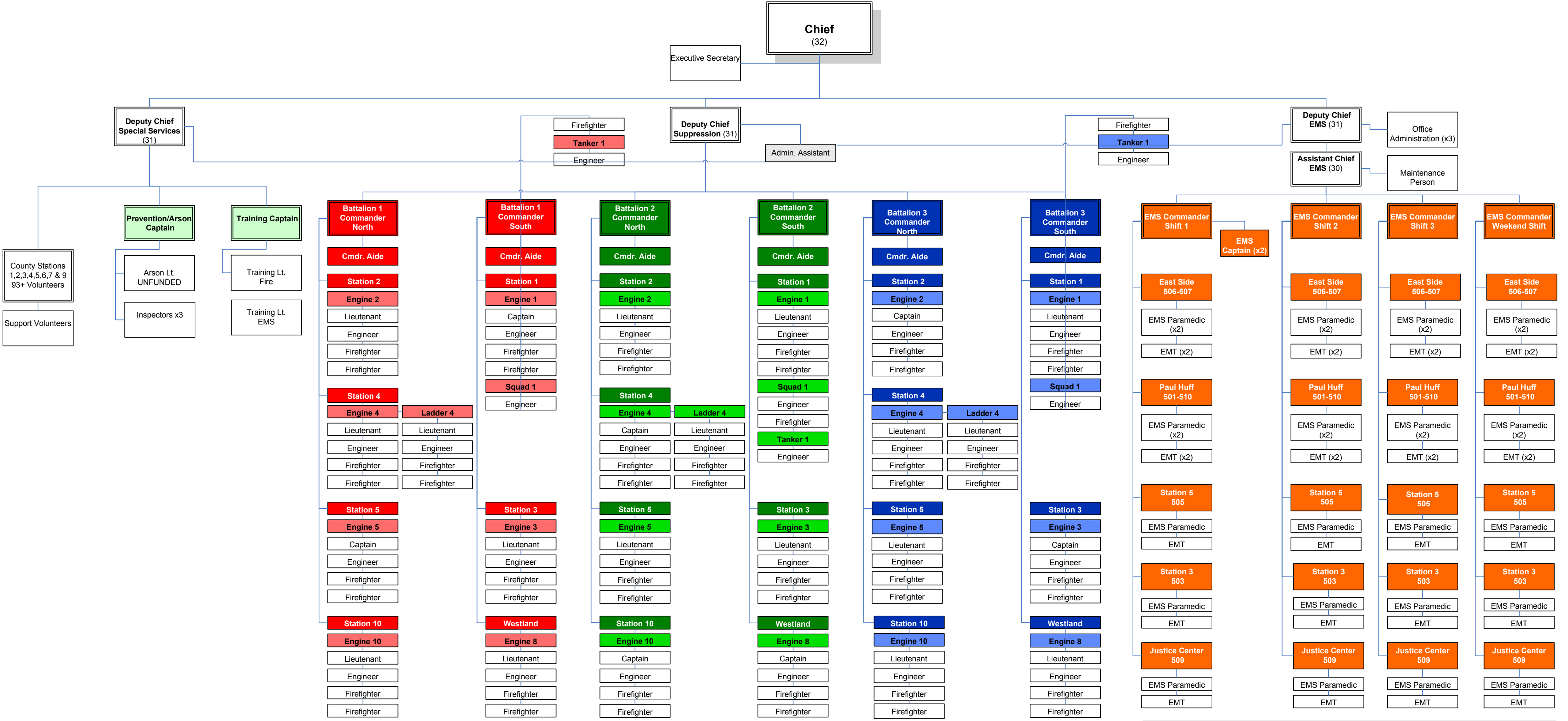


# Cleveland/Bradley Emergency Services



5 Firefighters Unfunded  
(3 Frozen City)

All stations operate 3 shifts except Station 3 has 1-12 hour shifts per day

7 Full Time positions being done by 35 Part Time personnel

**Emergency Services Merger Task Force Report**  
**Joint meeting of the City Council and Bradley County Commission**  
**May 25, 2011**

The Emergency Services Merger Task Force was appointed by a joint resolution of the Bradley County Commission and the Cleveland City Council in January of 2011. The committee consisted of: Julian Sullivan, Chairman; D. Gary Davis, Chairman Pro-tem; Louie Alford; Shawn Fairbanks; Ron Harrison; Avery Johnson; Steve Keasler; Matt Mundall and Tom Rowland.

At the last meeting of the committee, the following motion was approved unanimously: If an emergency services merger is approved by the City and County governing bodies, the report of the actions of the committee and the schedule of associated costs is how the merger should occur.

The Task Force was charged with 7 issues relating to the merger of fire and emergency services. They are addressed in the order as presented in the resolution creating the committee.

1. ***Name and mission statement of the department.*** Cleveland/Bradley Emergency Services was selected unanimously as the name of the department. The mission statement was unanimously chosen as: It is the mission of the Cleveland/Bradley Emergency Services to make the lives of everyone in our community safer by quickly responding to, and mitigating, any situation that threatens safety, and to further advance the public safety through prevention, education, medical, rescue and fire suppression services.
  
2. ***The structure of the department including the role of volunteer firefighters.*** An organization chart is attached showing the structure of the new department. It consists of a chief and 3 deputy chiefs who oversee the 3 divisions of the organization. The organization funds all of the positions of the 3 current departments including 3 frozen positions by the City and 2 additional positions. Volunteers would continue to be paid as they currently are being paid. The committee unanimously approved the following guidelines for career and volunteer positions with any references to Cleveland Fire Department being changed to Cleveland/Bradley Emergency Services.

Minutes from the March 30, 2011 meeting:

## **Recommendations for new SOG's**

### **Career Fire Positions:**

- Firefighter I** - entry level, obtain TN Fire Commission Firefighter I certificate within 12 months of hire.
- Firefighter II** - obtain TN Fire Commission Firefighter II certificate and complete and obtain Medical First Responder license within 30 months of hire.
- Engineer** - Three (3) years service, TN Fire Commission Pumper/Driver-Operator certificate
- Lieutenant** - Five (5) years service, TN Fire Commission Fire Instructor I, TN Fire Commission Fire Officer I
- Captain** - Eight (8) years service with (3) years as a company officer. (Exception for the **merger implementation only**, reduces time served to 6.5 years as of 12/31/2011.)
- Fire Inspector** – TN Fire Inspector license as of 12/31/2011

### **Volunteer Positions:**

New volunteer positions will follow minimum standards as suggested, including:

- Probationary Firefighter** - entry level, complete 16-hour Introduction to Fire and Emergency Services prior to responding or riding on any emergency vehicle. Complete 64-hour Basic Firefighting and 22-hour Firefighter I & II Live Burn. These requirements shall be met prior to conducting firefighting operations. The Training Division will coordinate, document, and determine when a firefighter has met these requirements.
- Volunteer Firefighter I** - obtain TN Fire Commission Firefighter I certificate within 18 months of hire.
- Volunteer Firefighter II** - obtain TN Fire Commission Firefighter II certificate and Medical First Responder license within 36 months of hire.
- Volunteer Engineer** - Three (3) years volunteer service and meet department requirements as established by the Training Division\*.
- Volunteer Lieutenant** - Four (4) years volunteer service and meet department requirements as established by the Training Division\*.
- Volunteer Captain** - Five (5) years volunteer service and meet department requirements as established by the Training Division\*.

\* The intent is for the Training Division to establish a job performance standard for each position based on the job description and responsibilities. These standards will be very similar to those of the career positions of the same category, but may not require state certificates, provided that each individual meets and/or exceeds the established job skills needed for each position.

Volunteer firefighters may ride on apparatus in full-time stations in a training capacity, however, they will not be used to fill in for a career firefighter position for the purpose of fulfilling staffing requirements.

Minimum age requirement for career and volunteer positions: 18 for volunteers, 21 for career.

**Fit for Duty:** This sub-committee recommends that the current Cleveland Fire Department "Fit for Duty" policy be adopted, as written, for all personnel.

**EMS:** Due to the complexity involved, and determining the structure of the EMS division, the subcommittee discussed this and decided it best to let the new board &/or chief make the appropriate SOG's after they have re-structured the division.

This sub-committee recommended that the current Cleveland Fire Department promotion policy and procedure be adopted.

# Cleveland Fire Department

## Operations Manual

### *Promotion Criteria*

New Firefighter (Probationary) – Requires Firefighter I Certification\* within Twelve (12) months of going on active duty.

Firefighter – Requires Firefighter I Certification\*, First Responder Certification\* and completion within Eighteen (18) months of service. Firefighter II Certification\* is required within Thirty (30) months of hire date.

Driver/Engineer – Requires Firefighter II Certification, Pumper/Driver Operator\*\* Certification, First Responder Certification, a valid Tennessee Drivers License and completion of three (3) years line experience.

Lieutenant – Requires Firefighter II Certification, Pumper/Driver Operator\*\* Certification, First Responder Certification, Fire Instructor I, Fire Officer I Certification, a valid Tennessee Drivers License and completion of five (5) years line experience.

Captain – Requires Firefighter II Certification, Pumper/Driver Operator\*\* Certification, First Responder Certification, Fire Officer I Certification, Fire Instructor I Certification, a valid Tennessee Drivers License and completion of seven (7) years line experience with a minimum of three (3) years as a Company Officer.

**Only those "qualified" at the time of testing shall be allowed to take the promotional test. The term "qualified" shall include the required years of service (if applicable), completion of all required certifications, and/or and completion of all educational requirements. Under unusual circumstances; i.e., applicant does not have required years of service and the position must be filled; the Fire Chief may alter this qualification if he deems it necessary in order to fill the position.**

**The Cleveland Fire Department will make every effort to aid and assist firefighters in obtaining all required certifications in a timely manner. However, it is ultimately the individual firefighter's responsibility to obtain all necessary certifications within the required time.**

**\*\* Fire Apparatus Operator Certification will also satisfy this requirement**

# Cleveland Fire Department

## Operations Manual

### Selection Criteria

A. Seniority

Seniority is defined as length of service with the Cleveland Fire Department. Additional seniority with the City of Cleveland in any position will not be considered. Evaluation of seniority shall be based on the following system. Employees shall be given .25 points for each year of service with the Cleveland Fire Department. Seniority will be calculated from anniversary date to anniversary date, only full years of service will be calculated.

B. Written Exam

All applicants for most promotional positions must undergo a written examination to measure job-related knowledge, skills, and abilities. This exam will count as 25 percent of a candidate's total score. A passing score of 70 must be attained in order to continue in the process.

C. Practical Assessment

Applicants for a Driver/Engineer, Lieutenant, and Captain will go through a practical assessment administered by the Cleveland Fire Department Training Division. An assessment center may be used for a Captain position as a form of practical evaluation. The practical assessment will count as 25 percent of a candidate's total score and applicants will be scored from 0 and 100.

D. Interview

An interview panel consisting of the Deputy Chief and three Officers at the rank of Captain or above will be formed to interview each candidate. This interview will be valued at 25 percent of the total score and applicants will be scored between 0 and 100. This score will be combined with the scores from the written test, the practical test and the seniority score to arrive at a numerical ranking of the applicants.

E. The top three names will then be forwarded to the Fire Chief for consideration. The Fire Chief, with the approval of the City Manager, will choose one of the three finalists for the promotion.

### Scores and Weights

Final scoring of the selection criteria is based on scores received on each individual element multiplied by the respective weight and summed for each candidate to produce a final weighted selection criteria score. The following list contains each element and its weight:

A.	Seniority	.250
B.	Written Exam	.250
C.	Practical Assessment	.250
D.	Interview	<u>.250</u>
	Total	100%

Effective: June 1, 1997

Revised: January 1, 2009

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*Approved by: Chief Chuck Atchley*



## Bradley County Fire & Rescue

Post Office Box 1167  
Cleveland, TN 37364-1167  
Phone: 423-728-7067 Fax: 423-728-7294

**Dewey D. Woody, Jr. - Chief**

### **Volunteer Certification:**

FF I	32
FF II	8

### **Active Volunteer:**

An active volunteer is one that keeps up to date on their required training as well as their monthly mandatory training.

### **Training requirements for volunteers:**

Orientation Class  
16 hour class – Fire Safety  
64 hour class – Basic Firefighting  
Fire Behavior – 8 hours  
Live Burn – 10 hours  
CPR/AED with Oxygen for the Professional Rescuer  
Vehicle Extrication  
EVOG  
Haz-Mat B.C. and C.I.  
Plus the 4 hour training classes twice a month

Volunteers are not put on BCFR roster until they have gone thru the Orientation class and the 16 hour class.

### **Volunteers that would fall under the “Exception”**

5 but no more than 7

There was a bit of discussion concerning exempt employees, which basically means the employees could have difficulty obtaining firefighter 1 or 2 status. Mr. Sullivan clarified there are 40 volunteers with Firefighter 1 status and of those 8 have Firefighter 2 certifications. Mr. Woody stated yes.

### ***3. Structure of the Emergency Services Board.***

The committee unanimously approved the following as the Emergency Services Board:

The Board would consist of three members of the Bradley County Commission, three members of the City Council and one member of the Charleston City Commission, all of which would be appointed by the elected body. Mayor Tom Rowland, Mayor Gary Davis and Mayor Goode would serve as ex-officio non-voting members. Also, the advisory panel would consist of the City Manager, 911 Director, Medical Director, Emergency Management Director, Manager of

Water Division with Cleveland Utilities, an Insurance representative appointed by the County Commission and a Business & Industry representative appointed by the City Council.

**4. Funding of the department.**

See attached spreadsheet.

5. **Ownership of assets.** The Committee unanimously approved that the Cleveland City Council and the Bradley County Commission transfer assets to the Emergency Services Board at the time of the merger.
6. **Salary and benefits of employees.** It was unanimously approved that the merged department would use the pay and benefit schedules of the City of Cleveland Fire Department. In the future it would continue to mirror the pay and benefits, including pay raises, bonuses and benefit increases of the City. All positions below the Assistant/Deputy Chief, Fire Chief, assistant EMS Director and EMS Director would be brought into the new department at their current rank. The remaining positions would be brought into the department as determined by the Emergency Services Board. It was approved by an 8-1 vote that the EMS employees would be brought into the salary pay scale as presented. The salary grade begins at grade 24 for EMT's.
7. **Implementation timeline.** The Committee unanimously approved that the new Board be in place by December 31, 2011, in order for the merged department, if approved by the City Council and County Commission, to take effect July 1, 2012. Many members stated that the new Board should be set up as soon as possible to give it adequate time for completing all of its duties prior to the July 1, 2012 effective date of the merger.

## **Bradley County Fire-Rescue Volunteer Stations**

- Station 1 (Taylor)
- Station 2 (Keith Valley)
- Station 3 (Maroon Branch)
- Station 4 (McDonald)
- Station 5 (Prospect)
- Station 6 (Eureka)
- Station 7 (Chatata Valley)
- Station 8 (Headquarters)
- Station 9 (Charleston)



	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
1	FIRE MERGER TASK FORCE CALCULATIONS														
2															
3				PROJECTION		PROJECTION		PROJECTION		PROJECTION		PROJECTION		PROJECTION	
4			Cents	2011/2012		2012/2013		2013/2014		2014/2015		2015/2016		2016/2017	
5															
6	Operating Expenditures-CFD			7,796,200		7,952,124		8,111,166		8,273,390		8,438,858		8,607,635	
7	Operating Expenditures-BCFR			1,712,653		1,746,906		1,781,844		1,817,481		1,853,831		1,890,907	
8	Ambulance Service Expense			4,771,473		4,866,902		4,964,241		5,063,525		5,164,796		5,268,092	
9	2% inflation non salaries expenses			28,602		44,774		45,670		46,583		47,515		48,465	
10	Post Employment Expense-City			535,000		588,500		647,350		712,085		783,294		861,623	
11	Post Employment Expense-County			190,000		209,000		229,900		252,890		278,179		305,997	
12	Other Admin(Audit, Board, IT) estimate			50,000		50,000		50,000		50,000		50,000		50,000	
13	Depreciation-City			350,000		350,000		350,000		350,000		350,000		350,000	
14	Depreciation-County Fire			274,349		274,349		274,349		274,349		274,349		274,349	
15	Depreciation-EMS			183,921		183,921		183,921		183,921		183,921		183,921	
16	Vacation Payout			387,632		0		0		0		0		0	
17	Conversion Costs estimate			285,550		0		0		0		0		0	
18															
19	Total Expenditures			16,565,380		16,266,477		16,638,441		17,024,224		17,424,741		17,840,988	
20															
21	Salary Equalization			0		439,144		439,144		439,144		439,144		439,144	
22	Operations Westland Drive			0		92,000		93,840		95,717		97,631		99,584	
23	Debt service Westland Drive			0		0		199,283		199,283		199,283		199,283	
24	Three Frozen Positions CFD			0		150,000		153,000		156,060		159,181		162,365	
25	Reduced Overhead			0		(30,000)		(30,000)		(30,000)		(30,000)		(30,000)	
26	Two additional positions & promotions			0		210,000		214,200		218,484		222,854		227,311	
27	BC Rescue			174,248		177,733		181,288		184,913		188,612		192,384	
28	Total Adjustments			174,248		1,038,877		1,250,755		1,263,601		1,276,705		1,290,070	
29															
30															
31	Total Adjusted Cost For Fire and Rescue			16,739,628		17,305,354		17,889,195		18,287,825		18,701,446		19,131,059	
32															
33	Salary Equalization			0		114,618		114,618		114,618		114,618		114,618	
34															
35															
36	Total Merged BCES			16,739,628		17,419,972		18,003,813		18,402,443		18,816,064		19,245,677	

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
37															
38	FIRE MERGER TASK FORCE CALCULATIONS														
39				PROJECTION		PROJECTION		PROJECTION		PROJECTION		PROJECTION		PROJECTION	
40				2011/2012		2012/2013		2013/2014		2014/2015		2015/2016		2016/2017	
41	Revenues:														
42	Assumes 2% growth; 93% Collection of Real & Personal, 99% on PSC														
43															
44	Cleveland City Limits - Real & Personal	69.98		\$7,216,516		\$7,360,846		\$7,508,063		\$7,658,225		\$7,811,389		\$7,967,617	
45	Br, Fringe Including Westland & Tasso	57.25		\$2,557,202		\$2,608,346		\$2,660,513		\$2,713,724		\$2,767,998		\$2,823,358	
46	Br. Rural Within 5 Miles including Charl.	50.11		\$1,680,865		\$1,714,483		\$1,748,772		\$1,783,748		\$1,819,423		\$1,855,811	
47	Br. Rural Outside 5 Miles	42.99		\$254,479		\$259,569		\$264,760		\$270,055		\$275,456		\$280,966	
48	Less 2% Trustee fee except City Limits			(\$89,851)		(\$91,648)		(\$93,481)		(\$95,351)		(\$97,258)		(\$99,203)	
49	Total Revenues from Fire Tax			\$11,619,212		\$11,851,596		\$12,088,628		\$12,330,401		\$12,577,009		\$12,828,549	
50															
51	Other Revenues:														
52	City - State In-Service Training			\$57,600		\$59,400		\$59,400		\$59,400		\$59,400		\$59,400	
53	County - State In-Service Training			\$11,400		\$11,400		\$11,400		\$11,400		\$11,400		\$11,400	
54	Charleston Agreement w/Br. Co.			(\$25,000)		(\$25,000)		(\$25,000)		(\$25,000)		(\$25,000)		(\$25,000)	
55	Br. Co. Tax for EMS (700 + 200 + 114)	5.60		\$1,040,618		\$1,061,430		\$1,082,659		\$1,104,312		\$1,126,398		\$1,148,926	
56	Br. Co. Tax for Rescue	1.00		\$174,248		\$177,733		\$181,288		\$184,913		\$188,612		\$192,384	
57	Less 2% Trustee fee			(\$20,812)		(\$21,229)		(\$21,653)		(\$22,086)		(\$22,528)		(\$22,979)	
58	Ambulance Service Revenue			4,000,000		4,000,000		4,000,000		4,000,000		4,000,000		4,000,000	
59															
60				\$16,857,266		\$17,115,331		\$17,376,722		\$17,643,340		\$17,915,291		\$18,192,681	
61	Surplus (Deficit)			\$117,638		(\$304,641)		(\$627,092)		(\$759,103)		(\$900,773)		(\$1,052,996)	
62															
63						Across the				Three frozen		2 Additions			Increase over
64	Tax Rate Calculations			Current rate		Board Inc		Salary Equal		City positions		& promotions		Total	current rate
65															
66	City of Cleveland			57.18		10.00		0.00		1.50		1.30		69.98	12.80
67	Br, Fringe Including Westland & Tasso			40.70		10.00		5.25		0.00		1.30		57.25	16.55
68	Br. Rural Within 5 Miles including Charl.			33.56		10.00		5.25		0.00		1.30		50.11	16.55
69	Br. Rural Outside 5 Miles			26.44		10.00		5.25		0.00		1.30		42.99	16.55
70															
71	Funded county-wide														
72	EMS			5.60											
73	BC Rescue			1.00											
74	Note: the financial impact of employees changing health insurance coverage from individual to family coverage is not included in this report														