



Exploring Police, Fire & EMS Services in the City of Manistee

Introduction

- Purpose is to research and document various options for providing Police, Fire and EMS
- Provide objective look at options
- Document drafted by City Manager, Police Chief, Acting Fire Chief & Finance Director
- Does not recommend course of action per Council directive



Why this Report Has Been Created

- Issue rose to surface during 2010-2011 budget
 - Large deficit at start of process
 - Proposed going to Public Safety Director
 - Maintained full-time Fire Chief position
- Fire Chief Sid Scrimger retired
- Captain Timm Smith named interim Chief
- Council approved white paper research approach



Why this Report Has Been Created

- Discussing options in advance of budgeting
 - Public input
 - Informed decision making
 - Provide direction for budget\implementation
- Emotional topic!
 - Strong feelings on all sides
 - Passionate & heated discussion
 - Easy to lose sight of facts and details
 - Assumptions and bad information lead to confusion



Why this Report Has Been Created

- Paper hopes to address these issues:
 - Providing objective information
 - Deliver a consensus evaluation of alternatives
 - No recommendation is made to Council
 - Simply presenting the options
- Council policy discussion

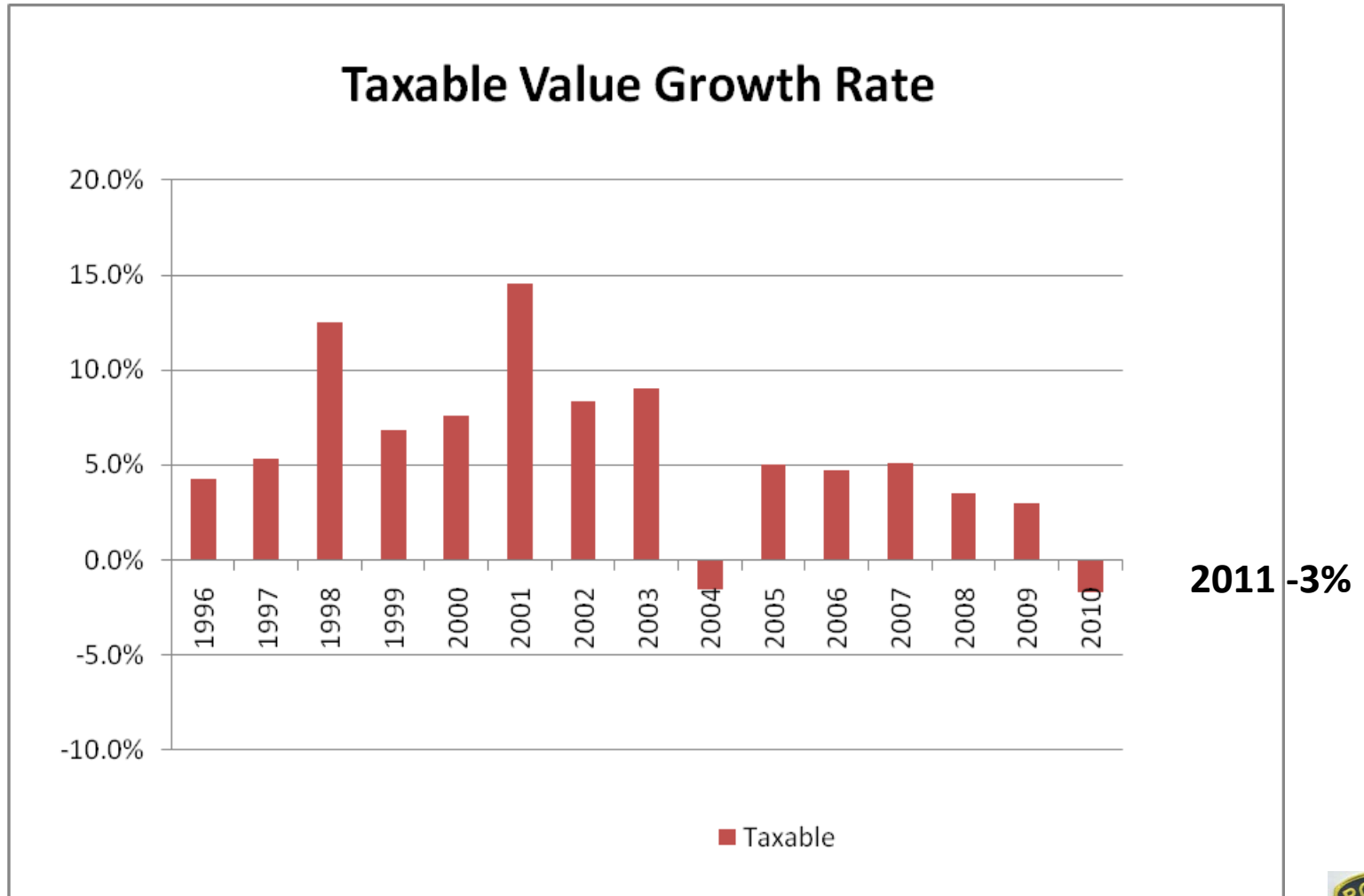


Need For Evaluation of Services

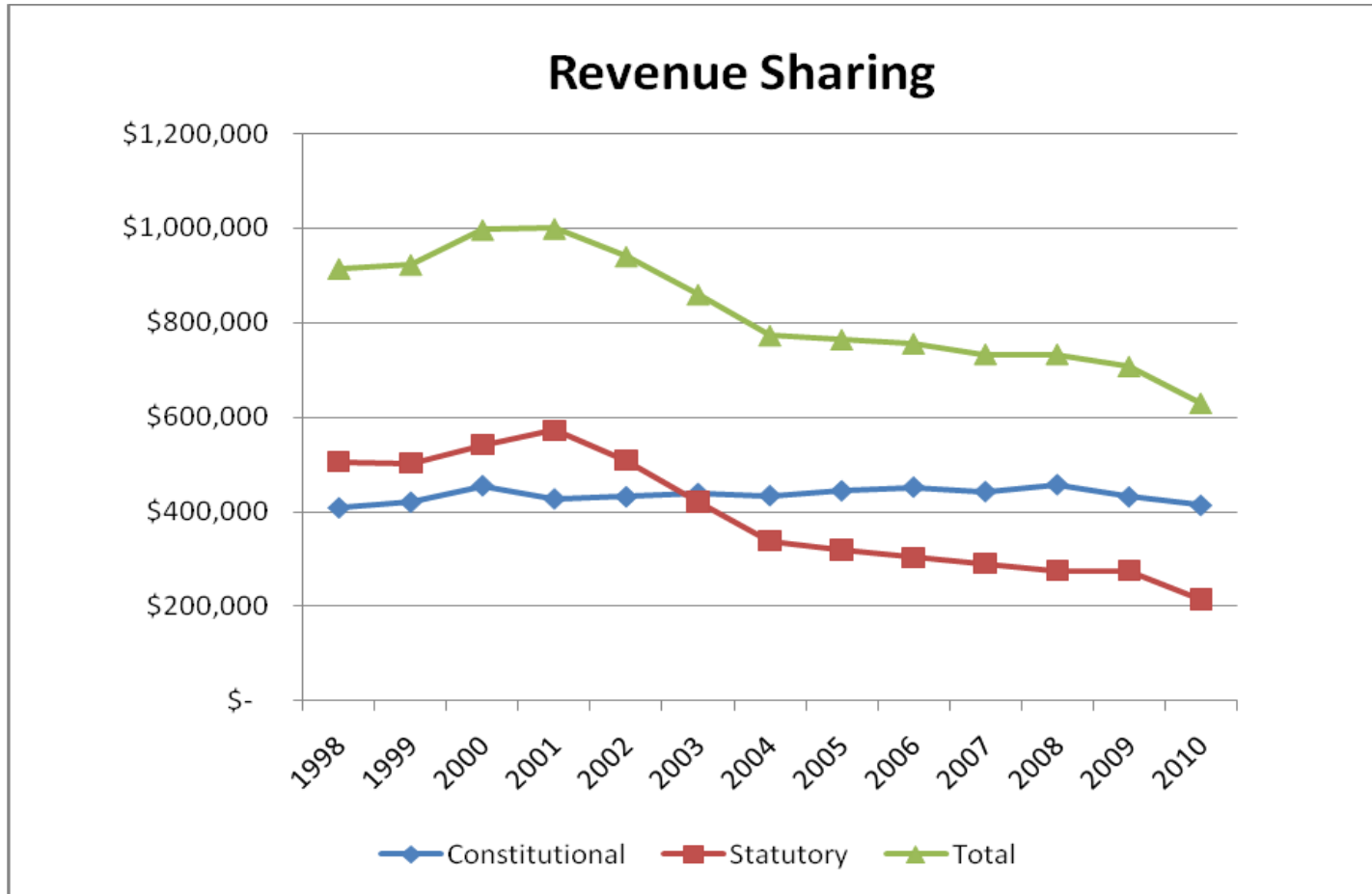
- “It’s the Economy”
 - Reduced tax base
 - Slashed state revenue sharing
 - Increased operating costs
- City’s revenues can no longer support the service delivery model(s) of the past
- Need to reinvent operations & service delivery
- Need to look for additional revenue



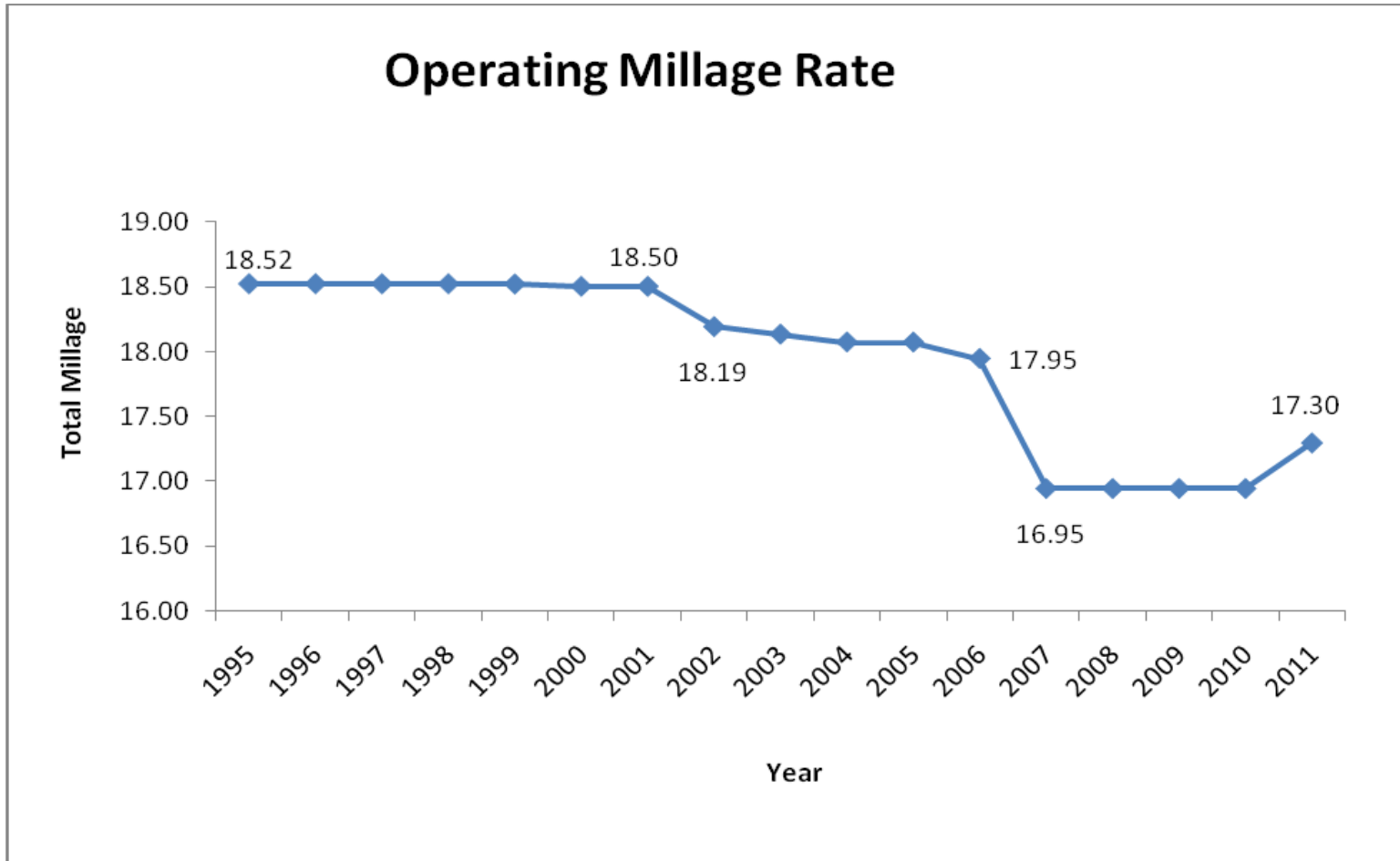
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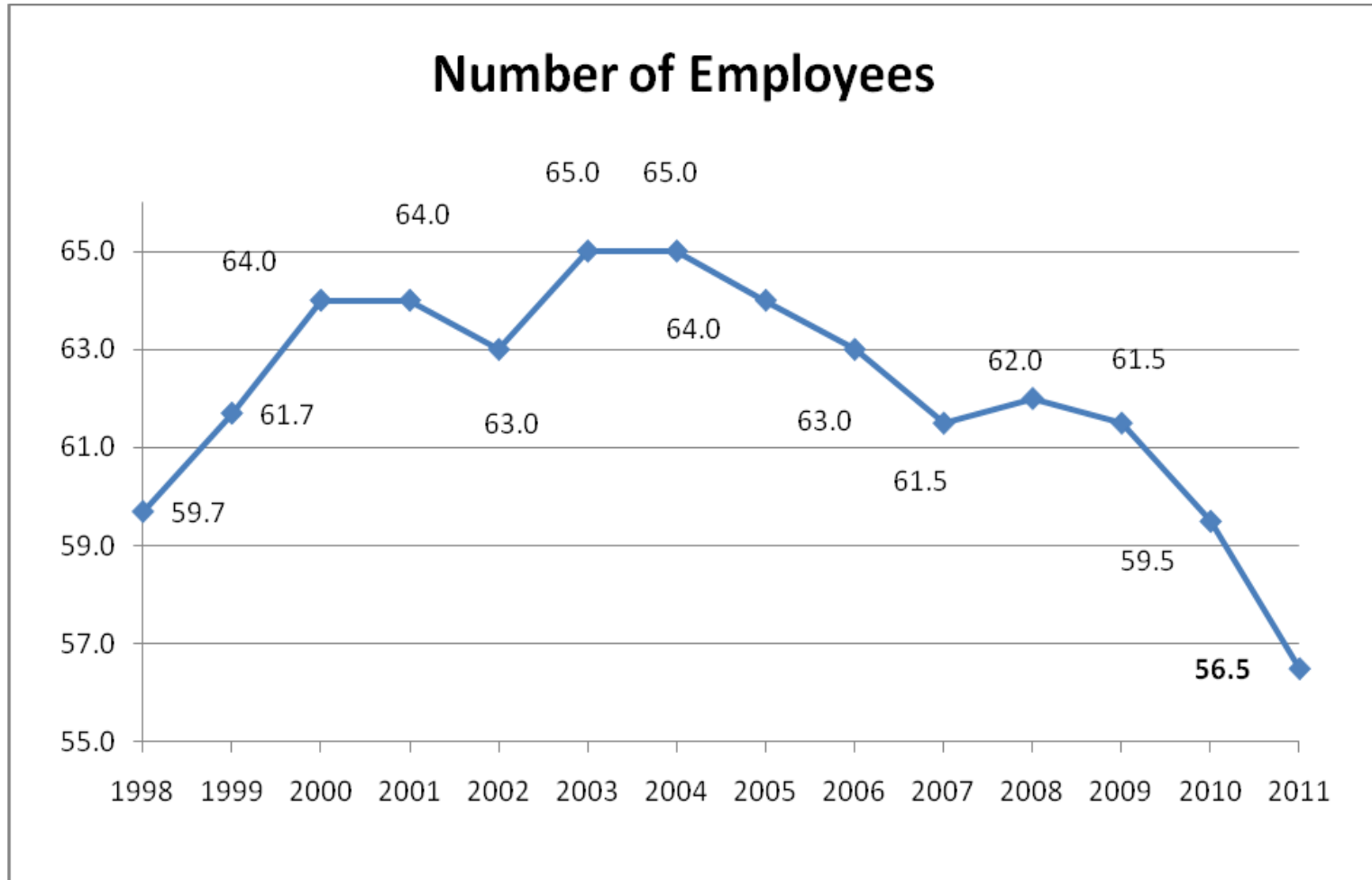
Need For Evaluation of Services



.35 Refuse
& General
Fund swap



Need For Evaluation of Services



Need For Evaluation of Services

- Current Budget
 - Needed to close a \$300,000 deficit
 - Reduced three employees
 - Down 10% since 2006
 - Wage freezes (2nd year), furlough days
 - Benefit cost sharing
 - Cut operational expenses
 - Increase tax administration fee, BSL-T



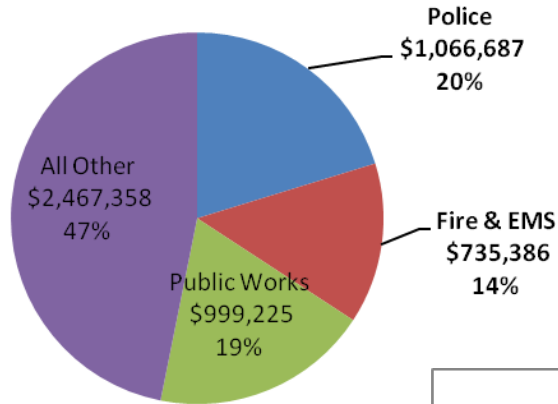
Need For Evaluation of Services

- 2011-2012 Budget
 - State facing a \$1.6 Billion deficit
 - Early projections show \$300,000 GF deficit
 - Tax base decline, revenue sharing, benefits, fuel
- City response
 - Low hanging fruit has been eliminated
 - Employees have taken brunt of cuts
 - Need to look at fundamental reforms



Why Police, Fire & EMS

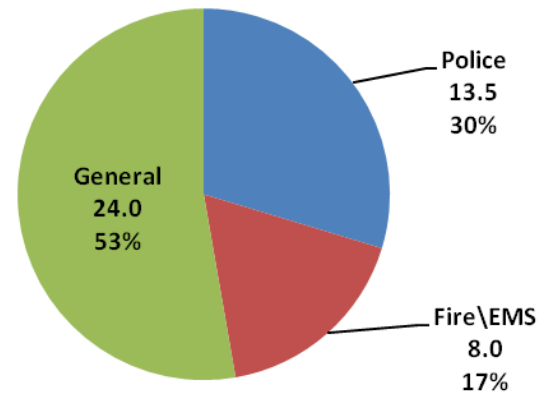
General Fund Expenditures



34% of GF Expenditures

47% of GF Employees

Employee Breakdown



Why Police, Fire & EMS

- Why Start Here?
 - Critically important to City
 - Consume a large amount of resources
 - Well-established alternatives for delivery
- Starting point – not the end of the journey
- Top to bottom evaluation of City services
- Build on OSAC, Citizen Service Survey, Strategic Plan and Benchmarking



Why Police, Fire & EMS

- Must answer these questions:
 - What service levels are desired by the community?
 - What service levels are needed by the community?
 - What level of service can the community afford?
 - Is the current service delivery method the most effective & efficient?
 - Are there alternative service delivery methods?



Current Service Levels

- Need to understand current service levels
 - Critical to evaluating alternatives
 - Address misperceptions
- Discuss constraints:
 - Laws & Regulations, Policies
 - Finances
 - Collective Bargaining
- Fundamental Information\Stats



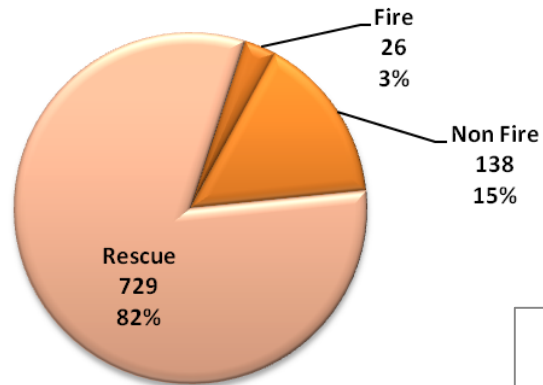
Current Service Levels

- Need to look at high level statistics and drill down into details
- Difficult to make objective judgments on “quality” of services versus other communities
 - Extremely complex question
- Manistee provides the highest service level
 - Full-time police 24x7
 - Full-time Fire & EMS 24x7
- Full details in paper

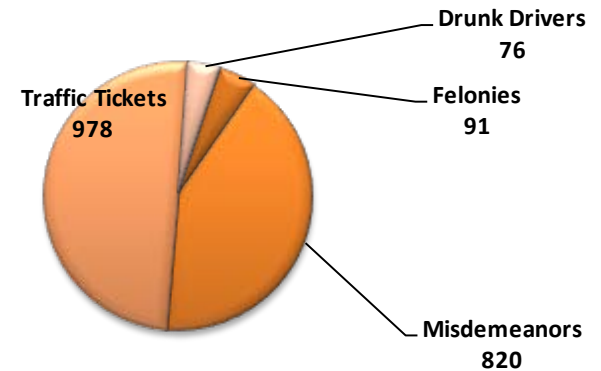


Current Service Levels

2005 to 2009 Fire Dept. Average Runs



2005 to 2009 Police Dept. Average Enforcement



Options for Providing Service

- Many options available
- Incredible variety of organizational structures, partnerships and collaborative efforts
- Each community is unique
 - No cookie cutter approach
- Several models are widely used and generally accepted as viable
- Explore unique Manistee options



Options for Providing Service

- Seven Different Service Options Evaluated
- Two Alternative Revenue Options Evaluated
- Each Option has same format:
 - Description
 - Assumptions
 - Service Level Impacts
 - Pros and Cons Review
 - Financial Implications
 - Other Communities that Operate with This Option



Status Quo

- Maintain full-time police & fire departments
- Separate department heads (Chiefs)
- Service level remains the same
- Collaboration options limited
- Growth in budgets will be challenging
- Potential to squeeze out other services



Administrative Consolidation – Public Safety Director

- Public Safety Director vs. Fire & Police Chiefs
- Manistee operated under this model in the past – Bob Hornkohl
- Would reduce combined staffing by 1 FTE
- Evaluate command structure after implementation to determine necessary changes
- Savings between \$75,000 to \$100,000



Partial Consolidation – Hybrid System

- Model depends on extensive collaboration between Police & Fire
- Three stages
 - Short, Intermediate & Long Term
- Police trained as medical responders to back up\support Fire Department
- Long-term suggests that three responders can do work of four



Full Consolidation – Public Safety Department

- Fully cross-trained Public Safety Officers
- Employees could\would be fully trained and certified as Police, Fire & EMS
- Would take several years to fully transition to this model
- Long-term savings would require staff reductions (attrition would be most likely)
- Significant training costs
- Model is a long-term solution but does not address immediate financial concerns



Regionalization of Fire\EMS Services

- Joining forces with neighboring Townships
- Pooling of limited resources & personnel
- Agreement would have to be negotiated
- Loss of absolute control over department



Contract Out Police Services

- Contract with entity to provide Police services
 - Sheriff, LRBOI
- Savings thru eliminating administrators
- Agreement would need to be negotiated
- Reduction in service level – would not have two cars on duty in City
- Potential savings of \$150,000 to \$250,000



Other Regionalization Opportunities

- Variety of other options
- Complicated Models
 - Contract out EMS (private, WSMC)
 - Contract out Fire (townships)
 - Contract to provide Police, Fire\EMS services
 - Combination of above
- Not explored in detail
- Require complicated negotiations



PA 33 of 1951

- Law allowing ad valorem special assessment to fund Police & Fire
- Levied on Real property only
- No vote necessary (referendum possible)
- Adjusted annually to meet department needs
- In addition to operating millage (adjust down)
- Stabilize finances
- Impacts DDA, Brownfield & Renaissance



Cost Recovery Ordinance

- Billing & recovery of costs related to emergency services
- Tailored to Community's needs
- Narrow or broad as desired
- Adopted thru regular ordinance process
- Very common in Michigan



Conclusions

- First step in the process of evaluating all city departments and services
- ***Delivery of Police, Fire & EMS is a balance between level of service provided, cost to deliver the service and relative level of risk***
- Status quo not financially viable
- Employee impact
 - Input into process
 - Highest level of respect



Next Steps

- December work session to answer questions, discuss options further
- Determine forum for public input
- Schedule public meeting(s)
- Goal to have Council direction by mid-February to allow orderly budget preparation

