure
- Cutting Police Staffing
- 12 Hour Shifts for the Police Department
- Crime Reporting via the Internet or Phone
- Part-Time Police Officers
- Absorbing Departments / Responsibilities

Options

- Contracting Law Enforcement with the Bay County Sheriff Department
- Public Safety Millage
- Police Department move to City Hall
- Impound Fees
- Hiring a Grant Writer
- Metropolitan Police Department

Options

- EMS Transport
- Discontinue Medical Runs
- Fire Authority
- Public Safety
- Paid on Call Firefighters

The Driving Force for the Transition

-
- Current budget for Police and Fire Services
 - Gross budget **\$12,998,339**
 - Revenue generated by Police and Fire **\$791,276**
 - OPEB for Police and Fire **\$1,587,753**
 - Net operating budget for Police and Fire **\$10,619,310**
 - Property tax revenue **\$8,538,963**
 - Projected operating deficit for Police and Fire Services **\$2,080,347**

 - Personnel costs can be greatly reduced with cross trained Public Safety Officers who can serve citizens in a dual role providing both police and fire services.
 - Additional police on the street who can also respond to the scene of a fire.
 - Kalamazoo Public Safety has estimated it saves \$6 million a year

Recent News Articles

Governor Snyder Pushes Joint Police And Fire Departments – Critics Say Quality Suffers, But Practice Works For Kalamazoo

By: Paul Egan – Detroit News Lansing Bureau – March 18, 2011

Lansing — Moving to a system that combines police and firefighter services is among municipal "best practices" eligible for financial incentives, Gov. Rick Snyder said Wednesday. The details are expected to be unveiled in the governor's message on government reform to be delivered early next week.

Firefighters and, to a lesser extent, police organizations, say they are worried Snyder will push local governments down the wrong path.

"It's a system that puts more police on the streets at the jeopardy of the fire department," said Mark Docherty, president of the Michigan Professional Fire Fighters Union. It's also more costly, he said, since officers are typically given pay hikes when such a change is made and departments today are too lean to realize staff reductions.

But officials in cities such as Kalamazoo — the largest city in the country to combine police and fire operations — and Essexville, which has used public safety officers since 1958, say it works just fine and saves tax dollars.

Snyder, fighting battles on several fronts since he released his proposed budget February 17th, promises further calls for dramatic change when he delivers his speech to the Legislature next week. It's part of the Republican governor's campaign pledge to "reinvent Michigan government" and put the state on sound financial footing.

Among his controversial budget measures were sharp cuts to state "revenue sharing" money paid to municipalities and per-pupil grants that go to school districts. But Snyder said cities and school districts can recoup some of that money by tackling fundamental reforms. He said his speech will focus on rewards for jurisdictions that move forward in three main areas:

1. Consolidation and sharing services.
2. Transparency and accountability.
3. Reducing the cost of employee benefits.

Snyder said he sees Kalamazoo, with a population of about 75,000, as "a role model" for its use of public safety officers, which the city adopted in 1982.

"That's good consolidation — good service sharing," said Snyder, adding cities that have made some of the changes he is looking for will receive credit for those innovations. Kalamazoo has estimated it saves \$6 million a year by using 243 public safety officers

instead of separate police and fire departments, despite the pay bump the former police and firefighters received when the change was implemented, Public Safety Chief Jeff Hadley said. Police officers and firefighters willing to train to perform the other job were offered 10% pay hikes, he said. Kalamazoo's public safety spending accounts for \$33.8 million, or nearly 65% of its \$52.3 million general fund budget, according to city records.

"I think it works great," Hadley said. "It allows us to put more law enforcement resources on the ground. They realized they had a lot of folks sitting in the fire stations. It's kind of an expensive insurance policy and it's very reactive, waiting for something to happen."

Now public safety officers patrol in cruisers with police equipment and keep their fire gear in the trunk so they can quickly change when necessary, he said. They all receive police and fire training, he added.

Docherty said the level of fire service is bound to suffer under such a system. Owners who lose homes and businesses always appreciate the efforts public safety officers make and don't realize how much more property might have been saved by a dedicated firefighting force, he said.

Also, "to get someone to do two jobs, you pay them more money," he said.



Portage police and fire administration to be consolidated under one public safety director

Published: Friday, May 13, 2011, 11:46 AM Updated: Friday, May 13, 2011, 11:57 AM

By Rex Hall Jr. | Kalamazoo Gazette

PORTAGE — Portage Police Chief Richard White is set to become the city's new public safety director this summer, a move that city officials say will save money while placing both the police and fire departments under his command.

White is to set to take on the new role July 1 when Portage Fire Chief Randolph Lawton retires.

As the public safety director, White will be tasked with the management of both agencies and report to Deputy City Manager Brian Bowling.

City officials said police and fire services will remain separate entities under the plan with operations of each being headed by a respective senior deputy chief.

City Manager Maurice Evans said the administrative consolidation of the two departments was announced to staff Thursday.

He said the senior deputy chiefs under White will be named at a later date but did confirm that he approached Deputy Fire Chief John Podgorski and deputy police chiefs Dan Mills and Kit Lirot to gauge their interest in the positions.

Evans' plan still requires the approval of the Portage City Council, which is set to hear the recommendation at its May 24 meeting. Evans said he is confident council members will give the plan their OK.



A Portage fire truck on a scene in 2009.

Kalamazoo Gazette file



Richard White
Gazette File

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Benton Harbor plans to merge fire, police roles

KATLYN SMITH, Tribune Staff Writer
South Bend Tribune (Indiana)
June 12, 2011

BENTON HARBOR - Benton Harbor Emergency Financial Manager Joseph Harris said he expects public safety officers to start patrolling the streets in July.

According to Harris, a public safety officer (PSO) is a police officer who is cross-trained to provide fire suppression. A firefighter who is cross-trained as a police officer is also a PSO.

To cut costs in public safety, Dowagiac has merged the administration of police and fire under a public safety director.

Benton Harbor has taken it a step farther.

Harris has more authority to change Benton Harbor's police and fire services after Republican Gov. Rick Snyder signed a law granting state-appointed emergency financial managers more power in March.

In April, Harris suspended the decision-making powers of city officials.

Harris said it was his decision to have PSOs serve the city next month in order to save costs.

Harris provided the following details:

- * The PSOs will come from the police division of the Benton Harbor Department of Public Safety.
- * Eight have already been cross-trained.
- * The PSOs will provide both police and fire services.

The savings will come from a reduction in staff in the Department of Public Safety.

As a result of layoffs and retirements in the department's police and fire divisions, Harris expects the city to save \$1 million.

Harris said the department had 23 police officers and 10 firefighters last year.

"We will be down eventually to something like 22 in total, 22 PSOs," he said.

Along with the inspection division, the department will still have police and fire divisions in accordance with the city charter, Harris said.

Police officers and firefighters considering cross-training face an incentive to do so.

"Anyone who is cross-trained will receive a 10 percent increase for whatever their salary is now," Harris said.

Detroit News June 20, 2011

Cities find merging police, fire saves money

BY STEVE PARDO
The Detroit News

Berkley — The last thing David Henry remembers before suffering a heart attack was dragging a tarp full of leaves to the curb in front of his home.

"The next thing I know, it's four days later and I'm waking up in the hospital," he said.

Henry's wife had called 911. The first responder that fall day in 2008 was a Berkley public safety officer, trained for police patrols and firefighting. The officer had a portable defibrillator and used it to save Henry's life.

"Within two minutes, three police cars, a firetruck and an ambulance were there," he said. "I couldn't ask for anything bet-



Todd McInerney / The Detroit News

ter than that. They took care of Gov. Rick Snyder wants more communities to consolidate services. Berkley merged its police and fire departments nearly 30 years ago.

has had a joint public safety department for nearly 30 years. Officials say having one depart-

ment instead of separate fire and police agencies works for them and saves millions of dollars a year.

Numerous Michigan communities — including Oak Park, the Grosse Pointes, Huntington Woods, Fraser and Kalamazoo — have combined safety forces. Other municipalities are studying the idea, responding to tight finances and Gov. Rick Snyder's push for consolidation.

State revenue sharing was cut across the board this year, and in future years communities that don't adopt "best practices," such as merging services, could see their share of state money re-

Please see Merge, Page 8A



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Index

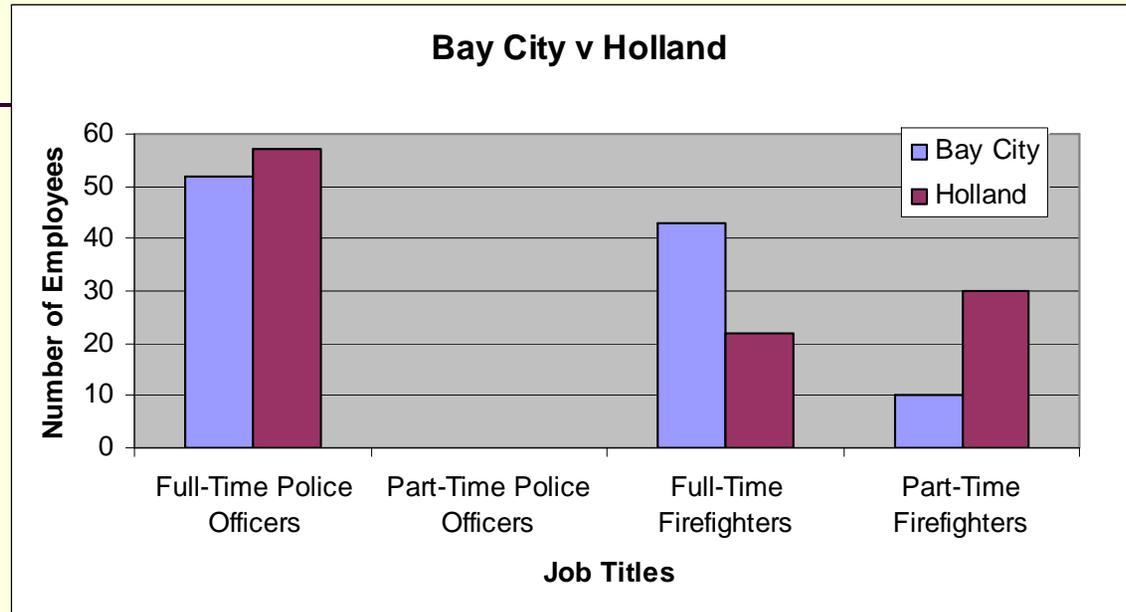
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over

Post Industrial Mid-Size Cities

- The majority have a full time police officer to full time firefighter ratio of at least 2 to 1
- Fire Departments which have a lower ratio utilize Paid on Call Firefighters
- The following cities have comparable size, population, and budget to that of Bay City

Bay City, MI and Holland, MI



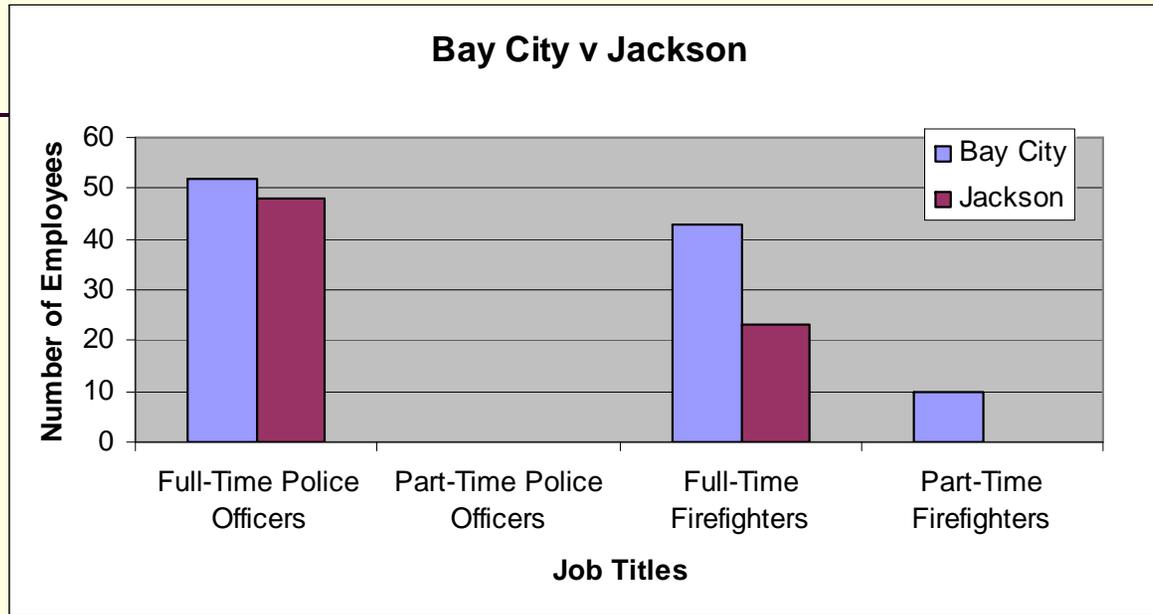
Bay City

- Population – 34,932
- Square Miles – 10
- Police – 52 Full-Time Officers
- Police – 0 Part-Time Officers
- Police – 4 Civilian Employees
- Fire – 43 Full-Time Firefighters
- Fire – 10 Part-Time Firefighters

Holland

- Population – 33,051
- Square miles – 16
- Police – 57 Full-Time Officers
- Police – 0 Part-Time Officers
- Police – 14 Civilian Employees
- Fire – 22 Full-Time Firefighters
- Fire – 30 Part-Time Firefighters

Bay City, MI and Jackson, MI



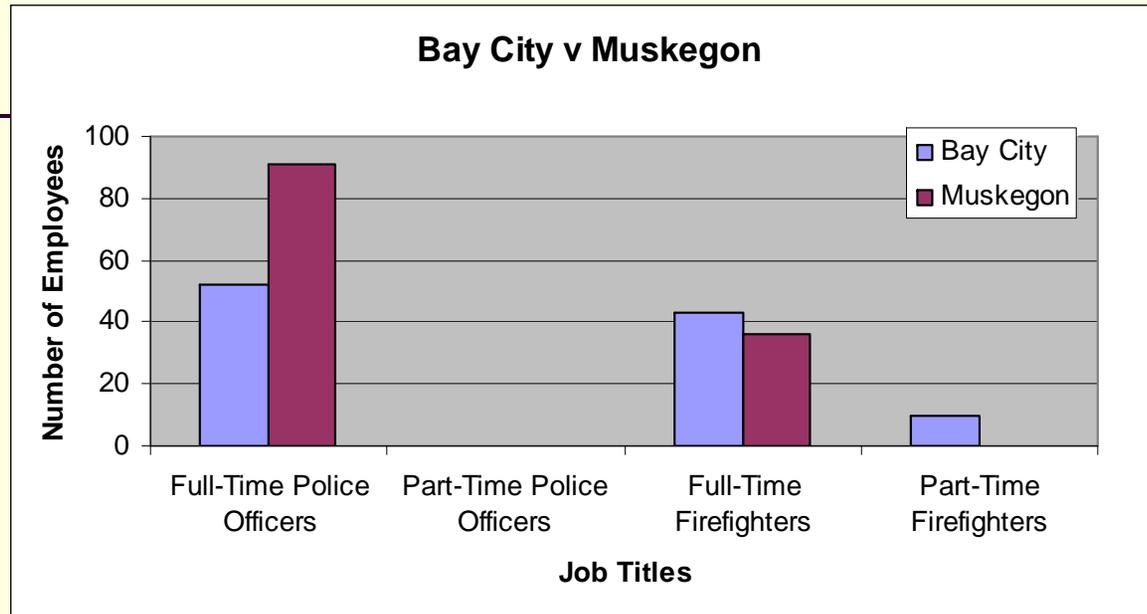
Bay City

- Population – 34,932
- Square Miles – 10
- Police – 52 Full-Time Officers
- Police – 0 Part-Time Officers
- Police – 4 Civilian Employees
- Fire – 43 Full-Time Firefighters
- Fire – 10 Part-Time Firefighters

Jackson

- Population – 33,534
- Square miles – 11
- Police – 48 Full-Time Officers
- Police – 0 Part-Time Officers
- Police – 25 Civilian Employees
- Fire – 23 Full-Time Firefighters
- Fire – 0 Part-Time Firefighters

Bay City, MI and Muskegon, MI



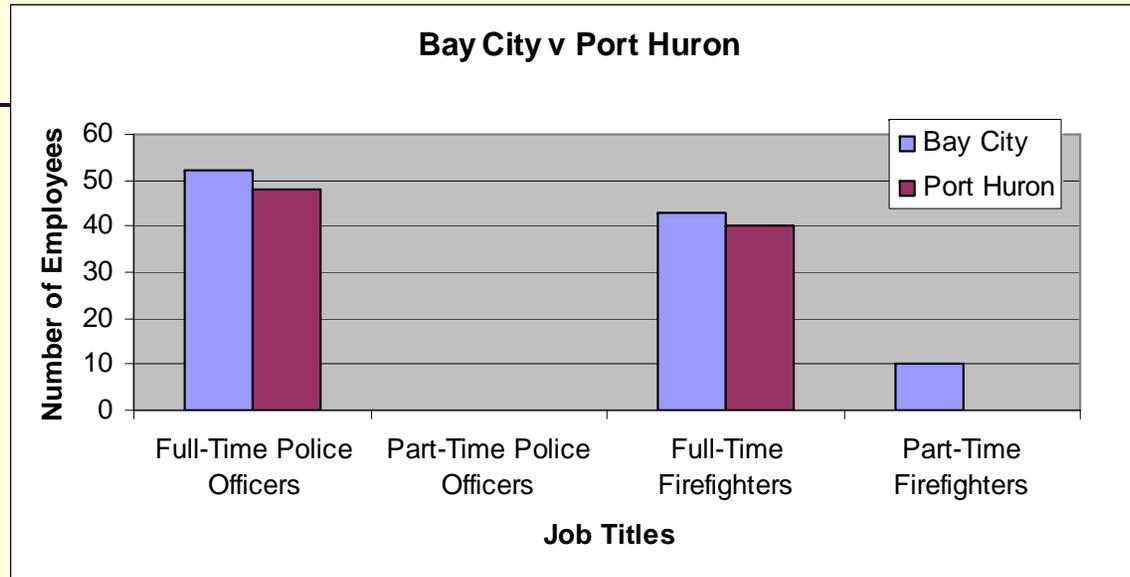
Bay City

- Population – 34,932
- Square Miles – 10
- Police – 52 Full-Time Officers
- Police – 0 Part-Time Officers
- Police – 4 Civilian Employees
- Fire – 43 Full-Time Firefighters
- Fire – 10 Part-Time Firefighters

Muskegon

- Population – 38,401
- Square miles – 14
- Police – 91 Full-Time Officers
- Police – 0 Part-Time Officers
- Police – 11 Civilian Employees
- Fire – 36 Full-Time Firefighters
- Fire – 0 Part-Time Firefighters

Bay City, MI and Port Huron, MI



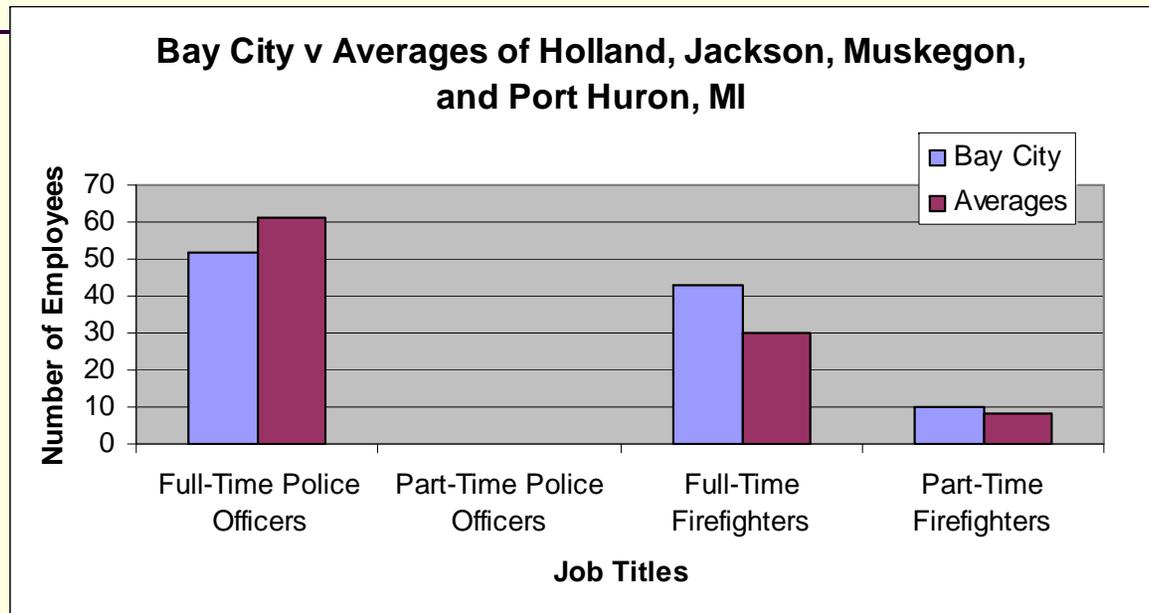
Bay City

- Population – 34,932
- Square Miles – 10
- Police – 52 Full-Time Officers
- Police – 0 Part-Time Officers
- Police – 4 Civilian Employees
- Fire – 43 Full-Time Firefighters
- Fire – 10 Part-Time Firefighters

Port Huron

- Population – 30,184
- Square miles – 8
- Police – 48 Full-Time Officers
- Police – 0 Part-Time Officers
- Police – 9 Civilian Employees
- Fire – 40 Full-Time Firefighters
- Fire – 0 Part-Time Firefighters

Bay City (currently) and Averages of Holland, Jackson, Muskegon, and Port Huron, MI



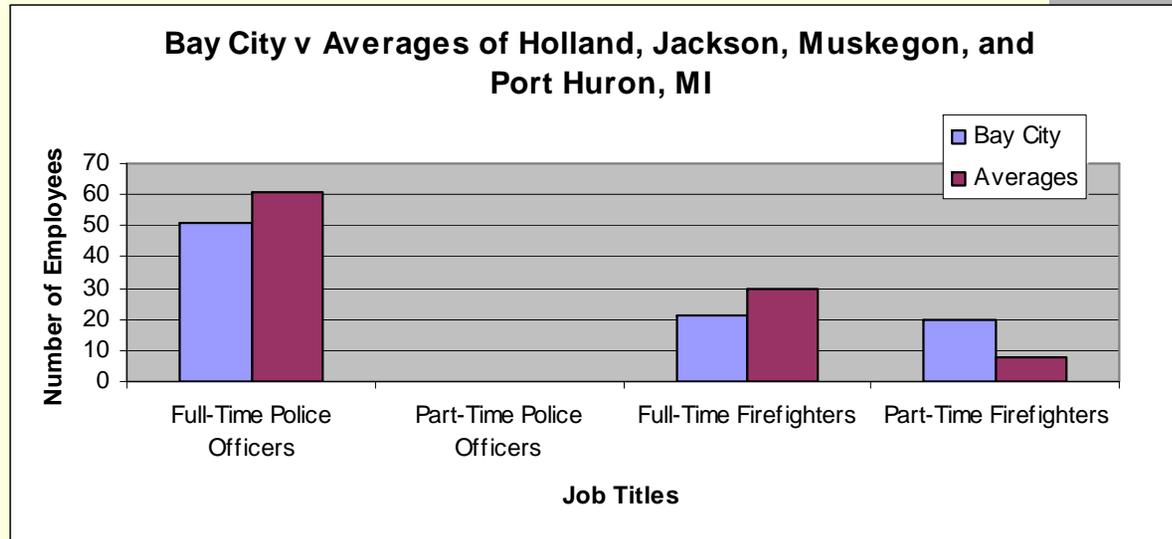
Bay City

- Police – 52 Full-Time Officers
- Police – 0 Part-Time Officers
- Fire – 43 Full-Time Firefighters
- Fire – 10 Part-Time Firefighters

Averages

- Police – 61 Full-Time Officers
- Police – 0 Part-Time Officers
- Fire – 30 Full-Time Firefighters
- Fire – 8 Part-Time Firefighters

Bay City 2016/2017 and Averages of Holland, Jackson, Muskegon and Port Huron, MI



Bay City

- Police – 51 Assigned to Police Services (24 Cross Trained)
- Police – 0 Part-Time Officers
- Fire – 21 Assigned to Fire Stations
- Fire – 20 Part-Time Firefighters

Averages

- Police – 61 Full-Time Officers
- Police – 0 Part-Time Officers
- Fire – 30 Full-Time Firefighters
- Fire – 8 Part-Time Firefighters

Comparative Budgets

Bay City, MI

- Total budget - \$10,619,310
- Police - \$5,309,358
- Fire - \$5,309,952

Jackson, MI

- Total budget - \$15,550,899
- Police - \$9,603,774.50
- Fire - \$5,947,124.50

Port Huron, MI

- Total budget - \$12,671,061
- Police - \$7,342,756.50
- Fire - \$5,328,304.50

Holland, MI

- Total budget - \$9,881,887
- Police - \$6,902,822
- Fire - \$2,979,065

Muskegon, MI

- Total budget - \$13,186,273
- Police - \$9,013,330
- Fire - \$4,172,943

Municipalities Visited and Researched

- East Grand Rapids Public Safety Department
 - Created a new Public Safety Contract for the next fiscal year
 - Voided the separate Police and Fire Contracts when it took effect
 - With no separate Police and Fire Departments, their Contracts became null and void

- Holland Public Safety Department
 - In the early stages of the transition to Public Safety
 - Their Organizational Chart became the model to develop ours

- Kalamazoo Public Safety Department
 - Every officer is a cross trained Public Safety Officer
 - A model for where Bay City could be in five to ten years
 - Greatly reduced staffing while providing public safety services
 - Estimated cost savings of \$6 million a year

Cost to Cross-train a Fire Fighter to Become a Certified Police Officer

- Michigan Commission on Law Enforcement Standards (MCOLES) Testing
 - Physical Testing - \$45
 - Reading and Writing Test - \$65
- Delta College Northeastern Police Academy - \$5,672
- Average Bay City Fire Fighter Salary - \$18,264.80
- Police Equipment – \$3,536.16
- Bay City Police Department Field Training Program
 - Field Training Officer - \$1,750
 - Field Training Officer Overtime - \$2,121.84
 - Probationary Officer Salary - \$16,116
 - Probationary Officer Salary Overtime - \$2,256.24
- **Total Cost - \$49,827.04**

Cost to Cross-train a Police Officer to Become a Certified Fire Fighter

- Bay County Fire Academy - \$550
- Essentials of Firefighting with Workbook - \$122
- Officers Average Wages (academy) - \$4,788
- Officers Average Wages (BCFD orientation)
 - **With EMS (8 weeks) - \$8,512**
 - **Without EMS (6 weeks) - \$6,384**
- Equipment - \$3,034
- On Call Costs
 - **Written & Agility - \$119**
 - **Physical - \$362**
- EMT Training (optional)
 - **EMT Class - \$800**
 - **Officers Average Wages - \$6,384**
 - **State License Fee - \$25**
- **Total Cost with EMS - \$24,696**
- **Total Cost w/out EMS - \$15,359**

Additional costs for Cross Training

The costs for cross training listed below do not include the employees' wages while attending an academy, the police department's field training program, or the fire department's orientation:

■ Additional cost to cross train one police officer	\$4,187
■ Total additional cost to cross train six police officers	\$25,122
■ Additional cost to cross train one firefighter	\$15,447
■ Total additional cost to cross train two firefighters	\$30,894
■ Total additional cost per year to cross train eight employees	\$56,016
■ Total additional cost to cross train 24 employees (3 years)	\$168,048

Bay City Fire / Rescue Department EMS Response Time 2010

- Number of calls for service in 2010 – **3,435**
- The average response time in 2010 was **4:49** minutes

McLaren Bay Regional Medical Center (MBRMC) Ambulance Response Time 2010

- Number of calls for service in 2010 – **3,018**
- The average response time in 2010 was **4:14** minutes

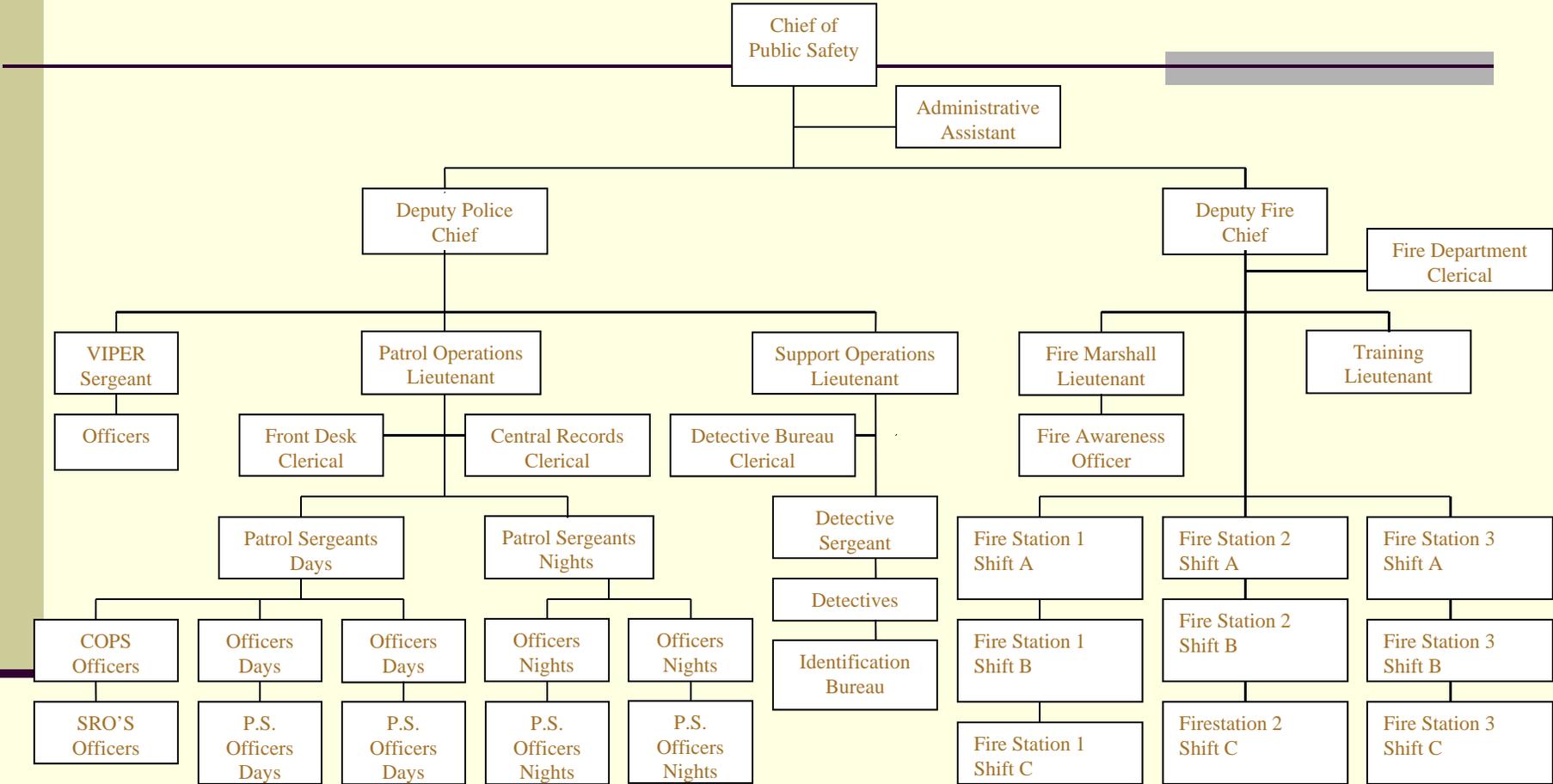
Cross Training Proposal

- MBRMC has a comparable if not faster response time for medical calls. It would be more cost effective not to train public safety officers as EMS responders.
- Three police officers can be cross trained to every one firefighter.
- Firefighters who are cross trained will be assigned to the Patrol Operations Division.
- Police Officers who are cross trained will respond to assist at the scenes of structure fires.

Five year plan utilizing attrition with no early retirements to reach the needed reductions

- This proposal would require the elimination of **twenty** positions for the needed reduction of \$2,080,347 to the annual budget.
- For fiscal year **2011/2012** the Police Department has already had two retirements and the Fire Department has already had three resignations. The Fire Department has two more eligible retirements. This would be a total reduction of **seven** positions for fiscal year **2011/2012**.
- For fiscal year **2013/2014** the Fire Department has two eligible retirements for a total reduction of **nine** positions from **2011/2012 to 2013/2014**.
- For fiscal year **2014/2015** the Fire Department has four eligible retirements for a total reduction of **thirteen** positions from **2011/2012 to 2014/2015**.
- For fiscal year **2015/2016** the Police Department has four eligible retirements and the Fire Department has four eligible retirements for a total reduction of **twenty one** positions from **2011/2012 to 2015/2016**.
- For fiscal year **2016/2017** the Police Department has one eligible retirement and the Fire Department has three eligible retirements for a possible total reduction of **twenty five** positions from **2011/2012 to 2016/2017**.

City of Bay City Department of Public Safety



Proposed Staffing Levels 2012/2013

■ Administrative	3	■ Fire Personnel	38
■ Clerical / Assistant	5	■ Public Safety Personnel	8
■ Police Personnel	44	■ <u>Total Personnel</u>	<u>98</u>

- Six Police Officers will be crossed trained
- Two Firefighters will be cross trained

Proposed Staffing Levels 2013/2014

■ Administrative	3	■ Fire Personnel	34
■ Clerical / Assistant	5	■ Public Safety Personnel	16
■ Police Personnel	38	■ <u>Total Personnel</u>	<u>96</u>

- Six Police Officers will be cross trained
- Two Firefighters will be cross trained

Proposed Staffing Levels 2014/2015

■ Administrative	3	■ Fire Personnel	28
■ Clerical / Assistant	5	■ Public Safety Personnel	24
■ Police Personnel	32	■ <u>Total Personnel</u>	<u>92</u>

- Six Police Officers will be cross trained
- Two Firefighters will be cross trained

Proposed Staffing Levels 2015/2016

■ Administrative	3	■ Fire Personnel	24
■ Clerical / Assistant	5	■ Public Safety Personnel	24
■ Police Personnel	28	■ <u>Total Personnel</u>	<u>84</u>

- The ratio of personnel assigned to the Police Department and the Fire Department will now be in line with other comparable municipalities.

Proposed Staffing Levels 2016/2017

- | | | | |
|------------------------|----|---------------------------------|-----------|
| ■ Administrative | 3 | ■ Fire Personnel | 21 |
| ■ Clerical / Assistant | 5 | ■ Public Safety Personnel | 24 |
| ■ Police Personnel | 27 | ■ <u>Total Personnel</u> | 80 |
- Re-evaluate the need for any further cross training

Steps to begin the 5 year Public Safety Plan

- Appoint a Public Safety Director
- Legal Research to void the existing Police and Fire Contracts and the creation of new Public Safety Contracts
- Begin Cross Training
- Create two new Public Safety Unions
 - Public Safety
 - Public Safety Command
 - Equalization of Rank and Pay Scale
 - Incentive for Cross Training
 - Create two new Public Safety Contracts

Personnel for Fire Response

- Currently
 - 9 Full Time Firefighters (minimum staffing)
 - Off Duty Firefighters (called in)
 - Mutual Aid

- During the 5 year plan, as Firefighters retire Police Officers are cross trained.

- Proposed Fiscal Year 2016/2017
 - 4 Full Time Firefighters (minimum staffing)
 - 4 to 6 Public Safety Officers (minimum staffing)
 - 20 Paid on Call Firefighters (called in)
 - Off Duty Firefighters (called in)
 - Off Duty Public Safety Officers (called in)
 - Mutual Aid

Personnel for Police Response

- Currently

- First Shift - 3 Officers and 1 Sergeant (minimum staffing)
- Second Shift - 4 Officers and 1 Sergeant (minimum staffing)
- Third Shift - 4 Officers and 1 Sergeant (minimum staffing)

- With the Proposed Transition to Public Safety

- Day Shift - 4 to 5 Officers and 1 Sergeant (minimum staffing)
- Night Shift - 5 to 6 Officers and 1 Sergeant (minimum staffing)

Transition to Public Safety Bay City, MI

Questions?