



To: Oelwein Mayor and City Council

From: Dylan Mulfinger

Subject: Fire Department Transition

Date: 11/22/2021

The City has used an outside consultant to observe what is needed to ensure the community has superior fire coverage from the Fire Department along with other public safety needs. After reviewing the report, I believe it is essential we implement the following:

- Eliminate the career fire fighter position
 - This is no longer providing the needed benefit for the city and does not fit in with the future of the department. Oelwein can and should try for an all-volunteer department. The funding from this cut can go into operations of the department and be dispersed back into the general fund.
 - Start November 2021
- Create a Chief of Public Safety
 - The City should use Police Chief Jeremy Logan for one to three years to transition the volunteers through the improvements spelled out by the consultant. This will ensure that a full-time employee is continually working on the improvement of the department. The city will need to make changes to the City code as staff work into anew setup. The city will evaluate this position annually.
 - Start December 1
- Restructure the Volunteers
 - Volunteers are employees of the city and the city has the ability to restructure the organization as long as they serve the city. The Public Safety Chief will determine what leadership stays in place and what should be changed. Specific roles will be divided among captains with accountability being the top priority.
 - December 2021
- Standard Operating Procedures
 - Gather samples from other cities and work toward a standard operating procedure that all volunteers are in favor of adopting. Bring them to council for adoption.
 - December 2021 to March 2022
- Training
 - Create a training plan for 2022
 - Research training modules that provide and track training of volunteers.
 - December 2022
- Recruitment Campaign
 - Work with volunteers on needs
 - March 2022