



# City of Naples

-SUBJECT-

Review of preliminary general operating budget for fiscal year 1986/87.

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Mr. [Name] presented the preliminary budget for fiscal year 1986/87. The budget is based on the current operating level and includes a provision for the purchase of new equipment. The total amount of the budget is \$1,200,000. The budget is divided into three main categories: personnel, materials, and equipment. Personnel costs are the largest portion of the budget, followed by materials and equipment. The budget is subject to change based on the results of the workshop meeting.

The City Manager's Conference will review the budget and make any necessary adjustments. The City Council will then approve the final budget for fiscal year 1986/87. The budget is a key document for the City and will determine the level of services provided to the community.

The City Council Minutes will provide a detailed record of the workshop meeting and the City Manager's Conference. The minutes will include the names of the participants, the topics discussed, and the actions taken. The minutes are an important part of the City's official records and will be available to the public.



COUNCIL  
MEMBERS

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normally respond to the City's advertisement for bids; last time there were three for a relatively small project. On larger projects, however, contractors from farther away are also expected to respond. Mayor Putzell observed that the road construction industry has always had great potential for abuse, so the City staff should be wary if relatively few identical bids are received.

Mr. Crawford asked about why abatements were larger this year than last by approximately \$40,000; City Manager Jones said that this resulted from charging directly to the projects and not spreading costs out. These are tied to expenses expected in the capital improvement program, said the City Manager. Mr. Crawford also asked about the substantial Florida Power & Light expenditure; this covers all street lights in the City. Crawford asked if energy-efficient equipment is being used; some energy-efficient lighting is now in service.

The City Engineer confirmed that the department is constantly working on economies; taking down signs has saved over half of the sign budget for 1985-86. This year \$12,000 is budgeted. Mr. Barnett asked about possible uses for the old signs and Mr. Gronvold advised that new faces could be put on the old aluminum blanks.

Computerization will also result in additional savings during the coming year, according to Mr. Gronvold, who illustrated this point by displaying a chart run on the computer which facilitates easier revision than having it redrafted by hand.

Better project scheduling is also assisting in efficiency by taking soil borings well in advance to determine what type base is needed so that more accurate costing can be done.

Mayor Putzell asked whether the City actually needs to do as much road repair/maintenance work as is budgeted for each year. "We all want to see streets in good condition, but is it possible to stretch this program to reduce annual costs?" he asked. Mr. Graver also asked how this program is established and how road work is prioritized. In January and February, the City Engineer explained, roads are rated on a point system; sometimes in one year a street condition can change drastically, so an annual review is prudent. Also there are financial considerations in keeping streets in good conditions. In pursuing further the Mayor's point about delaying some projects, Mr. Gronvold said he feels that the current program is a good one, but after such a program is in place for a period of time, there should be less and less need for ongoing, extensive repair. Some streets/swales last only about 20 years, he said.

Mr. Richardson asked what percentage of current City streets are in need of a rebuilt rock base; it's close to 50%, Mr. Gronvold replied. Sometimes borings indicated that there was not even enough base to support the street equipment. Mr. Richardson asked if Mr. Gronvold was satisfied with the rating system. He stated that the system provided sufficient information on which to base decisions on needed repairs and maintenance. There are also times when the City might want to

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			YES	NO	

consider a more permanent type construction to include curb and gutter which would add about \$10 - \$15 per foot. There was no program eight years ago, explained City Manager Jones, and because many of the streets are approximately the same age, there was much work needed at one time to upgrade the system. Now with a more aggressive maintenance program, future work will cost less.

Mr. Bledsoe asked how much additional street life could be expected with curb and gutter construction. Mr. Gronvold said that it would add to the overall drainage problems but was unsure about how this construction would impact street life as a whole. Mr. Bledsoe suggested monitoring it over a period of years. Although with curb and gutter streets would probably hold up longer, Mr. Gronvold pointed out that environmentally swales are better for water retention.

Mayor Putzell asked him to address alley maintenance and the City's policy in that regard. City crews currently fill holes in paved alleys but there is no program for overlay. Usually the developer paves alleys initially, Mr. Gronvold said. The City Manager also pointed out that extensive work would be done by the City if neighborhood residents requested and funded it and that developers are required to underwrite the costs if the alley is of benefit to them. The City generally maintains alleyway after installation because the situation varies from neighborhood to neighborhood. Mayor Putzell suggested that the City require developers to maintain alleys they build for some certain period of years after construction.

Mr. Barnett asked how long was the expected life of alleyways; Mr. Gronvold said 10-15 years. Mr. Bledsoe observed that it is the term of the life of the developer rather than the alley that is often the important consideration. City Manager Jones suggested that staff develop a policy which would make administration of the alleyway situation much easier in the long run.

Mr. Crawford asked if Florida Power & Light charges could be lowered if timers on street lights could be used. Although the street lights might be adjustable, Mr. Gronvold explained, City pays a certain amount per light regardless of power cost and FPL times and maintains the fixtures.

The Equipment Management Director Paul R. "Buddy" Reneau next appeared to review his department's budget. In response to the Mayor's memo, he cited his department's accomplishment in providing increased service with the same 13 regular positions and one part-time position which had been established in the prior budget year. The City Manager has assisted in reorganization to achieve service increases with existing personnel, he added. One measure implemented is the use of community service workers for cleanup instead of the additional position he had originally requested. A work team concept is now being implemented and three people have been provided by the senior citizen employment program at no cost to the City. It was clarified that personnel acquired through these types of programs do not drive City vehicles.

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Cost savings for 1985-86 included the administrative/police vehicle program which utilizes vehicles for administrative purposes for two years and then converts them to police use which increases overall life. Mr. Reneau will provide a report for those interested in specifics. Because this is the second year for this new program, actual cost savings cannot be accurately documented, however, until after one full cycle is past. The City of Orlando, however, has had exceptional results with this program, he added. Mayor Putzell asked why no city decals are displayed on the units while they are being used by City administrators; this is primarily because repainting would be necessary when the vehicles were converted to police use, which is very labor intensive. They are identified by City license plates. Mr. Jones further explained that because many department heads drive their assigned vehicles home and often to locations outside the City, the lack of marking eliminates questions from citizens as to why a City vehicle is in a certain location.

Mr. Jones further explained, in response to Mr. Bledsoe, that even though there may be more money spent initially to get the administrative/police vehicle program started, there will be an overall savings and Mr. Reneau also pointed out that the City is selecting vehicles which are more suited for the job which they are intended to do. In this program and in purchasing all City vehicles Mr. Reneau said that he is very concerned that the right type of vehicle be carefully selected; if not, there are costs for additional maintenance, down-time and related overtime expenditures. It may cost more up front, he conceded, but maintenance costs, which amount to approximately three times the purchase price, will be less.

Mr. Graver asked if all standard size vehicles were being purchased for this program and City Manager Jones confirmed that this is due to their eventual use by the police.

With reference to other savings achieved in Equipment Management, Mr. Reneau explained that it is often better expressed in increased service for the same amount of expenditures. Record keeping is one area which has improved significantly and parts contracting has also achieved savings.

Level of service was further addressed. The department now reviews vehicle specifications with each user department to determine its needs and then supplies bidding documents. Now, Mr. Reneau continued, his staff is handling all tag and title work because they are in the best position to monitor needs for new tags, replacements, etc. This function was formerly provided by the City Clerk's Office which continues to maintain the actual files, however.

In the next few weeks, a computerized fleet management system will be on-line. This will give a true picture of vehicle cost including life cycle analysis, maintenance record, etc., to allow more accurate comparison of the suitability of various makes and models to their assigned use, Mr. Reneau pointed out.

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<p>Mayor Putzell asked Mr. Reneau if there are people in his department who are now competent to operate the computer equipment; Betty Mills, who used to work in the Finance Department, is very well qualified, he confirmed.</p> <p>Mr. Richardson asked where automotive parts are acquired. Small parts are now under one contract and the Florida state contract is used for tires with other contracts in force for spark plugs and batteries and the like. It is standard practice to compare every bid against the state contract price and act as if the state, too, is a bidder. Tire costs are up because more were being replaced to achieve a safer level on all equipment, Mr Reneau advised. "We are nearly caught up and next year's projected costs are lower," he said.</p> <p>In response to Mr. Crawford's concern about fuel costs, Mr. Reneau said that this is difficult to estimate because fuel prices frequently fluctuate.</p> <p>The City Manager, according to Mr. Reneau, has suggested as a means of lowering the City's per-unit repair cost and for the department to achieve a broader base for cost distribution by taking in vehicles from other governmental agencies. "We could handle double the amount of vehicles; we have the in-house talent and through our continuous training program, we will, for example, soon be the most competent truck repair facility in Lee and Collier Counties," Mr. Reneau stated. Fire departments are a good source for these vehicles, and possibly the sheriff's department, he added and City Manager Jones advised that any agency in the area not having its own facilities would be a candidate to utilize the City's. "It's not completely out of the question that the County might want to contract certain vehicle maintenance with us," Mr. Reneau added. The City's cost per hour is lower than the ARA group with which the County now contracts; \$25 per hour is now the City's total cost and the City could recover this amount plus charge other agencies 10% more on parts.</p> <p>Mr. Crawford asked if more people would be hired for this activity. The City Manager estimated that even if a few more people were needed for the greater volume, the operation would still achieve a lower per unit cost. In the coming year, Mr. Reneau predicted, the department will increase productivity from the present 85% to 95% and thereby be able to handle additional volume.</p> <p>Contracting out services is currently being done to some degree by the department and Mr. Reneau said he believes this is something which should be looked into constantly. Parts, for example, labor and procurement services, all or part can be contracted out; parts procurement with the City's varied fleet is difficult to do for the entire inventory because if one supplier can provide parts on a wholesale basis for some items, all parts needed are rarely available. These vendors must acquire parts not in stock from other wholesalers and the cost for those parts is frequently not favorable. It is better to contract with vendors where quality and quantity</p>					

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can be specifically identified, Mr. Reneau concluded; the City would act as jobber because it costs less overall to use in-house personnel, regardless if one or many suppliers are used.

Mr. Richardson asked about the level of inventory maintained. Now about \$35,000 of inventory is on hand and obsolete parts have been disposed of, Mr. Reneau advised. He further explained that, instead, a wider variety of parts is being maintained.

Mr. Bledsoe asked about turnover. "If people are doing a hard job and doing it well," Mr. Reneau responded, "we don't have any problem. We have had great response to positive reinforcement."

With reference to contracting out for certain repair services, Mr. Reneau reiterated that he looks at labor costs continually to see if it is actually less costly to do various types of work in-house. Currently most work is being done in-house and he noted that the shop foreman has been able to provide much training to increase the capabilities of the work force, which is also provided certain outside training programs. We are now experiencing lower costs on body work as well as brakes," Mr. Reneau further explained, "although cooling systems work is still less expensive outside because of economies of scale due to the need for specialized equipment."

Another reason that the City's rates remain competitive with local costs is due to the fact that this area is out of the way for major contractors, which keeps the local profit structure high, Mr. Reneau explained.

On vehicle procurement, he explained that it is primarily the lease-versus-purchase decision which is pertinent. Leasing is usually done because of a lack of capital and maintenance facilities. Heavy service vehicles might be leased to keep maintenance costs down, but most cities have gone back to ownership after trying leasing.

Mr. Bledsoe asked if there was anything needed which might result in further savings; Mr. Reneau said there is really nothing additional needed at this time. The City Manager has set goals to have one of the most progressive fleet maintenance facilities in the state and he has given assistance and commitment toward that end, he concluded.

Mr. Barnett complimented Mr. Reneau on his presentation and other Council members indicated their concurrence.

Finance Director Frank W. "Bill" Hanley then appeared to cover his department's budget. In response to Mayor Putzell's memo, Bill reviewed personnel. There are 14 employees in the department, down one from 15 last year. This was the result of the distribution of tasks performed by one terminating employee as well as providing a video cash register to alleviate some of the other peoples' duties, resulting in an \$18,000 annual saving. "We are running a tight ship," Bill said.

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MOTION

SECTION

YES

NO

ABSENT

"How is the computer purchase plan going to improve proficiency?" Mayor Putzell asked. At the present time, Mr. Hanley replied, his staff is proficient in the use of computer terminals by using the City's main system. "I am sure there will be interest, however, among some of our people," he added.

Mayor Putzell then asked him to address personnel turnover and Mr. Hanley confirmed that his department was not faced with that problem to a great extent. Finance is a central service department for all other departments of the City so it is a very labor-intensive operation, he added.

Economies in the last year, other than the elimination of one position previously cited (7% force reduction), include utilizing more efficient forms, and computerizing delinquent parking tickets for easy access to determine outstanding fees by tag number.

Mayor Putzell asked if the City received satisfactory service from the State Attorney on these cases; Mr. Hanley said that on this he does. All the revenue from the \$2 fines is received, but when larger fines are assessed, the City still receives its \$2.

Levels of service could be increased through improvement of the mainframe computer with additional power for quicker information retrieval. This is the final year of five-year payout on ownership of the system, the Finance Director explained, and the capability of that system can now be improved at a lesser cost than the current annual payments.

Proposed economies include updating purchasing thresholds which will result in a reduction of advertising for bids; this is looked into approximately every five years to adjust for inflation, Mr. Hanley explained. He also said the department would like to purchase hand-held devices for meter readers to replace current manual method of recording charges. Accuracy and speed is improved and update of the main computer data base is done via tape from the small unit. He said he would like to tie this in with a possible computer upgrade.

This department has continued to consider contracting for services or taking on services which are less costly to perform in-house. In 1983, for example, the City contracted with the County for computer services and combined this with its antiquated leased card system. It was discovered, however, that by purchasing a system the City could save money and own the equipment.

Banks are handling receipt of utility bills through a banking service agreement, Mr. Hanley further explained, and in another arrangement, his department was able to rent a post office box which the bank services, handling processing and providing documentation of utility receipts at no additional charge to the City. A \$2,000 annual savings in staff time was thus achieved.

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Mayor Putzell asked about services received for the compensating balance at Barnett Bank. All payroll checks and vendor checks (\$2,200 saving for year) are provided free of charge, he replied, and reconciliation is provided monthly which also saves staff time. Free wire service, which usually costs \$15 per transmission and is needed approximately six times per month, is also provided without cost as well as many other courtesy services not identified in the contract, such as Dunn & Bradstreet reports on vendors and cashiers checks when needed.

Mayor Putzell asked for average balances. At Barnett about \$1.5-million is kept on deposit and at Citizens & Southern a weekly net of \$40,000 - \$50,000. "It sounds like you're putting all your eggs in one basket," said Mayor Putzell, but Mr. Jones assured him that adequate protection is provided by bank insurance and state regulations for municipal accounts.

Mr. Crawford asked for a cost summary by line item for the total budget; Mr. Hanley advised that it would be forthcoming.

Mayor Putzell then inquired about the school and training item; the bulk of this is for refresher courses attended for one week each year by the data processing supervisor.

Mayor Putzell then asked how much time is devoted by the department director to supervising the Purchasing Division; very little supervision is required because of the high level of competency in the division, Mr. Hanley responded. By increasing purchasing thresholds the purchasing staff will be able to devote more time to implementing planned computerization of their records. He also confirmed that the City participates, whenever possible, in bulk contract arrangements with other governmental agencies. Mayor Putzell asked if the City was buying from the state prison system for better prices than found in industry; Mr. Jones confirmed that this was currently being done.

With reference to contracts for various services Mr. Jones stated that the Purchasing Division assists departments in negotiating contracts, but contract administration is then the responsibility of the using department. Mayor Putzell asked for a report from the Purchasing Agent when he returns from the training session on contracting services as shown in the budget.

Mr. Bledsoe asked about the level of efficiency of the computer system. The City's current system is reaching its saturation point, Mr. Hanley advised, and an increase in speed must be achieved through upgrading the system.

Council complimented Finance Director Hanley on his presentation.

Chief Norris Ijams appeared to present his department's proposed budget. He first indicated that he would respond to the Mayor's list of questions.

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			YES	NO	
<p>Council first reviewed department staffing with Chief Ijams. At the present time there is a force of eight available for emergency response at any given time, which is one of the criteria for the low I.S.O. insurance rating the City now enjoys. This results in lower fire insurance premiums for citizens, Chief Ijams pointed out.</p> <p>Chief Ijams then reviewed the other functions performed by both emergency and non-emergency personnel, stressing that while on duty, emergency personnel are assigned to various tasks, including fire inspections and public education. He said he felt that the department's overall productivity was at, and remained at, a very high level.</p> <p>Discussion then centered around the crash-fire-rescue services provided by the department at the airport and it was confirmed that during an approximate 12-hour daily period while Piedmont Airlines flights are using the facility, the department stations two certified firefighters on the new apparatus purchased by the airport. This responsibility, along with the 52-hour work week recently negotiated with the firefighters' bargaining unit, is responsible for the three additional positions shown. This is also reflected in this fiscal year's cost-to-complete, the Chief explained, because of the need to hire personnel and accomplish training.</p> <p>Mayor Putzell asked why the City had not arranged with the East Naples Fire Department for coverage at the airport because their facility was closer than the City's stations. While acknowledging the close proximity of the East Naples station, Chief Ijams pointed out that frequently the apparatus responding from that location to the airport would be staffed with only one person. The City's apparatus would then provide more rapid response than the second piece sent by East Naples.</p> <p>Mr. Bledsoe raised the point of funding for this additional fire protection at the airport and Mr. Jones pointed out that the City has always been responsible for general fire protection at the airport and that it was not customary to charge for fire services. However, an agreement is being negotiated with the Airport Authority to underwrite part of the City's additional cost in providing the staffing during Piedmont flight times. Chief Ijams also pointed out that by having these additional personnel on the force, it contributes to the I.S.O. requirements for a lower insurance rating.</p> <p>Mr. Jones stated that before the new equipment was on line, the City had to send a piece of equipment to the airport. After Piedmont began service, the City actually stationed a piece of equipment to be manned by two firefighters during Piedmont Operations hours there. Then, under the mutual assistant pact, East Naples agreed to respond with our department, although the City retained the primary responsibility.</p>					

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"Will the airport carry the full cost?" asked Mayor Putzell. Mr. Jones said 1/3 to 1/2 half cost will be derived, keeping in mind that the City is protecting its citizens at the airport as well. Mr. Graver said he believed that the Airport Authority has gone to Piedmont to underwrite certain of the additional costs.

In response to Mr. Crawford, Chief Ijams clarified that the equipment at the airport could be used for structure fires on the site but would be difficult and less than effective if it were responding to fires elsewhere.

Economies effected by the department last year were then reviewed by Chief Ijams. These include: fire extinguisher demonstration program which includes recharging units less expensively in-house at an annual savings of about \$6,000; when possible, the department tries to hire people who have had some training in the fire service which allows them to challenge the required state exam saving \$900 each; the department provides instructors for defensive driving and CPR instruction for city employees; whenever possible, the department takes advantage of local training at a \$200-\$500 annual savings; 24-hour personnel do day fire inspections on weekends and also at night which saves overtime for fire prevention people (\$2,000 saving annually); during fire inspections, department personnel checks for occupational licenses and this information goes to the Finance Department for follow-up; use of community service workers assigned by the courts provides additional needed services; the hiring of additional three people will cut down \$39,000 on overtime; deferring hiring of non-critical positions in the fire prevention bureau saved \$17,000 last year; in-house hydrant maintenance saves \$2,200 annually; by installing a used radio repeater rather than a more expensive system, better radio transmissions were facilitated; and the fire prevention bureau inspects all City sprinkler systems and buildings resulting in an overall savings to the City.

With reference to levels of service, the Chief pointed out that occasionally, because of vacations, etc., the department is down to seven men in the City during given days.

Mr. Jones pointed out, however, that the other staff which are on daytime duty are trained and available in the event of fire and that this is a very subtle situation which does not often occur. Each uniformed person in the department is automatically called on a firefighting call, including the Chief.

Then, with reference to further economies, the Chief said, "This might be difficult; we're running a good fire department; we're productive in areas we should be working in and I don't find anything I'd want to cut out." Privatization is an issue which the Chief said he had researched, and distributed information to the Council. He

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said he didn't think there is actually anything in the fire service which could not be contracted for; whether or not this is advisable is another question, he added. Scottsdale, Arizona, is the prime source of information on contracting for fire services because other cities do not have as much background in this regard. Chief Ijams, however, expressed concern about Scottsdale's fire loss because this very significant information is not available. "Ours is low and that's where we need to keep it," he added.

If Scottsdale's fire loss is indeed low, it is because that city is 100% sprinkler protected in businesses and homes.

Chief Ijams said he was personally convinced that privatization is not the answer for fire services but would, nevertheless, continue researching the issue to get the best information available. "We have to be careful that the level of service is not reduced," he cautioned. "Often reduced cost is reduced service."

Mr. Bledsoe asked about Scottsdale's insurance ratings; they are a class 4 like Naples, but factors of comparison are not available. Their budget continues to increase, Chief Ijams pointed out, and they are just getting to a level of three people on each apparatus, which the City has had for some time. Scottsdale's population is 200,000-plus.

Mr. Graver asked about turnover in the City's department; Chief Ijams said that the situation has improved and is now much more favorable than in the past.

Mayor Putzell asked about operating supply increases over the previous year. Firefighting gear replacement in the 520 account, for example, shows a \$6000 expenditure for new helmets which are state of the art and was an item negotiated with the bargaining unit, the Chief advised. These helmets eliminate many of the deficiencies experienced with other types of helmet and meet all existing standards.

Mr. Bledsoe asked about the fire extinguisher recharging program and Chief Ijams explained that in the case of the hospital, for example, the hospital purchased fire extinguishers it needed and the department now refills them because they are used in all the department's demonstrations. If a private citizen requests a demonstration, the citizen would be responsible for refilling his own unit, however.

Council then discussed non-departmental funding. Mr. Jones outlined various aspects including professional services (audit, etc.) and a new item called "quality improvement program". A video tape will be shown on this program the following day. This program is through the Florida Innovation Group via Florida Power & Light, which developed it, the City Manager explained. This is a one-time expense for next year to implement training so that in-house people can in turn train others.

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Travel and per diem is for recruiting when it is the City's expense to bring people in; normally this is negotiated with individuals involved. The telephone service amount is for a lease-purchase agreement with Rolm and line charges from United Telephone. This used to be budgeted by individual departments but now is consolidated here, Mr. Jones continued. He said he is anticipating using the Rolm system for the Police Department because of its very attractive price under state contract.

Maintenance costs for the City Hall building have increased, primarily because of the building's increasing age. Most of these services are under contract for a fixed hourly rate.

School and training expense will provide for special programs which might come up within any of the departments. Other current charges are for various programs (safety, etc.) as well as data processing services which represent use by the general fund departments. Mayor Putzell asked about the holiday season bonus and Personnel Director Steve Brown advised that this is in the union contracts.

Moving expenses are involved in hiring various personnel; subscriptions represent organizations to which City belongs; and election fees are for charges for City elections by the County Supervisor of Elections office.

The PRIDE program, new this fiscal year, is for clerical employees to reward for lack of sick leave usage, Mr. Jones explained. Capital outlay includes a sign to help identify City Hall for the public.

Adjourned 4:40 p.m.

Edwin J. Putzell, Jr., Mayor

Janet Cason  
City Clerk

Tara Norman  
Administrative Asst.

These minutes of the Naples City Council were approved SEP 03 1986



# City of Naples

## --- MEMO ---

TO: Mayor Ned Putzell  
City Council Members  
City Manager Frank Jones

FROM: Chief Norris Ijams, Fire Department

SUBJECT: Privatization

DATE: August 20, 1986

I submit for your review the following information addressing the questions that have been raised over "Privatization".

The Fire Chief, and Fire Chief's Superiors need to fully understand the community's fire protection goals; what risks are acceptable to the people; what degree of regulation/taxation the citizens are willing to impose on themselves. In other words, what level of service is desired.

- 1) A fire department may be an independent not for profit corporation funded by donations only, or contracting fire service to other governmental jurisdiction which charge for the service.
- 2) A fire department may be a profit oriented corporation. The most well known is in Scottsdale, Arizona with stations located in several larger counties. They provide primary fire suppression services by contract to municipalities and to individual property owners.

Rural/Metro, who provides the service for Scottsdale, Arizona is a diverse business enterprise that sells many services. Among the varies services offered are:

- Fire suppression
- Fire prevention codes and enforcement
- Emergency medical care and emergency or non-emergency ambulance transport
- Fire, burglary and medical alarm and security systems
- Walk-in emergency medical centers
- Communications center management

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Mayor Putzell, City Council, Mr. Jones

One example of a privately operated (subscription) department is the Rural/Metro Fire Department in Scottsdale, Arizona. Factors which contribute to the low cost of fire protection in Scottsdale include the purchase of standard rather than custom fire apparatus as well as construction of some apparatus by the fire department, the use of mini-trucks for fast response and initial attack, a strong automatic sprinkler ordinance enacted by the city and the fact that much of the department's overhead is spread over all the communities served.

However, a principal reason for the low cost of operating the department is that it operates with a limited number of full time firefighting personnel. Other municipal employees are trained in firefighting tactics and used as auxiliaries to supplement the on-duty force.

Scottsdale actually is operating as a combination part fully paid/paid-on-call fire department. Supplementing on-duty firefighters with paid-on-call personnel is not common in cities the size of Scottsdale, but is common in many smaller cities. This arrangement can be a cost effective form of fire protection but it often is more difficult to manage this type of department.

Many times cost savings are attributed to lower salaries, not improvements in productivity.

- 2) Police/Fire dispatching has been consolidated. This could be run by a private dispatching company.
- 3) Contract out all inspection services to an independent company
- 4) Contract out for all Emergency Medical Services to a private company.

Respectfully submitted,

*N. C. Ijams*  
Norris C. Ijams, Fire Chief

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