

**AN ORGANIZATIONAL
AND MANAGEMENT ASSESSMENT
OF THE
RAINBOW CITY, ALABAMA,
FIRE DEPARTMENT**

July 2005

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INTRODUCTION

At the request of the City of Rainbow City, Condrey and Associates, Inc. entered into a contract with the city to conduct an organizational and management assessment of the Rainbow City Fire Department. The objectives of the study included:

1. Reviewing the organizational structure and overall management of the Rainbow City Fire Department;
2. Conducting an FLSA and overtime application review and assessment;
3. Providing on-site subject matter experts to achieve 1 and 2 above;
4. Conducting a benchmarking analysis of the department's operations; and
5. Providing a written report outlining findings and recommendations.

In April 2005, representatives of Condrey and Associates met with Rainbow City officials for information exchange, delivery of employee position questionnaires, and preparation of a tentative work schedule. In May 2005, Condrey and Associates conducted on-site interviews with fire personnel, city officials, and city staff members including the City Clerk and Payroll Clerk. Additionally, Condrey and Associates collected and analyzed information concerning the operation of comparable fire departments on a state and national basis. It should be noted that all Rainbow City personnel conducted themselves in a professional and courteous manner, and were helpful in the information gathering process for this study.

ORGANIZATIONAL REVIEW

Organizational Structure

The current organizational structure of the Fire Department includes a Fire Chief, Fire Marshal (at the time of report preparation, the Acting Fire Chief), three Assistant Chiefs, six Station Captains, three Lieutenants, and nine Firefighters. The current structure appears appropriate at present; however, the City may wish to consider phasing out the position of Lieutenant through attrition and replacing it with the position of Firefighter II. Additionally, the City may wish to consider adopting National Firefighter Professional Qualifications (NFPQ) guidelines allowing for a career ladder (rank in person rather than in position) for entry-level

firefighters to move to the position of Firefighter II based on individual development objectives. Phasing out the position of Lieutenant and replacing it with the career ladder position of Firefighter II will flatten the department's organizational structure, reducing the fire officer supervision ratio from 14:9 to 11:12 and bringing the Department closer to state and national norms concerning rank structure (see Table I).

Staffing and Overtime Expense

The fire department currently maintains a minimum staffing of seven (7) personnel per shift for a total of twenty-one (21) positions. In order to maintain this staffing level, off-duty personnel are required to work in place of any on-duty absences resulting from time off for sick leave, vacation leave and other reasons. For the past fiscal year, the Fire Department experienced \$258,683 in overtime pay with a total of 22 employees in the department. This expense is 23% of all personnel expenditures for the department and represents a department average overtime expenditure of \$12,318 per eligible employee. For the same period, the Rainbow City Police Department experienced \$247,760 in overtime pay; 18% of payroll with a total of 33 department employees (\$7,742 average per eligible employee). It is interesting to note, that after overtime expense is added to base pay, the Acting Fire Chief was the fifth lowest paid employee of the Rainbow City Fire Department for the fiscal year ended September 30, 2004.

Under the current staffing arrangement, if an Assistant Fire Chief is off duty for an assigned shift, another Assistant Fire Chief is called in to work that shift at an overtime rate. In such instances, Condrey and Associates recommends having one Captain function as the Officer in charge for that shift and calling back a firefighter in order to maintain the minimum staffing level in the department. Condrey and Associates also recommends that the Department retain certified fire personnel from other departments that will be willing to work vacant shifts as necessary. These part-time personnel would only be compensated for the time they work with the City; this compensation would be at a regular rather than an overtime rate. An alternative to employing part-time personnel and regular employees on an overtime basis is to place all fire personnel on a rotating, paid on-call basis, and only call these personnel in to work if necessitated by a significant incident (assuring the City will meet OSHA safety standards). Any combination of these three staffing alternatives should significantly reduce department overtime expense.

Fair Labor Standards Act Compliance

Rainbow City currently compensates all employees of the Fire Department, except for the acting Fire Chief, with overtime pay on a weekly basis. Under the *Fair Labor Standards Act*, certified fire personnel qualify for the 207k partial exemption. Under this provision, the work period may be extended up to a maximum of 28 days for the entire work cycle. Our recommendation is to pay any overtime worked by certified fire department personnel, who are non-exempt under *FLSA*, on a 28-day work cycle. Rainbow City would continue to pay the normal hourly rate of pay each weekly pay period and would only pay overtime every 4th pay period (at the end of the 28-day work cycle). The maximum number of hours worked before being paid overtime is 212 hours in a 28-day work cycle. Under the current work schedule of 24 hours on duty and 48 hours off duty, fire personnel will work either 216 hours (with four hours overtime) during the 28-day work cycle, or 240 hours (with 28 hours overtime) during the 28-day work cycle. There will be two shifts on the 216-hour schedule, and one shift on the 240-hour work schedule in each 28-day cycle.

All employees of the Fire Department currently receive 156 hours per year of overtime pay in their “regular” work schedule. By changing fire personnel to the 28-day pay cycle, the maximum overtime hours to be paid for their “regular” work schedule is 148 hours. If fire personnel take leave (vacation or sick) during the 28-day work cycle, the law allows the employee to be paid at straight time rate instead of at the overtime hourly rate, thereby reducing the threshold of the overtime rate.¹ Changing to a 28-day pay cycle should allow for a departmental overtime savings of over \$25,000 per year.

After reviewing the City’s current *FLSA* designations for the Fire Department, it appears that the position of Assistant Fire Chief may be exempt under overtime provisions of the *Fair Labor Standards Act* (*FLSA*). The City Attorney (in conjunction with a labor attorney specializing in *Fair Labor Standards Act* compliance) should review this position for a final determination of

¹ For example, a Firefighter works 4 hours overtime during the pay period and also takes 24 hours vacation leave. If the Firefighter’s hourly rate is \$10 and the overtime rate is \$15 per hour, the 4 hours of overtime would be paid at the regular hourly rate of \$10 per hour, not the overtime rate of \$15 per hour.

exemption status. The current job description for the position of Assistant Chief includes the following functions that fall into the Executive Exempt category:

- Commands one of the three (3) platoons of fire suppression personnel and the two (2) fire stations.
- Responds to emergencies and assumes command, coordinates and supervises the emergency operations of all companies involved in fire suppression, rescue, and other emergencies.
- Coordinates the activities of a platoon in order to maintain and support the operation of department equipment, apparatus, and plant facilities so as to insure operational readiness and longevity.
- Plans and coordinates the effective use of human resources in an effort to help meet departmental objectives and goals.
- Insures that departmental policies, procedures, rules and regulations are implemented and maintained.
- Participates in selection, disciplinary action, and other conclusive personnel actions.
- Participates in planning, organizing, training, fiscal management and the administration of employee relations and the Equal Employment Opportunity policies of the department.
- Plans, organizes, and prepares special reports or projects as required by the Fire Chief.
- Coordinates and approves leave of assigned personnel in order to insure that adequate minimum staffing levels are maintained.
- Performs other management functions as directed by the Fire Chief.

Based on information provided by the Acting Fire Chief and interviews with Department personnel (conducted by a subject matter expert with significant experience in fire operations and management), the following duties were confirmed as being performed by the position of Assistant Fire Chief:

- Commands a shift (includes both stations)
- Frequently exercises discretion and independent judgment
- Supervises six (6) employees on each shift
- Regularly utilizes supervisory authority

- Makes hiring recommendations (discusses with Fire Chief)
- Makes termination recommendations (discusses with Fire Chief)
- Makes promotional recommendations (discusses with Fire Chief)
- Reviews disciplinary actions taken by the Captain; recommends resolution to the Fire Chief
- Trains subordinate employees
- Responds to employee grievances
- Allocates work among employees
- Works under the very general supervision of the Fire Chief

If the City Attorney, in consultation with a labor attorney specializing in *FLSA* compliance, concur that the position of Assistant Fire Chief is exempt from overtime provisions of the *Fair Labor Standards Act*, the potential direct savings in overtime compensation based on the previous year's experience is approximately \$50,000. This amount would be offset by the cost to hire part-time personnel, call back other lower-ranked personnel, or to require personnel to be placed on call and only called back to duty as needed.

PERFORMANCE AND BENCHMARKING ANALYSIS

As part of our review of the Rainbow City Fire Department, we conducted a performance and benchmarking analysis of Fire Department services. The benefits of performance measures are widely recognized in the management literature. Performance measures provide a means of defining program service levels both at the operating level and the strategic level. Additionally, performance measures can clarify expectations and provide a rational methodology to report and track program accomplishments to managers, citizens, and policymakers.²

Benchmarking is a management tool to compare performance measures. Benchmarking allows management and employees the opportunity to see the results of their efforts. Managers can identify service areas where they are performing well, can improve performance in service areas where their performance is below that of comparable jurisdictions, and have data to assist in decision making.

The benchmarking analysis for the City of Rainbow City utilizes three peer groups. Peer Group 1 provides a statewide comparison that includes all Alabama municipalities participating in the Auburn University's Center for Governmental Services Alabama League of Municipalities 2004 Alabama Municipal Salary and Benefits Survey for Municipalities over 2000 Population (July 2004). Participants are shown in Appendix A. Peer Group 2 provides a local comparison by utilizing municipal fire districts selected by the City of Rainbow City Acting Fire Chief. Peer Group 2 includes the cities of Attalla, Boaz, Gardendale, Guntersville, and Mountain Brook. Peer Group 3 provides a national comparison by including participants in the International City County Manager's Association's Center for Performance Measurement's Eighth Annual Report (November 2004).

The benchmark comparison includes measures at the organization level that demonstrate results (efficiency, effectiveness, and equity); are limited; responds to multiple priorities; and link to responsible programs. Data was collected internally and externally. Appendix B defines specific terminology used in the discussion.

² Allen, John R. "The Uses of Performance Measurement in Government." *Government Finance Review*. August 1996, 12(4), 11-15.

Staffing Comparison

The purpose of the City of Rainbow City Fire Department is to provide the best combined fire and rescue services to the citizens and visitors of Rainbow City, Alabama, at the most economical rate to the taxpayers. To accomplish this purpose, the department has twenty-two (22) active full-time positions. The total combined budget for the Fire Department and the Fire Protection Fund for the 2005 Fiscal Year is \$1,508,894. The capital expenditure budget for the department for the 2005 Fiscal Year is \$368,052.

In order to comparatively assess the city's fire department staffing with other municipalities, we measured the full-time equivalents (FTEs) as a factor of population. For example, the U.S. Department of Labor uses a comparison of FTEs per 10,000 population. Thus, 22 employees for Rainbow City's population of 8,428 equals 26.10 employees per 10,000 residents. This rate compares to the U.S. Department of Labor mean of 10.98 employees and the 23.68 select comparison of local Alabama city average of employees. Specifically, the City of Rainbow City's 26.10 rate compares with Attalla's 27.3, Boaz's 18.9, Gardendale's 23.7, Guntersville's 31.1, Mountain Brook's 30.1.

Table 1: Rainbow City Staffing Comparison to Multiple Peer Groups

	Rainbow City	Mean	Median
FTEs per 10,000 population – U.S. Department of Labor			
All Fire - All Alabama jurisdictions	26.10	10.98	NA
FTEs per 10,000 population – Alabama Comparison Peer Group 1			
Assistant Fire Chief (n=28)	3.55	2.34	1.27
Fire Captain (n=51)	7.12	2.84	2.52
Fire Lieutenant	3.56	3.49	3.98
Firefighter / Paramedic	8.30	5.94	5.73
FTEs per 10,000 population – Alabama Comparison Peer Group 2			
Assistant Fire Chief	3.55	2.52	2.52
Fire Captain	7.12	4.30	4.05
Fire Lieutenant	3.56	3.78	3.78
All Fire Personnel	26.10	23.68	26.70
FTEs per 1,000 population (ICMA Survey FY 2003)			
Under 100,000 population – Fire Only	2.61	1.04	1.30
Under 100,000 population – Fire & EMS	2.61	1.48	1.49
All population – Fire & EMS	2.61	1.61	1.50

Nationally, the comparative ICMA measure for Rainbow City's 2.61 employees per 1,000 population (a different ratio) compares to a national average of 1.61 employees per 1,000 population.

We also compared the number of position classifications between departments. The City of Rainbow City has more positions per 10,000 population than the average for the classifications of Assistant Fire Chief, Fire Captain, Fire Lieutenant, and Firefighter / Paramedic as compared to Peer Group 1 (all Alabama municipalities). Table 1 shows the comparison.

We also measured minimum staffing for in-service equipment as compared to national averages. The City of Rainbow City appears in line or slightly below the national mean and median. Comparatively, the City of Rainbow City staffs in-service equipment for ladder trucks at 3.0 employees to the national mean of 3.2 employees per truck. The city maintains a staffing level of two employees for pumpers / engines compared to the national mean of 2.8 employees.

Expenditure Comparison

In order to access the cost of providing fire and rescue services, we measured audited fire department expenditures per capita. For example, the city's audited operating and capital expenditures for fiscal year 2003 of \$2,041,757 equals \$242.25 per capita. The audited *operating expenditures* for fiscal year 2003 of \$1,574,301 equal \$186.79 per capita. Comparatively, the audited 2003 fiscal year totals for the select group of Alabama municipalities were Boaz's \$106.35, Gardendale's \$42.30 (mostly volunteer), Guntersville's \$145.75, and Mountain Brook's \$225.85.³ Nationally, expenditures for personnel and operations per capita for fire departments with no volunteers is \$114.85 per capita. Rainbow City's per capita expenditures were higher across the comparison peer groups during the audited period analyzed.

Service Comparison

The service comparison incorporates standard measurements that are used nationally. We also surveyed the select local group of Alabama cities to gather the same indicators. The City of Rainbow City appears to be in line with national and local comparisons and services. Appendix D shows the local comparison and Appendix E shows the national comparison.

³ The source of the FY 2003 data is based on phone discussions with the City Clerk or Finance Director of the respective cities.

The city records superior performance means in the following:

- Total residential structure fire incidents
- Total residential structure fire incidents (confined to structure of origin)
- Total non-fire incidents per 1,000 population
- Arson and arson clearance rate
- Fire performance injuries with time lost per 1,000 incidents
- Rescues and recovers performed per 10,000 population (technical incidents); and
- Percentage of fire response times under five minutes from dispatch to arrival (all calls)

The city records performance measures less than the national means in the following:

- Fire personnel and operating expenditures per capita (total)
- Fire personnel and operating expenditures per capita for departments with no volunteers; and
- Total fire incidents per 1,000 population served

The city's capital assets are in line with national means for municipal fire departments.

Conclusion and Recommendations

In summary, the city exceeds national, regional, and local performance measures in service delivery. However, the department's per capita expenditures are high when compared to these same groups (see Appendices D and E). This high cost can be primarily attributed to excessive overtime expenditures, not a higher departmental staffing level. Therefore, the recommendations in this report should reduce departmental overtime expenditures while allowing the department to maintain the same high level of service to the citizens of Rainbow City. In summary Condrey and Associates recommends:

1. Phase out the position of Lieutenant through attrition to bring the department closer to state and national staffing ratios related to supervision.
2. Adopt a career ladder policy allowing firefighters to move from the position of Firefighter I to Firefighter II based on professional development criteria.
3. Recruit certified fire personnel to serve on an as-needed, part-time basis. This policy will reduce overtime costs associated with shift absences.
4. Allow the Department to fill shift absences with positions of lower rank. For example,

a Fire Captain would act as Assistant Chief on an assigned shift instead of calling in another Assistant Chief to fill the shift vacancy. Such a policy will allow for the further professional development of Department personnel while reducing overtime expenditures.

5. Consider a paid on-call status as a means of covering shift absences.
6. Switch to a 28-day pay cycle as allowed by the *Fair Labor Standards Act*.
7. The City Attorney, in consultation with a labor attorney specializing in *FLSA* compliance, should consider whether or not the position of Assistant Fire Chief is exempt from overtime compensation as outlined in the *Fair Labor Standards Act* guidelines issued August 2004.

Implementing the above recommendations will allow the department to continue to provide a high level of service to the citizens of Rainbow City, but at a cost level that is more in keeping with state and national standards.

Appendix A

Peer Group 1:
Alabama Municipalities Participating in Annual Salary Survey

CITY NAME	POPULATION	CITY NAME	POPULATION
Alabaster	22,619	Jacksonville	8,404
Albertville	17,247	Jasper	14,052
Alexander City	15,008	Lafayette	3,234
Andalusia	8,794	Leeds	10,455
Anniston	24,276	Madison	29,329
Ashville	2,260	Midfield	5,626
Atmore	7,676	Millbrook	10,386
Bay Minette	7,820	Mobile	198,915
Bessemer	29,672	Montgomery	201,568
Boaz	7,411	Muscle Shoals	11,924
Brewton	5,498	Northport	19,435
Childersburg	4,297	Opelika	23,498
Cullman	13,995	Ozark	15,119
Dadeville	3,212	Pelham	14,369
Daphne	16,581	Pell City	9,565
Decatur	53,929	Phenix City	28,265
Demopolis	7,540	Piedmont	5,120
Dothan	57,737	Prichard	28,633
East Brewton	2,496	Rainbow City	8,428
Enterprise	21,178	Rainsville	4,499
Eufaula	13,908	Russellville	8,971
Foley	7,590	Samson	2,071
Fort Payne	12,938	Saraland	12,288
Gadsden	38,978	Satsmusa	5,687
Gardendale	11,626	Sheffield	9,652
Graysville	2,344	Sumilton	2,665
Greenville	7,228	Sylacauga	12,616
Gulf Shores	5,044	Talladega	15,143
Guntersville	7,395	Tarrant	7,022
Harselle	12,019	Troy	13,935
Hoover	62,742	Trussville	12,924
Hueytown	15,364	Tuscaloosa	77,906
Huntsville	158,216	Vestavia Hills	24,476
Irondale	9,813	Winfield	4,540

SOURCE: Center for Governmental Services, Auburn University and Alabama League of Municipalities. 2004
Alabama Municipal Salary and Benefits Survey for Municipalities over 2000 Population. July 2004.

Appendix B

Performance Measurement Terminology⁴

Terminology	Definition	Examples
Input	Value of resources used to produce an output	<ul style="list-style-type: none"> • Dollars budgeted/spent • Staff hours used
Output	<p>Quantity or number of units produced</p> <p>Outputs are activity-oriented, measurable, and usually under managerial control</p> <p>Workload indicators, which are external drivers of the city's effort, are a subset of output indicators</p>	<p><i>Output:</i></p> <ul style="list-style-type: none"> • Eligibility interviews conducted • Library books checked out • Children immunized • Prisoners boarded • Purchase orders issued <p><i>Workload:</i></p> <ul style="list-style-type: none"> • Number of clients requesting service
Efficiency	Inputs used per unit of output	<ul style="list-style-type: none"> • Plans reviewed per reviewer • Cost per appraisal
Service Quality	Degree to which customers are satisfied with a program, or how accurately or timely a service is provided	<ul style="list-style-type: none"> • Percent of respondents satisfied with service • Error rate per data entry operator • Frequency of repeat repairs • Average days to address a facility work order
Outcome	Qualitative consequences associated with a program or service. External forces can sometimes limit managerial control. Outcome focuses on the ultimate "why" of providing a service	<ul style="list-style-type: none"> • Reduction in fire deaths/injuries • Percent of job trainees who hold a job for more than six months • Percent of juveniles not reconvicted within 12 months • Adoption/redemption rate of impounded animals
Median	Denoting the middle term of a series arranged in order of magnitude, or (if there is no middle term) the average of the middle two terms	For example, the median number of the series 55, 62, 76, 85, 93 is 76.
Mean	the quotient of the sum of several quantities and their number; an average	Mathematical Average

⁴ Modified from *Fairfax County Measures Up*, 2002.

Appendix C

Fire Department Characteristics – Fiscal Years 2003 - 2005

CHARACTERISTICS				
Fiscal Year		FY 2003	FY 2004	FY 2005
Residential Population		8,428	8,428	8,428
Total Full Time Employees		22	22	22
Total operating budget		2,041,757	1,501,694	1,508,894
ISO Rating		5	5	5
Square miles served		26	26	26
Population density per square mile		324	324	325
Land use of square miles served				
	Agricultural / open space	10	10	10
	Residential	9	9	9
	Commercial / Industrial	7	7	7
Services provided to area				
	Fire suppression services	√	√	√
	EMS	√	√	√
	Technical rescue services	√	√	√
	Hazardous materials response	√	√	√
	Automatic aid	No	No	No
	Fire vehicle maintenance	No	No	No
	Dispatch center management	No	No	No
	Building permit issuance	No	No	No
Number of Stations				
	Fire suppression stations	2	2	2
Equipment				
	Number of ladder trucks			
	In-service	1	1	1
	Reserve	1	1	1
	Number of pumpers/engines			
	In-service	3	3	3
	Reserve	2	2	2
	Number of quints / comb			
	In-service	0	0	0
	Reserve	0	0	0
	Number of ambulances			
	In-service	0	0	0
	Reserve	0	0	0
Minimum Staffing for in-service equipment				
	Ladder trucks	1	1	1
	Pumpers / engines	5	5	5
	Quints / comb			
	Medic truck	2	2	2
Total Residential Structures		5000	5000	5000
Total Residential Structure Fire Incidents		12	24	
Total Commercial and Industrial Structures		474	474	474
Total Arson Incidents		0	0	NA
Total Responses		1003	1287	NA

Total number of responses where response times under five minutes from dispatch to arrival	1000	1280	NA
Total false alarms	63	41	NA
Total fire incidents	66	90	NA
Total fire incidents involving non-structures	51	64	NA
Total non-fire incidents	184	110	NA
Total rescues / technical	13	11	NA
Fire personnel injuries with time lost	0	0	NA
Fire personnel injuries hours lost	0	0	NA
Total residential structure fire incidents confined to room of origin	6		NA
Total residential structure fire incidents confined to structure of origin	12	24	NA

Appendix D
Peer Group 2 Comparison for Fiscal Year 2004

CITIES	Boaz	Mountain Brook	Guntersville	Rainbow City
Residential Population	7,411	20,604	7,395	8,428
Total Full-Time Employees	14	62	23	22
Total operating budget	750,000	4,000,000	1,213,500	1,501,694
ISO Rating	5	3	4	5
Square miles served	15	14	146	26
Population density per square mile	494	1,471	51	324
Land use of square miles served				
Agricultural / open space	3	0	NA	19
Residential	8	13.5	NA	9
Commercial / Industrial	4	.5	NA	7
Services provided to area				
Fire suppression services	√	√	√	√
EMS	√	√	√	√
Technical rescue services	√	No	√	√
Hazardous materials response	√	No	√	√
Number of Stations				
Fire suppression stations	1	3	2	2
Number of ladder trucks				
In-service	1	1	1	1
Reserve	1	1	1	1
Number of pumpers/engines				
In-service	2	3	2	3
Reserve	2	5	2	2
Total Residential Structures	3000	7998	NA	5000
Total Residential Structure Fire Incidents	18	15	72	24
Total Arson Incidents	6	0	7	0
Total Responses	1320	3073	1700	1287
Total number of responses where response times under five minutes from dispatch to arrival	1320	NA	700	1280
Total false alarms	71	50	80	41
Total fire incidents	86	59	350	90
Total fire incidents involving non-structures	62	44	275	64
Total non-fire incidents	1234	3000	1350	110
Total rescues / technical	46	0	23	11
Fire personnel injuries with time lost	0	NA	NA	0
Fire personnel injuries hours lost	0	1500	NA	0
Total residential structure fire incidents confined to room of origin	13	NA	NA	24

Appendix E

National Comparison using ICMA Survey Results

Benchmark Measurement	Rainbow City (FY 2003 Audit)	Mean	Median
Equipment			
Number of ladder trucks	1.0	1.0	1.0
In-service	1.0	1.0	1.0
Reserve	1.0	0.4	0.0
Number of pumpers/engines			
In-service	3.0	4.2	4.5
Reserve	2.0	1.6	2.0
Number of quints / comb			
In-service	0.0	0.7	0.0
Reserve	0.0	0.0	0.0
Number of ambulances			
In-service	0.0	1.9	0.0
Reserve	0.0	0.8	0.0
Minimum Staffing for in-service equipment			
Ladder trucks	3.0	3.2	3.0
Pumpers / engines	2.0	2.8	3.0
Quints / comb	0.0	2.1	3.0
Ambulances	0.0	1.8	2.0
Fire personnel and operating expenditures per capita (total)			
All jurisdictions	\$242.25	\$89.62	\$97.50
Fire personnel and operating expenditures per capita NO Volunteers			
All jurisdictions	\$242.25	\$114.85	\$105.19
Total Residential Structure Fire Incidents			
All jurisdictions	12.0	235.0	122.0
Total Residential Structure Fire Incidents per 1,000 Residential Structures			
All jurisdictions	2.40	.90	.75
Total Residential Structure Fire Incidents (confined to room of origin)			
All jurisdictions	50.0%	63%	66%
Total Residential Structure Fire Incidents (confined to structure of origin)			
All jurisdictions	100%	26%	23%
Residential Arson Incidents per 10,000 residents served			
All jurisdictions	0.0	1.10	.64
Total Combined Commercial and Industrial Structure Fire Incidents per 1,000 Commercial and Industrial Structures			
All jurisdictions	6.33	11.70	11.39
Structure fire incident false alarms as percentage of total structure fire incidents and structure fire incident false alarms			
All jurisdictions	48.8%	48.4%	34.6%

Fire Incidents involving non-structures per 1,000 population served				
	All jurisdictions	6.05	2.71	2.39
Total fire incidents per 1,000 population served				
	All jurisdictions	7.83	3.94	3.72
Total nonfire incidents per 1,000 population served				
	All jurisdictions	21.8	73.1	65.9
Total Arson Incidents				
	All jurisdictions	0.0	106.7	42.5
Total Arson Incidents per 10,000 population				
	All jurisdictions	0.0	3.6	2.7
Arson Clearance Rate				
	All jurisdictions	NA	25.1%	18.6%
Fire personnel injuries with time lost per 1,000 incidents				
	All jurisdictions	0.00	1.27	.72
Rescues and recoveries performed per 10,000 population (technical incidents)				
	All jurisdictions	15.42	3.37	1.57
Percentage of fire response times under 5 minutes from dispatch to arrival (all calls)				
	All jurisdictions	99.7%	60.8%	59.8%