



## **FINAL REPORT OF FIRE CONSOLIDATION SUBCOMMITTEE**

Adopted by the Neenah-Menasha Fire Consolidation Committee: July 17, 2002

The subcommittee consisting of the Mayors, Fire Chiefs, Finance Directors, City Attorneys, and Union Presidents were charged with the task of assuming that the respective Common Councils of the cities of Menasha and Neenah have decided to consolidate the fire departments. The primary charge was to bring back a model as to how the consolidated department would look with respect to:

1. Political structure governing the consolidated department.
2. Common Council Committee review.
3. Staffing and table of organization.
4. Proposed budget.
5. Cost distribution formula.
6. Union contract issues and impact negotiations.

**The following represents that model covering all six of the above issues and is presented with a positive endorsement to the committee. After discussion and review, if the committee concurs with this recommendation, it will be sent to the respective city councils and the two communities for final action.**

### **POLITICAL STRUCTURE AND COMMITTEE REVIEW**

The political governing structure will consist of a joint fire commission with 6 members with a rotating chairman. Three of those members would come from each community and each would have one vote. The statutory and ordinance authorities currently given to the Police and Fire Commission would be vested in this Commission as currently exists. The current Police and Fire Commissions will be reorganized as Police Commissions.

Review and recommendations for Common Council action would come from a Joint Finance and Personnel Review Committee. Again, each community would have as members of this Committee its Council President, Menasha Chairman of its Personnel Committee, Neenah Chairman of its Personnel and Finance Committee and one other Council member from each community appointed by the Mayor at the annual Council organizational meeting. This Committee would review any items that are currently submitted for the Neenah Finance and Personnel Committee from the Fire Department and from the City of Menasha Administration Committee, including budget review.

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The Joint Committee would have review authority over budgetary issues, labor contracts, filling vacancies, creation of new positions, capital outlay items and expenses of \$5000 or more.

Absent other authority, *both* Common Councils would need to approve these items before implementation.

### STAFFING AND TABLE OF ORGANIZATION

Appendix A shows the Table of Organization in outline form and in a chart format. It differs from the original proposed structure in that there are 5 fewer employees. The total is a reduction from 72 current total personnel to 68 total personnel. Reductions include 3 union positions and one management position. No reductions will occur other than through attrition. There is currently one vacancy with a likelihood of five more by 2004. Current Menasha ranks of Captain and Lieutenant will be redesignated Fire Officers. Aerial Drivers and Motor Pump Operators will be reclassified as Drivers. The Fire Chief, Secretary, and the Deputy Chiefs will be daytime positions while all others will be shift personnel. Administrative personnel will generally be located at Neenah station #32.

### PROPOSED BUDGET

. Savings will come from (1) four fewer positions (2) capital sharing and (3) elimination of any increased staffing due to NFPA 1710(greater ability to meet NFPA 1710 and Com 30 without increasing future staffing). SEE APPENDIX C FOR DETAILS

### COST DISTRIBUTION FORMULA

Appendix B is the cost distribution formula. It weighs each of the five factors listed with the percentages as displayed. The formula for 2003 requires Neenah to contribute 61.07% of the operating budget with Menasha contributing 38.93%. Any revenue generated by firefighting activities will be applied to the total budget before the distribution formula. These include such things as inspection fees and underground tank inspections. Unspecified donations, if any, will be applied before the formula. Each succeeding year will see the formula adjusted with the same weight being applied to the factors.

The construction costs of new or remodeled facilities will become the sole responsibility of the community within which the facility is located. In addition, existing Wisconsin Retirement System liabilities, accumulated comp time, clothing allowances and sick leave payout and any other existing unfunded liability will remain the responsibility of the individual cities to fund at the time of consolidation.

All other operating expenses, including capital equipment, will be shared based on the cost distribution formula.

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**WRS liability, comp time, clothing liability and sick leave payout and any other unfunded liability will be the responsibility of the individual cities to fund at the time of the consolidation.**

### **UNION CONTRACT ISSUES AND NEGOTIATIONS**

Bargaining committees from locals and the City Attorneys/Personnel Directors, Fire Chiefs, and the deputy Fire Chief have had five bargaining sessions for a total of 22 hours. This personnel reduction came through lengthy negotiations so as to provide additional savings to pay any added personnel costs through contract differences. A final draft of a contract has not been prepared. Significant issues are health insurance for active and retirees, salary structure, and promotional procedures. The firefighters will be on the Neenah plan, the Menasha plan, or a choice of either plan. The actuarial effect is being evaluated. Menasha's contract with WPPI through at least 2004 is an issue for further consideration. There is a strong element of good faith extended by both locals and both cities that the framework of these negotiations will serve as a framework for a new contract. If consolidation occurs, actual impact bargaining will occur. In many instances the language of the Neenah contract was agreed upon while in other instances the Menasha language was used. Any additional monetary costs are realized by the reduction of three unionized positions. The Unions will vote as to whether to use the California schedule (1 on, 1 off, 1 on, 1 off, 1 on, 4 off) or the Chicago schedule (1 on, 2 off).

**SEE APPENDIX D**

(Appendix A)

NEENAH-MENASHA

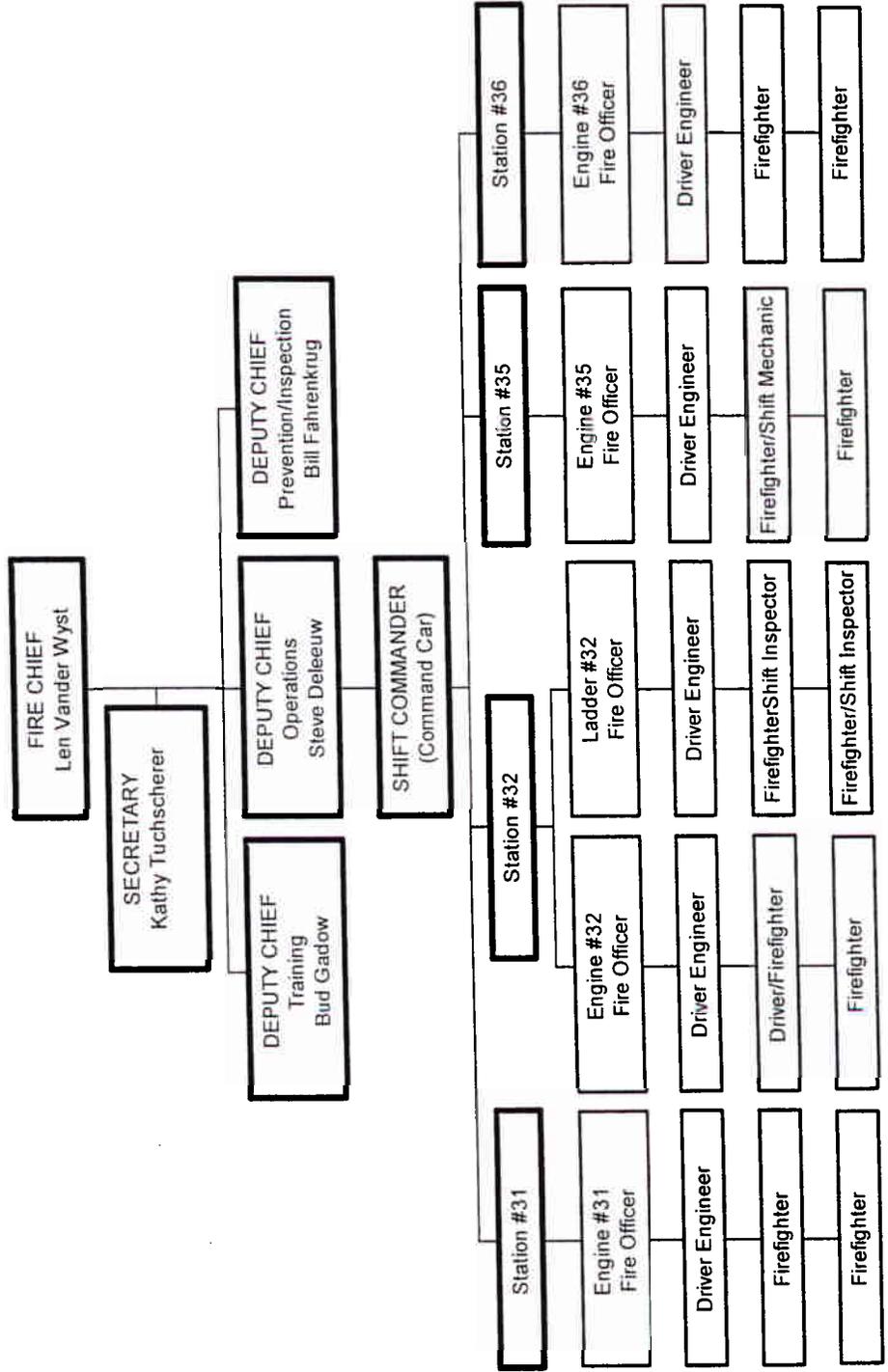
FIRE-RESCUE

TABLE OF ORGANIZATION  
OUTLINE

- I. The original table of organization proposed included 73 personnel. We were able to reduce the number of personnel to 68 by:
- a) Daytime fire inspector position and daytime mechanic position were moved to a 24-hour shift schedule serving in a dual-role capacity. This in effect reduced our total staffing to 71.
  - b) Further reduced to 68 total staffing by moving the dual-role 24-hour shift mechanic position on to Engine #35 instead of having that individual on a separate vehicle.
- II. Currently there are five management positions between the two departments. The new organization proposed would reduce the number management positions to four including a fire chief, and three deputy chief positions.
- III. Currently there are 66 union personnel between the two departments. Through negotiations with the bargaining units of both departments, the new organization proposed would reduce the number of union personnel to 63 people. There would be 21 people on each 24-hour shift with three shifts. Each shift would include a shift commander, five fire officers, six driver-engineers, two shift inspectors, one shift mechanic, and six firefighters.
- IV. Proposed Table of Organization:

Management Personnel	= 4
Secretary	1
Union Firefighters	<u>63</u>
	68 TOTAL PERSONNEL

# NEENAH-MENASHA FIRE-RESCUE



APPENDIX B

**Neenah-Menasha Fire Department Consolidation  
Proposed Cost Distribution Formula  
All Formula Items as of 12/31/01**

Item No.	Formula Item	Total	Proportionate Share	20% Weighted Factor	Weighted Share Neenah	Weighted Share Menasha
1.	Population-Neenah	24,507	60.03%	0.20	0.1201	0.0799
	Population-Menasha	16,316	39.97%	0.20		
		40,823	100.00%			
2.	Equalized Value (w/TIF)-Neenah	1,405,448,200	65.42%	0.20	0.1308	0.0692
	Equalized Value (w/TIF)-Menasha	743,006,400	34.58%	0.20		
		2,148,454,600	100.00%			
3.	Service Calls-Neenah	1,521	57.72%	0.20	0.1154	0.0846
	Service Calls-Menasha	1,114	42.28%	0.20		
		2,635	100.00%			
4.	Square Miles-Neenah	8.96	59.73%	0.20	0.1195	0.0805
	Square Miles-Menasha	6.04	40.27%	0.20		
		15.00	100.00%			
5.	Square Ft. All Buildings-Neenah	27,507,316	62.45%	0.20	0.1249	0.0751
	Square Ft. All Buildings-Menasha	16,538,412	37.55%	0.20		
		44,045,728	100.00%			
<b>Total Proposed Cost Distribution Formula - 2002 Factor</b>					<b>0.6107</b>	<b>0.3893</b>

\*Note: Factor will be adjusted annually as formula item amounts change.

Prepared and reviewed by: Michael Easker, Director of Finance, City of Neenah  
Tom Stoffel, Comptroller/Treasurer, City of Menasha

## APPENDIX C-1

### 2003 (Proposed) Neenah - Menasha Fire Operations Operating Budget

Account Description	(2002 x 1.03) Neenah	(2002 x 1.03) Menasha	Total	Projected Consolidated Budget	Savings/(Cost)
Salaries	2,211,190	1,411,800	3,622,990	3,571,570	51,420
Overtime (Including FLSA)	99,720	30,900	130,620	100,000	30,620
Fringes	1,049,230	655,170	1,704,400	1,663,550	40,850
Schools/Seminars/Training (Includes: Meetings, Mileage, Staff Development, Auto/Meal Allowances)	11,536	9,270	20,806	15,000	5,806
Employee Physical Fitness (Neenah YMCA)	2,060	-	2,060	2,000	60
Clothing Allowance	17,510	8,961	26,471	22,000	4,471
Postage	721	258	979	1,000	(22)
Dues, Memberships, Books, and Periodicals	1,957	1,030	2,987	2,300	687
Maint. of Motor Vehicles (Equip. Rental, Gas and Oil)	25,132	18,540	43,672	40,000	3,672
Maint. Of Buildings (Pest Control, Landscape)	12,978	8,240	21,218	20,600	618
Maint. Of Operating/Radio Equip.	6,386	2,575	8,961	8,700	261
Maint. Of Office Equip. (CAD/RMS/Firehouse/Software)	2,421	3,863	6,283	6,000	283
Telephones/Pagers	3,502	3,708	7,210	6,700	510
Electricity/Natural Gas/Heating (Includes Neenah FVTC reimbursement of \$13,700)	42,539	29,355	71,894	72,000	(106)
Water/Sewer	3,605	2,163	5,768	5,800	(32)
Outside Services	1,061	567	1,627	1,800	(173)
Public Relations/Services/Programs	1,236	2,575	3,811	3,000	811
Office Supplies	3,708	1,339	5,047	4,000	1,047
Outside Printing	773	515	1,288	1,000	288
Housekeeping Supplies/Photo	6,850	1,545	8,395	7,900	495
Safety Supplies	1,597	1,030	2,627	2,600	27
Small Equipment/Tools	22,866	12,875	35,741	31,000	4,741
All Other Supplies	4,120	3,605	7,725	7,000	725
Capital Outlay (MDC's, Exercise/Communication Equipment, Office Furniture, Building Outlay, Computer Sinking Fund)	76,498	35,535	112,033	100,000	12,033
Transition Costs	-	-	-	7,500	(7,500)
<b>TOTAL OPERATING</b>	<b>3,609,194</b>	<b>2,245,418</b>	<b>5,854,612</b>	<b>5,703,020</b>	<b>151,592</b>

## APPENDIX C-2

### Joint Neenah/Menasha Fire Department Estimated Budget 2003 thru 2007 3% Increase Each Year

POSITION TITLE	SALARIES & WAGES									
	Estimated 2003		Estimated 2004		Estimated 2005		Estimated 2006		Estimated 2007	
	No	Budget	No	Budget	No	Budget	No	Budget	No	Budget
<b>FULL TIME</b>										
Fire Chief	1.5	\$106,840	1.0	\$76,055	1.0	\$78,337	1.0	\$80,687	1.0	\$83,108
Deputy Fire Chiefs	3.0	175,863	3.0	181,139	3.0	186,573	3.0	192,170	3.0	197,935
Asst. Chief	1.0	61,478	0.5	31,662	-	0	-	0	-	0
Department Secretary	1.0	38,523	1.0	39,679	1.0	40,870	1.0	42,096	1.0	43,359
Fire Officers	17.0	943,971	17.5	998,040	18.0	1,054,760	18.0	1,086,403	18.0	1,118,995
Mechanic	3.0	155,175	3.0	159,830	3.0	164,625	3.0	169,564	3.0	174,651
Assistant Inspectors	6.0	309,002	6.0	318,272	6.0	327,820	6.0	337,654	6.0	347,784
Drivers	18.0	924,335	18.0	952,065	18.0	980,627	18.0	1,010,056	18.0	1,040,358
Fire Fighters	19.5	789,383	18.5	731,913	18.0	698,248	18.0	719,186	18.0	740,761
<b>Subtotal</b>	<b>70.0</b>	<b>3,504,570</b>	<b>68.5</b>	<b>3,488,655</b>	<b>68.0</b>	<b>3,531,860</b>	<b>68.0</b>	<b>3,637,816</b>	<b>68.0</b>	<b>3,746,951</b>
Overtime/Comp Time/FLSA		100,000		103,000		106,090		109,273		112,551
Work in Other Classification		35,000		36,050		37,130		38,244		39,391
First Responders Pay		32,000		32,960		33,950		34,969		36,018
<b>TOTAL SALARIES</b>	<b>70.0</b>	<b>\$3,671,570</b>	<b>68.5</b>	<b>\$3,660,665</b>	<b>68.0</b>	<b>\$3,709,030</b>	<b>68.0</b>	<b>\$3,820,301</b>	<b>68.0</b>	<b>\$3,934,911</b>

Individual Neenah/Menasha

Estimated Salary Budgets

With Current 72 Positions

Salary Savings

Fringe Benefit savings

General Operation Savings

**Total Joint Savings**

\$3,753,610

\$82,040

\$40,850

\$28,702

\$151,592

\$3,866,218

\$205,553

\$83,990

\$29,563

\$319,106

\$3,982,205

\$273,175

\$97,400

\$30,450

\$401,025

\$4,101,671

\$281,370

\$99,330

\$31,364

\$412,064

\$4,224,721

\$289,810

\$101,330

\$32,304

\$423,444

### APPENDIX C-3

## NEENAH-MENASHA CAPITAL BUDGET

YEAR	NEENAH	MENASHA	TOTAL	CONSOLIDATED DEPARTMENT	SAVINGS/(COST)	CUMULATIVE
2002	\$300,000	\$0	\$300,000	\$0	\$300,000	\$300,000
2003	\$35,000	\$0	\$35,000	\$0	\$35,000	\$335,000
2004	\$0	\$0	\$0	\$0	\$0	\$335,000
2005	\$0	\$0	\$0	\$350,000	-\$350,000	-\$15,000
2006	\$0	\$600,000	\$600,000	\$45,000	\$555,000	\$540,000
2007	\$0	\$0	\$0	\$0	\$0	\$540,000

APPENDIX D

**Cost Summary**  
**Neenah/Menasha Tentative Consolidation Agreement**

		2002 Cost	2003 Cost	2004 Cost	2005 Cost	2006 Cost	2007 Cost
1	Recognition	None	None	None	None	None	None
2	Union Security	None	None	None	None	None	None
3	Management Rights	None	None	None	None	None	None
4	Union Activity	None	None	None	None	None	None
5	Grievance Procedure & Arbitration	None	None	None	None	None	None
6	Promotions and Transfers	In salaries					
7	Leaves of Absence	None	None	None	None	None	None
8	Voting Time	None	None	None	None	None	None
9	Military Leave	None	None	None	None	None	None
10	Jury Duty	None	None	None	None	None	None
11	Funeral Leave	None	None	None	None	None	None
12	Sick Leave – Unused payout Unused over max.	\$ 4,050.75 \$15,637.83	\$ 4,172.27 \$19,172.23	\$ 4,297.44 \$22,816.38	\$ 4,426.36 \$26,844.43	\$ 4,559.15 \$31,000.04	\$ 4,695.92 \$35,378.06
13	Vacations	\$ 3,945.40	\$ 4,063.35	\$ 4,185.25	\$ 4,307.72	\$ 4,436.95	\$ 4,570.06
14	Hours of Work	None	None	None	None	None	None
15	Change of Hours	None	None	None	None	None	None
16	Holidays	\$ 5,571.21	\$ 5,738.35	\$ 5,910.50	\$ 6,087.82	\$ 6,270.45	\$ 6,458.56
17	Overtime	\$ 7,149.60	\$ 7,364.09	\$ 7,585.01	\$ 7,812.56	\$ 8,046.94	\$ 8,288.35
18	Call Time	\$ 862.00	\$ 887.86	\$ 914.50	\$ 941.94	\$ 970.20	\$ 999.31
19	Health Insurance	\$ 2,550.20	\$ 5,101.20	\$ 7,651.80	\$10,202.40	\$12,753.00	\$15,330.60
20	Pay Period	None	None	None	None	None	None
21	Clothing Allowance	None	None	None	None	None	None
22	Duty Incurred Disability	Unknown	Unknown	Unknown	Unknown	Unknown	Unknown
23	Liability & Accident Insurance	None	None	None	None	None	None
24	Saving Clause	None	None	None	None	None	None
25	Amendment Provision	None	None	None	None	None	None
26	Salaries - F.R. pay Wage rate increases	\$ 3,020.88 \$29,381.00	\$ 3,111.51 \$30,262.43	\$ 3,204.86 \$31,170.30	\$ 3,301.01 \$32,105.41	\$ 3,400.04 \$33,068.57	\$ 3,502.04 \$34,060.63
27	Pension	Unknown	Unknown	Unknown	Unknown	Unknown	Unknown
28	Longevity	\$ 2,388.00	\$ 2,388.00	\$ 2,388.00	\$ 2,388.00	\$ 2,388.00	\$ 2,388.00
29	Special Conditions	\$ 300.00	\$ 300.00	\$ 300.00	\$ 300.00	\$ 300.00	\$ 300.00
30	Duration of Negotiation Timetable	None	None	None	None	None	None
31	Non-Discrimination	None	None	None	None	None	None
32	Lay-off Policy	None	None	None	None	None	None
33	Physical Fitness	None	None	None	None	None	None
34	Residency	None	None	None	None	None	None
35	Life Insurance	None	None	None	None	None	None
36	Severance Pay	None	None	None	None	None	None
37	Outside Employment	None	None	None	None	None	None
38	No Strike Agreement	None	None	None	None	None	None
39	Shift Transfer	None	None	None	None	None	None
40	Fire Fighter Safety	None	None	None	None	None	None
41	Consolidation	None	None	None	None	None	None
	<b>Total</b>	<b>** \$74,856.87</b>	<b>\$82,561.28</b>	<b>\$90,424.04</b>	<b>\$98,717.65</b>	<b>\$107,193.34</b>	<b>\$115,971.53</b>

**\*\* These costs are included in the projected consolidated budget figures shown in Appendix C**

Prepared by Al Auxier, President I.A.F.F. Local 275, Neenah Fire Fighters  
July 17, 2002