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**THE BILL BLACKWOOD
LAW ENFORCEMENT MANAGEMENT INSTITUTE OF TEXAS**

Consolidating Police and Fire Services
Into a Public Safety Department

A Policy Research Project
Submitted in Partial Fulfillment
of the Requirements for the Professional Designation
Graduate, Management Institute

by
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Sunset Valley Police Department
Austin, Texas
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638

ABSTRACT

The City Of Sunset Valley is currently under contract with the City of Austin for fire services. The consolidation of emergency services would allow the city to have and provide all emergency services. Sunset Valley being a small municipality, officers are expected to go that “extra” step to help protect the residents. The increased cost of the contract tightens the budget strings, which also directly impacts the police department.

The purpose of this project is to determine the feasibility of creating a Public Safety Department for the City of Sunset Valley. This will eliminate the need for a contract with the City of Austin for fire services, therefore keeping money in the budget of Sunset Valley. The project will also provide insight to how a Public Safety Department operates.

Surveys were sent to Departments that operate as a Public Safety Department. The surveys along with research into prior experiences and written material provided the basis for this project. The surveys showed the strategy of consolidating emergency services works well for smaller cities that might have limited resources. They also it works well for smaller communities. The projected increased contract cost will become a burden to Sunset Valley’s budget since the City does not have a City property tax to off set the increases.

The Public Safety concept would work for a City the size of Sunset Valley. It will take commitment from the City leaders and from employees. It will better train Officers to handle a multitude of public safety emergencies.

RESERVE

TABLE OF CONTENTS

Section	Page
Abstract	
Introduction	1
Historical Context	2
Review of Literature or Practice	4
Discussion of Relevant Issues	8
Conclusion/Recommendations	12
Bibliography	
Appendices	
I. Summary of Interview – Brad Beauchamp	
II. Survey – Sunnyvale Public Safety	
III. Survey – Woodway Public Safety Department	
IV. Survey – Spartanburg Public Safety Department	
V. Survey – DFW Airport Department of Public Safety	

Introduction

In the past two years the City of Sunset Valley has suffered the loss of two residential structures. The losses, in large, were due to the inadequate fire service being provided by a volunteer agency. The purpose of this project is to evaluate the feasibility of consolidating police and fire services.

The project will investigate the feasibility of the Police Department providing both police and fire services. It will evaluate the department's capability of handling the increased responsibility while still fulfilling its law enforcement mission. This policy research paper will provide information on the additional operations police officers have to assume and tell how it is working in other jurisdictions.

The proposal will ultimately be presented to the Sunset Valley City Council. The city council has already asked that information be gathered so the consolidation maybe evaluated. The Chief of Police, City Administrative Assistant, and Public Works Director will also evaluate the proposal. Other city commissions, task forces, and the general public will also view and make commits on the proposal.

This policy research paper will review other agencies that have consolidated police and fire services, government codes, and other written material on the subject. A review of literature will provide history and information into the operations of public safety departments. The Texas Government Code, Texas Code of Criminal Procedures, TCLEOSE, and Texas Fire Commission rules will be reviewed to determine any legal restraints into consolidating the two services. A survey instrument will be used on other Public Safety Departments from Texas and other areas

across the country to gather information on the impact and suitability in integrating the services.

The intended outcome of this policy research paper will be to decide the feasibility and benefits of consolidating the fire and police services. It will address reasons why Sunset Valley should consolidate services and identify any concerns or short falls. Examples of successes and the identity of other cities that have done away with integrated services will be shown as well as the reasons why. Finally, the proposal will be a working document to guide the city in its decision to consolidate services.

Historical Context

The City of Sunset Valley has been incorporated as a municipality since the 1940's. It relied upon volunteer fire service up until October of 1998 when it entered into a contract with the City of Austin to provide fire service. The change was made because of two structure fires that had occurred. The cost for the contract in the first year was \$222,000 (City of Sunset Valley, 1998). The projected cost for the contract for 1999-2000 is \$273,580 (City of Sunset Valley, 1999). That's a projected increase of \$51,580.

The search for a cost effective way to provide fire services led to the idea of integrating police and fire services into a Public Safety Department. This concept is not new. It originated in Canada around the turn of the century (Frucher,1977,A1). It became popular in the 1950's and 1960's in the United States (Frucher,1977,A1). It was more popular with city administrators than managers from either discipline. The unpopularity is evident in records of the Association of Fire Chiefs. Because of this loss of identity, records show that as far back as the 19th century "an association that preceded the International Association of Fire

Chiefs “resolved” to oppose an attempt of integrated or combine fire – police departments” (Frucher,1977,A1). The consolidation would help save money and make it possible to provide adequate fire and police protection. There were several ways of consolidating services.

Cities had to determine what changes would have to be made to statutes so the consolidation concept could be pursued. This had to include local and state laws (Rubin, 1984,224). Attention had to be paid to civil service regulations and city policies. Another problem was presented if the city was under civil services boards. These boards may need to be abolished and reestablished under the public safety concept (Citizens Research Council of Michigan,1975,11). City charters and policies may have to be adapted to permit the integration of services and provide structure. The City of Sunnyvale California formally established its Public Safety Department in 1950 by the City Council passing Resolution 1040. This action provided for the approach to the delivery of municipal safety services (Williams,unknown). City governments have always considered the best ways to provide services to its community. City government bodies determine how services are provided and delivered by passing resolutions or ordinances. Considerations of how to deliver adequate public safety services on tight budgets were the main drive in the integration of police and fire services (Frucher,1977,B1). In the 1970s, Woodway and DFW Airport implemented the public safety concept. In 1983 Spartanburg, South Carolina implemented this idea. Both Woodway and Spartanburg implemented the plan as a way to provide adequate cost effective public safety services.

RESERVE

Review of Literature or Practice

Emergency response is always a concern that has to be addressed. How fast do officers or firefighters arrive to an emergency call? There is a substantial reduction in response time when a member from a public safety department that is dual certified responds to a call. A police officer that has been trained in fire services can arrive at a scene faster. This reduction can be as much as 25 to 50 percent (Frucher,1977,B1).

These police officers are better qualified to handle a vast variety of calls when they are trained in both fields. In an interview conducted on May 5, 1999 with Brad Beauchamp, Assistant Travis County Marshal, Beauchamp stated that Public Safety Officers, officers trained as police officers and firefighters, often can answer a fire call and extinguish a fire with an extinguisher from a patrol car. This type of service gives the citizens a greater feeling of safety and security. It also demonstrates the fiscal responsibility of the department and the City.

Savings can be attributed to the cost of having to employ fewer people to meet the needs of the public. Fewer personnel are needed to stand by at a fire station to operate fire equipment. Previous studies have shown that the time a firefighter is at or in transit to a fire is only 2% of his total on duty time (Frucher,1977,B1). The consolidation allows for better use of personnel. Consolidation also saves money by reducing the number of support services such as communications, budgeting, personnel, and records section. It also reduces the central staff needed to run two separate departments (Frucher,1977,B1).

There are five basic ways to consolidate/integrate services. The first way through fully consolidated departments, where all aspects of the operation are consolidated. Police officers and

firefighters are trained and commissioned in both areas and operate under one command structure (Lord and Lynch,1979,2). The second way is a partial consolidation where each operation runs its separate operations but personnel from each department are crossed trained to assist the other areas to meet a certain goal. This is when most Police officers are trained as firefighters so they can be called to assist in fire operations (Lord and Lynch,1979,2). A selected consolidation is where areas in specific geographical areas are consolidated. Cities have done this type of consolidation in areas where land has been annexed so that the city can provide services until staffing can be increased (Lord and Lynch,1979,2). A functional consolidation is where personnel assist in the administrative area of both police and fire services (Lord and Lynch,1979,2). Finally, nominal consolidation where each area is under one chief executive officer and is branched out into separate departments from that point (Lord and Lynch,1979,2).

Consolidating police and fire services is not a new topic. Most of the gathered information was collected in the 1960's and 1970's when consolidation was often considered to reduce the cost and provide better service. This topic has always been controversial with the major focus of that controversy being centered around the control of the agency (Frucher,1977,A1).

The concept tends to work for smaller communities and not so much for larger areas. It also works better when there was an unpaid fire services for the community. These two items could be directly correlated since it is often difficult for smaller cities to provide both services and these cities may rely heavily on a volunteer fire service. Also, there tends to be lot less specialization in smaller departments. In small communities a workable integrated police

department can function satisfactorily, where in larger metropolitan areas “specialization” would be necessary (Allen,1961,5). Smaller agencies tend not to have specialized police units such as CID or traffic units.

There tends to be more opposition to the consolidation concept when there are these specialized areas. This leads to a concentration of the negative response to the consolidation around the additional responsibilities and loss of identity. Police officers want to be police officers and firefighters want to be firefighters. Because of this loss of identity, records show that as far back as the 19th century “an association that preceded the International Association of Fire Chiefs “resolved” to oppose an attempt of integrated or combine fire – police departments” (Frucher,1977,A1). It was also noted that the main drive for consolidation in communities that had fire departments concentrated along the lines of better utilizing firefighters time more efficiently (McGinty,1961,7). The focus should be more along the lines of providing better services through a diverse department. A department where personnel can handle a variety of emergencies. Police officers are often the first to arrive on fire scenes, so it makes sense to train these officers on what to do. Cities looking for ways to provide services and reduce cost led to the consolidation concept. The consolidation efforts can occur at different levels to meet a city’s needs.

A survey was conducted of cities that have Public Safety Departments. Fifteen surveys were sent out. Four agencies responded to the surveys. Sunnyvale California responded to the survey. That City has a Public Safety Department since 1950. Before consolidation, they were served by a police department and a volunteer fire department. The growth of the city led to the

desire for paid fire services. Both separate specialized police and fire services and the concept of consolidated services were studied. The City Council pursued the consolidation concept, which provided a more generalized service with less duplication of certain support staff. Public Safety Officers rotate between fire and police duties every three to five years. Public safety officers that are assigned to patrol respond to fire calls to assist public safety officers assigned to fire services. This concept allows the fire department to be staffed with minimal personnel. This effects patrol services by allowing more public safety officers to be assigned to police/patrol services. This allows the City to have a ratio of 1.70 public safety officers per 1,000 residents. Police based personnel alone has a ratio of .91 per 1,000 residents. The national average for police alone is 2.2 (Williams, unknown).

The City of Woodway, Texas established its Public Safety Department in 1975. When it began, the department only had ten employees and no paid fire service. It has evolved into a 23-officer department that provides police and fire services. It also relies on mutual aid agreements for police and fire services with neighboring communities. It is run slightly differently in that public safety officers on patrol respond to fire calls initially and request additional fire equipment as needed. When additional equipment is required an officer that has responded to the fire station operates the equipment and responds to the scene. Off-duty personnel are subject to call out and are required to carry pagers for such call outs. An officer that is called out is compensated with either overtime pay or comp time. The city Woodway has a population of 10,000 and is basically a suburb of Waco.

The City of Spartanburg, South Carolina established its Public Safety Department in 1983.

RESERVE

It was phased in over a period of one year. Patrol officers are cross-trained as firefighters, while firefighters are firefighters, they do not handle police calls. Public safety officers respond to assist firefighters with fire calls. This reduces the number of firefighters required to put out a fire. The department currently has 148 sworn officers. The city employees only sixty-nine firefighters because of the public safety concept which reduces cost for staff. They fall under one Director with separate fire and police divisions. The city has a population of approximately 45,000.

Dallas Ft. Worth Airport also operates under the public safety concept. It began its operations in 1971 when the airport was opening. Personnel are trained and commissioned as police officers, firefighters, and emergency medical technicians. The public safety officers are assigned to an individual section. The department employs 300 sworn officers.

Many of the same reasons earlier consolidation efforts were sought led to the why the four agencies above sought consolidation as a means to serve their communities while controlling cost. There is no set way of what is right or what will or will not work. The consolidation concept can be implemented to meet the needs of individual cities. It can be molded to fit the desires of the residents it serves and with the amount of money budgeted. The issues that need to be addressed differ from community to community.

Discussion of Relevant Issues

This section of the paper will address three issues relevant to the implementation of a consolidated agency. These issues are training requirements for obtaining a commission if fire protection and for a basic police officer commission, recruitment and retention, and legislative compliance.

Consolidation means doubling the training requirements that a public safety officer is

RESERVE

required to have to be commissioned in both fields. More than the basic academy training is required. Police officers are required by the Texas Commission of Law Enforcement Officer Standards in Education (TCLEOSE) to attend forty hours of inservice training every two years. The same inservice standards are in place by the Texas Commission of Fire Services, the agency that oversees firefighters in the State of Texas. If an agency desires to certify public safety officers as emergency medical technicians then they have the same inservice requirements as both law enforcement and fire services. The Texas Department of Health oversees the certification of EMTs in the state. Certifying officers in both fields will be time consuming and require great dedication and training on the part of the officer. As well as time allotment by the city. All the surveys mention at some point the difficulty with training and the dedication it takes to meet inservice training obligations. This strain for time leads to the issue of recruitment and retention.

Recruiting the right person can be challenging but is very necessary to insure the right type of person is employed. DFW Airport pays particular attention the commitment level of applicants during the hiring process. This comittment is very important. Public Safety Departments have to meet hiring standards for law enforcement and fire services expertise. A portion of the testing is identical, but there are some differences mostly along the physical agility portion. The City of Sunnyvale Public Safety Department engages activities that include a weight lifting, carrying fire hoses up stairs, and dragging fire hoses. It could be difficult to find a person that is interested in performing with such dedication. Retaining old officers can be difficult when a department converts to a public safety department mainly, because of the extra duties and the increased amount of inservice training. Officers may resent or feel the loss of identity as a

RESERVE

police officer or firefighter (Frucher,1977,E1). Everyone knows what a police officer or a firefighter does, but the title public safety officer can be unclear. This could lead to a difficult time holding on to police officers who are not interested in fighting fires. The titles and structure of the agency will have to be addressed by the city council or governing body.

There are certain requirements to developing a public safety department. Most of these requirements can be addressed at the local level. In the interview with Beauchamp he stated that the only state regulations are those mentioned above under training requirements. He stated there are no other state requirements. Sunset Valley is not under civil service so there are no civil service considerations in that area. If there was a civil service board in place, then the board would have to be reorganized (Citizens Research Council of Michigan,1975,11). The city charter will have to be changed to allow for the creation of a Public Safety Department and for the job descriptions of the staff of the public safety department (Rubin,1984,224). The time spent and evaluating the creation of the department only helps the department succeed. Even with careful planning there will be certain constraints that will need to be addressed.

The main constraint going into a public safety department will be the time needed to send police officers already employed by the city to a fire academy to receive training so they may be commissioned as firefighters. The city will need to hire additional officers. Beauchamp, who is familiar with Sunset Valley, recommended the department be staffed by 4 officers on the street and 4 on stand by. That would be a total of 16 officers a day working twelve-hour shift. This does not include officers needed to cover days off or time away at training. A conservative estimate of 24 to 32 officers would be needed to cover the shifts. The City of Woodway

operates with a staff of 23 public safety officers, so it may be possible to reduce the number of public safety officers needed. The change will bring strain on the staff presently employed by the police department. The planning will need to include this staff so they will have input in its creation, thus promoting desire to make the conversion by the current staff. Support by the community will also be necessary in the creation of a public safety department. The support will be gained by ownership in a fire service and education.

The citizens are receiving fire services by the City of Austin on a contract basis at this time. The amount of this contract is expected to increase, making the concept of consolidated services more desirable. The citizens have always supported the services provided by the police department. The idea of having their own department that provides paid fire services should be desirable among the citizens. Education on the concept will be very important. One of the questions that will arise will be what happens if a major fire erupts and officers are tied up on police operations or other emergency calls.

Mutual aid agreements are a way to address the possibility of having too many calls or a severe emergency that stresses the abilities of the department. The police department already receives back up assistance from neighboring agencies. A mutual aid agreement could be signed with neighboring fire departments to provide the same assistance. This would allow Sunset Valley to call cities like Austin and Westlake Hills for assistance in the case of a large fire. There are also two volunteer agencies that possibly could assist in a mutual aid agreement. There maybe other constraints that may arise, but with careful planning theses problems can be worked out to

RESERVE

make the consolidation a success. The cost of this program will be extensive to start but the savings over the contract plus direct control may prove to be a great expenditure of time and funds.

The contract with the City of Austin is projected to increase by approximately \$51,000 between year one and year two of the contract. This cost is also projected to steadily increase as property valuations increase and land is developed in Sunset Valley. The first major expenditures will be to hire additional staff and have everyone trained as firefighters. This will mean commitment to the plan and will require a significant capital outlay. This may be difficult due to having to continue the contract with Austin Fire Department. The goal could be set to do this phase in a one year period. This will require recruiting people who are certified as police officers so we can concentrate on fire certification. The cost of this phase will be substantial, and is yet undetermined because it is hard to project how many officers will be hired.

The second phase will be just as expensive, with the City having to purchase fire equipment and build a structure to house the fire operations section. Also, at the end of this phase officers will need to be compensated for their certifications and for performing dual duties.

The contract with Austin will need to be continued until both phases are completed. The cost to run the fire portion of the public safety department was projected to be cost effective by Beauchamp once the two phases are completed.

Conclusion/Recommendations

The purpose of this project was to evaluate the possibilities of converting a police department into a consolidated public safety department that provides both fire and police

RESERVE

services. The City of Sunset Valley is currently in a contract with the City of Austin for fire services. The cost of this contract is expected to steadily increase. Forming a public safety department is simply an alternative to that contract.

This issue is relevant to the department because if a public safety department is formed it will change the operation of the police department. It will increase the size and call load that officers have to answer. A public safety consolidation also means officers will be better trained to assist the public in a more professional and competent manner. Officers already respond to fires and, with fire training, will be better able handle the situation.

The issue is one of considering what will have to happen before a police department can become a public safety department: a department that provides both fire and police services. There are issues of hiring, training, and retention of officers. The level of compensation will have to be increased to retain well trained officers. The city charter will need to be changed to allow such consolidation.

In conclusion, the consolidation of police and fire services is a concept that would work very well for the City of Sunset Valley. The city is small and has very little area to grow. A well trained department with a mutual aid contract with surrounding areas would provide a high level of service. Beauchamp stated that many times a public safety officers on patrol could respond in a patrol car and with a fire extinguisher to put many fires out. This adds to the safety of the community. It is recommended that the concept of consolidation be further considered by the City of Sunset Valley with the understanding it will take time and considerable funds to implement.

The recommendation made will address the issue of a steady increase in contract service

RESERVE

with the City of Austin. It will also explain the ways of consolidation of public safety departments. The consolidation concept will provide faster services to the citizens of the city. Officers that are dual trained will be better prepared to handle fire service calls. This document will also help with the determination of what direction the City should take in providing fire and police services.

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RESERVE

APPENDICES

- I. Interview Summary – Brad Beauchamp
- II. Survey – Sunnyvale Public Safety
- III. Survey – Woodway Public Safety Department
- IV. Survey – Spartanburg Public Safety Department
- V. Survey – DFW Airport Department of Public Safety

RESERVE

Summary of Interview

Person Interviewed: Brad Beauchamp, Assistant Travis County Fire Marshal

Date and Time of Interview: May 5, 1999 at 4:00pm

Place of Interview: Sunset Valley Police Department, 2 Lone Oak Trail

Purpose: GMI Research Project, Public Safety Departments

Mr. Beauchamp is currently employed as a Fire Marshal for Travis County. He worked for Dalworthington Gardens when that city began implementing the Public Safety concept.

1. What Texas cities are you aware of that have Public Safety Departments?

Dalworthington Gardens, Highland Park, Southlake, Woodway, Watauga, Missouri City, and DFW Airport.

2. What are some of the requirements?

All PSO (Public Safety Officer) must be certified in all three disciplines (Fire, Police, EMS). This will require extensive comment to obtaining basic certifications in Fire, EMS, and Police. There will also be continuing education requirements.

3. What are the benefits?

Officers would be able to receive more pay for the increased duties and the public will have better trained personnel able to respond to emergencies. Most fires can be extinguished by the first responding PSOs. A PSO can also be paid at a higher rate which reduces turn over.

4. What was the biggest obstacle?

The rank structure and level of training between the disciplines.

General comments made by Beauchamp: Sunset Valley is a community that would benefit greatly by having a Public Safety Department. It would require a staffing amount of 4 on duty and 4 on standby. The continuing education requirements would triple. Each discipline requires 40 hours of in-service training every two years.

Beauchamp worked for Dalworthington Gardens during their conversion from a law enforcement agency to a Public Safety Department. The cost of contracting fire services steadily increased to the point it was more cost beneficial to form a consolidated Department. The consolidation was accomplished over a period of time and took the commitment of everyone involved.

Consolidating Police and Fire Services
Policy Research Project

Survey

Agency Name: SUNNYVALE PUBLIC SAFETY

Person Completing Survey: OFFICER JAMES ROUZIANE

Telephone Number: 408-730-7164

1. How long has your department been a Public Safety Department and was there a transition from a law enforcement agency to a Public Safety Department?

1950. A BRIEF TRANSITION TO INCORPORATE
A VOLUNTEER FIRE DEPARTMENT

2. What is the size, in sworn and non-sworn personnel, of your department?

220 SWORN
80 CIVILIAN

3. What impact do the other services have on the law enforcement mission of your department?

NONE, AS WE HAVE BEEN FULLY INTEGRATED
FOR SO LONG.

4. How do the Officers of your department feel about having the responsibility of fighting fires, answering medical calls, and providing law enforcement services?

THEY ENJOY IT.

5. What shifts do the Officers work?

4-11 HOUR SHIFTS ON PATROL
WITH 4 DAYS OFF.
FIRE WORKS 3/4 : 24 HOURS ON, 24 OFF

6. What type of rotation occurs between the function of firefighter and police officer?

ANNUAL OR LONGER, MAY DEPEND ON
STAFFING NEEDS, SPECIAL EVENTS, ETC.

7. What has been the biggest challenge of maintaining the Public Safety Department?

TRAINING AND STAFFING (RECRUITING)

RESERVE

8. Were there any legislative concerns with consolidating services? _____

NO.

9. What is the population of your community? 125,000

10. What is the geographical size of your community? 24 sq mile

11. How has the community received the consolidated department? _____

VERY WELL

12. What are some of the greatest benefits of consolidated services? _____

COST SAVING TO CITY.

13. If your agency no longer has consolidated services, please discuss why services were redivided. _____

14. Please list any other agencies and their contacts that you are aware of with consolidated police and fire services. _____

DALLAS, TEXAS (AIRPORT)

ROHNERT PARK, CA
SEASIDE, CA.



Woodway

Public Safety Department

920 ESTATES DR. WOODWAY, TEXAS 76712 - 254/772-4470 FAX 254/772-9219

June 23, 1999

SGT. Chet Vronka
Sunset Valley Police Department
2 Lone Oak Trail
Austin, Texas 78745

REFERENCE: GMI Survey

Dear SGT. Vronka,

I will attempt to answer all of your questions in paragraph form.

The City of Woodway is an affluent community with a population of 10,000, and covers five square miles. Our concept of Public Safety provides Police and Fire/Rescue services only. Rural Metro is the private medical provider for our county. Each officer is certified in the police and fire fields only. We are also trained as first responders.

We have 23 Public Safety officers, and are supplemented by 25 volunteers. The organizational chart is as follows: Public Safety Director, Captain, one Lieutenant in Patrol, One Lieutenant in Investigations, 2 Corporals in Investigations, 4 Patrol Sergeants, 1 patrol Corporal, 11 Public Safety officers, and a Fire Marshal. The Communication Section has 7 full time, and three part time operators. The municipal court has two employees. The administration staff is supplemented by two secretaries. A humane officer and maintenance man round out the team.

Our department adopted the Public Safety concept in late 1975. The department did not have any paid fire fighters until 1981, but the department only totaled 10 officers. Several officers left the department because they were not pleased with the added responsibility. Our first in-house fire academy began in 1982. This training concept was phased out in 1989. The responsibilities for conducting an in-house fire academy went beyond our means, and budget. Beginning in 1990, we began using either the Temple or the McLennan Community College Fire Academy.

In 1985, we changed Public Safety Director's, one more enthusiastic to the PSD concept. Since then, our hiring process

RESERVE

changed and emphasizes the importance of both professional fields. Typically, we hire non-certified officers (longevity), and send them to the academy's. We require fire certification within one year of hire. Fire pay is added upon graduation. From date of hire, completion of both academies, and field training encompasses just over eighteen months. Although this is a negative point of PSD, the long term service out weighs the length of time.

Our concept is somewhat different from any other PSD that I am aware of. Our officers work four 12 hour shifts in Patrol. They carry their fire gear in the patrol vehicle, along with a fire extinguisher, and a AED. Generally, we have three officers on duty every 12 hours, with an overlap officer. The shifts are 7a-7p, 3p-3a, and 7p-7a. We have divided our city into two districts. When a fire call comes in, the district unit responds to the scene. Dispatch makes the page, and the officer conducts a quick assessment. If an apparatus is requested, one of the other officers responds to the station. Many times, off duty personnel are already at the station preparing to respond. The other on duty officer remains available for police duties. We also have a mutual aid agreement in both police and fire with our neighbors. All officers are subject to emergency recall, and are required to carry an issued voice pager. All emergency recall situations are compensated with overtime pay/compensatory time. Typically in emergency recall situations, we have 2/3 of the off duty officers to respond. The commitment is there with our officers. On the average, we only issue 100 TXFIRS numbers, and one structure fire a year. When the field officer arrives at a scene, most situations can be handled quickly and efficiently.

We have two fire drills a month, and a yearly disaster drill. These are after hours, and typically overtime situations. We also send officers to Texas A & M for additional fire/rescue training.

One problem we have faced recently is maintaining the continuing education requirements in both fields. To combat the training requirements, we have a Fire in-service in the spring and a Police in-service in the fall. This allows the department to maintain basic skills and certification. It also brings all of the shifts together as a group.

Our community has always supported the department. In a recent city-wide poll, ranking city services, the Public Safety Department was ranked #1. We are quite proud of this classification. Our citizens enjoy having the ability to call one office, and have either a police or fire call answered. We have great support from the community.

One benefit to our PSD concept is response time. If a citizen has a small stove top fire, the officer responds, and puts the fire out quickly. In a typical American city, the fire department responds, but not as fast as a district officer. He

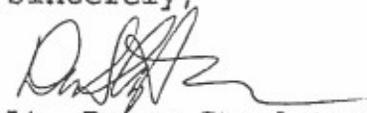
RESERVE

is already in the field, and the apparatus is in the station. Our response times also helped improve our recent ISO rating.

We have found that many small communities are interested in PSD. Our city does not have the statistical data to support a full time staffed fire department. The city does not want a volunteer only department. Public Safety allows the city to have the best of both worlds. The officers are better trained thus providing a better service to the community.

If you have any questions, please call me at (254) 772-4470 ext 213.

Sincerely,



Lt. Denny Stapleton, G.M.I.
Patrol Lieutenant

RESERVE

Consolidating Police and Fire Services
Policy Research Project
Survey

Agency Name: Spartanburg Public Safety Department

Person Completing Survey: Sgt. Regina Nowak

Telephone Number: (804) 596-2090

1. How long has your department been a Public Safety Department and was there a transition from a law enforcement agency to a Public Safety Department?

Our department went to Public Safety in 1993. Yes, starting in the summer of '83 the LE division cross trained as Fireman. This took about a year. The program was implemented in phases. Certain zones were PSO (Public Safety Officer) designated & others were not initially.

2. What is the size, in sworn and non-sworn personnel, of your department?

We currently have 148 sworn and 39 non-sworn. (This includes 19 school guards)

3. What impact do the other services have on the law enforcement mission of your department?

They don't have a major impact. Normally officers don't get many PSO (fire) calls. This is a serious consideration though. If we were to have a serious robbery and murder and then a fire, it could seriously strain our ability to respond to additional calls for service.

4. How do the Officers of your department feel about having the responsibility of fighting fires, answering medical calls, and providing law enforcement services?

Most new officers view it as part of their job. I think some of the older officers resent the fact that they are forced to work fires. We do not provide nor answer medical calls. We have been Public Safety since 1993, so everyone is pretty comfortable with the setup.

5. What shifts do the Officers work?

1st 0700-1400 2nd 1500-2400
3rd 2300-0800 1st and 2nd shift rotate every 2 weeks and
third shift is permanent. They work 4 days on and 2 days off.

6. What type of rotation occurs between the function of firefighter and police officer?

Our firefighters are only firefighters. Our police are cross trained as fireman. Police officers patrol and respond as PSO to a fire scene when dispatched. Basically the PSOs supplement our Fire Division.

7. What has been the biggest challenge of maintaining the Public Safety Department?

The relationship between the Fire Division and the Law Enforcement Division.

RESERVE

8. Were there any legislative concerns with consolidating services? None that I know of.

9. What is the population of your community? 45,000

10. What is the geographical size of your community? 19 miles

11. How has the community received the consolidated department? The community has received the consolidation well. Service has actually increased. The community is generally pleased with the level of service they receive. (Fire and Police)

12. What are some of the greatest benefits of consolidated services? Savings in costs. Officers are better trained and they respond quicker. We carry an ISO rating of 3 - I'm pretty sure this will soon be a 2. The combination of firemen & PCs enable us to carry this rating. We employ 69 firemen. We would have to employ more fireman and this would be costly.

13. If your agency no longer has consolidated services, please discuss why services were redivided. N/A

14. Please list any other agencies and their contacts that you are aware of with consolidated police and fire services. Aiken Public Safety (803) 642-7620

If you have any further questions call Major Doug Hoeton at (804) 596-2178. He has worked here for about 28 years. He would be a great source for you. Sgt. Newark

RESERVE

Consolidating Police and Fire Services
Policy Research Project
Survey

Agency Name: D/FW International Airport Department of Public Safety

Person Completing Survey: Thomas N. Shehan, Chief of Police

Telephone Number: (972) 574-5564

1. How long has your department been a Public Safety Department and was there a transitions from a law enforcement agency to a Public Safety Department ?

28 years; it began as the Department of Public Safety in October, 1971.

2. What is the size, in sworn and non-sworn personnel, of your department?

300 sworn; 32 non-sworn.

3. What impact do the other services have on the law enforcement mission of your department? None.

4. How do the Officers of your department feel about having the responsibility of fighting fires, answering medical calls, and providing law enforcement services?

Officers are interviewed prior to employment and are committed to the public safety concept.

5. What shifts do the Officers work? We work 8, 10 and 12 hour shifts, which vary by each division.

6. What type of rotation occurs between the function of firefighter and police officer? None.

7. What has been the biggest challenge of maintaining the Public Safety Department? The training costs of maintaining state certifications in

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all three expertise. Honoring assignment preference.

8. Were there any legislative concerns with consolidating services? _____

No.

9. What is the population of your community? 37,000 airline & support; 1,400 board empl

* Please see note to this question on back.

10. What is the geographical size of your community? 17,637 acres.

11. How has the community received the consolidated department? Very well.

12. What are some of the greatest benefits of consolidated services? _____

Cost effectiveness.

13. If your agency no longer has consolidated services, please discuss why services were redivided. N/A

14. Please list any other agencies and their contacts that you are aware of with consolidated police and fire services. _____

Highland Park, TX

RESERVE