



Agenda

Public Safety Work Session

Oelwein Community Plaza, 25 West Charles, Oelwein, Iowa

7:30 PM

April 12, 2021
Oelwein, Iowa

Mayor: Brett DeVore

Mayor Pro Tem: Warren Fisk

Council Members: Matt Weber, Renee Cantrell, Tom Stewart, Lynda Payne, Karen Seeders

Pledge of Allegiance

Discussions

- [1.](#) Fire Department Discussion

Adjournment

In compliance with the Americans with Disabilities Act, those requiring accommodation for Council meetings should notify the City Clerk's Office at least 24 hours prior to the meeting at 319-283-5440



To: Mayor and City Council

From: Dylan Mulfinger, City Administrator

Subject: Fire Department

Date: 04/12/2021

The City Council has tasked the City Administrator with continually improving the city and evaluating operations to ensure they are efficient and effective. The City Administrator has determined that it is time to address the level of service the fire station provides for the community. The current organizational setup has the one full-time fire fighter reporting to the City Administrator and the volunteer Fire Chief. While this has been working for the past two years, it is not the most efficient model and should be evaluated. The make up of the volunteers and their relationship with the city has been working for the city but taking an outside look at this relationship may help determine the best direction for this relationship.

The City Administrator is requesting that City Council authorize an evaluation of the department and its operations from an outside consultant. The City Administrator has reached out to two firms in Iowa that can provide a thorough analysis and recommendations for the city. The City Administrator anticipates that this consultant will bring with them a vast knowledge of fire and public safety, and an understanding of the best direction for the department. This consultant will take time to talk to current staff, volunteers, city council members, and a select numbers of community members. While this request is not in the city's budget, taking these funds out of reserve could provide a significant cost saving through changes made in the department and its operations.

Public Safety Consultants, LLC Proposal

April 7, 2021

Dylan Mulfinger
City Administrator
City of Oelwein

20 2nd Ave. SW
Oelwein, IA 50662

Dear Mr. Mulfinger,

For background, I am a licensed attorney in Iowa. My practice area is municipal law with an emphasis in police, fire, and emergency services. I represent municipalities in public safety litigation and transactional matters, and am on panel for the largest municipal insurance carriers in Iowa, ICAP and EMC. In performing a needs assessment for Oelwein, you would benefit from my experience as I not only understand Iowa law regarding fire and EMS, but I have written bills before the Iowa legislature.

Additionally, I am a City Councilman for Tiffin, Iowa's fastest growing City. I have led the process of starting a city fire department and transitioning away from a non-profit corporation for services, as well as hiring firefighters as city employees. Also, I am a member of the fire department. I've been in the fire service since 2007, previously serving as a Fire Captain/EMT for West Burlington and as a firefighter for Coralville. I hold certifications, including Firefighter I & II, Fire Officer I, Fire Instructor I, and Driver Operator.

I am interested in providing services to assist Oelwein as it considers the future of its fire department. With my background, I would include recommendations and options for Oelwein to consider. These recommendations are also intended to achieve Oelwein's goals, mitigate the risk of costly lawsuits or insurance claims, and to improve emergency services, and would include grant opportunities or other means to fund emergency services. This assessment would be objective and include data analysis so that decision makers may make decisions for the future based on local data and the unique circumstances in your community. I would be happy to discuss my services further.

Sincerely,
Skylar Limkemann



Contact

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Tiffin, IA 52340

 (319) 333-8594

Public Safety Consultants, LLC

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+1 3193338594
expertshot@gmail.com

Item 1.

Estimate

ADDRESS
City of Oelwein
20 2nd Ave. SW
Oelwein, IA 50662

ESTIMATE 1017
DATE 04/07/2021
EXPIRATION DATE 05/07/2021

SERVICE	DESCRIPTION	QTY	RATE	AMOUNT
Fire Department Needs Assessment	Perform needs assessment of fire department, including review of services, calls, response times, staffing, personnel duties and responsibilities, organizational structure, budget, funding analysis and revenue options, and department culture.	1	4,500.00	4,500.00

Estimate is based on information provided and may be further negotiated and discussed.

TOTAL

\$4,500.00

Accepted By

Accepted Date

March 5, 2021

Dylan Mulfinger, City Administrator
City of Oelwein
20 2nd Avenue SW
Oelwein, IA 50662

Dear Dylan:

Thank you for the opportunity to submit this proposal to conduct a review of the Oelwein Fire Department. Obviously, the decisions arising from this review will have an impact on the city and department for many years to come and it would be my pleasure to work with your city in assessing these needs.

DATE OF PROPOSAL

March 5, 2021

SCOPE OF SERVICES OFFERED

Cayler Consulting, LLC will review the operations of the Oelwein Fire Department to assist you, the Mayor and City Council in determining the best path forward in providing efficient and effective fire service for your community. This will involve looking at budget, staffing levels, full-time personnel, volunteers, job duties, working relations, operating policies and leadership structure. I envision this review consisting of the following:

- Interviews with the Fire Chief, fire department members, other city staff, elected officials, and others as needed.
- A review of relevant documents, including but not limited to: Fire Department budget, City Policies, City Code, Standard Operating Procedures, department schedule and rank structure, and any 28E or mutual aid agreements that might exist.
- Review of like-sized departments and/or departments
- Discussions with other fire chiefs/cities
- Review of Chapter 400 (Civil Service)
- Any other activities necessary to obtain relevant information
- Discuss outcome of review with you and other city officials
- Prepare a written report of the findings of this review

The purpose of these interviews, document review, surveys and other activities is to evaluate the current structure and operation of the Oelwein Fire Department to ensure that the department is operating efficiently, effectively and is set for success for years to come. I will provide options and recommendations that will help the City determine structure, staffing levels, policy review/implementation and at what capacity a volunteer group can best serve the community.

COMPANY/CONSULTANT BACKGROUND

Chief Cayler served in law enforcement for thirty-four (34) years, with the last 30+ years in the capacity of Chief of Police for the city of Carroll. He holds a Master's Degree in Criminal Justice Administration and a Bachelor's Degree in Sociology/Criminal Justice. He also served as the administrator of the Carroll City/County Communications center for 28 years. Chief Cayler served on the National Advisory Policy Board for the CJIS Division of the FBI for many years. He is a past president of the Iowa Police Executive Forum (now the Iowa Police Chiefs Association), and Chairman of the Region V Drug Task Force for over 10 years. Chief Cayler was also the long-time Chairman of both the Carroll County E911 Service Board and the Carroll County Emergency Management Commission. In addition to these duties, Chief Cayler served as an adjunct professor of Criminal Justice at Buena Vista University from 2000 – 2012.

Approximately twenty-five (25) years ago Chief Cayler began providing consulting services to cities, primarily in the area of recruitment, screening and selection of police chiefs and assisting cities with internal promotional testing. Other services include internal investigations, policy review, and efficiency studies. In recent years these services have expanded to include screening and selection of fire chiefs and city administrators, as well as conducting fire department promotional assessments. In August of 2013 he established Cayler Consulting, LLC. He retired as Chief of Police in Carroll on June 8, 2015 and was one of the longest serving chiefs in Iowa.

Chief Cayler has been married for thirty-eight (38) years to Sandy (MS/ARNP/RN), and has two adult children, Amy Kitt (MBA) and Kristen Menke (PhD).

References

Travis Goedken, City Administrator
City of Humboldt
(515) 332-3435
travisg@cityofhumboldt.org

Mayor John Slight
City of Boone
(515) 298-0804
john@patclemons.com

Sam Kooiker, City Manager
City of Sheldon
(712) 324-4651
sam@cityofsheldon.com

Russ Behrens, City Manager
City of Grinnell
(641) 236-2666
rbehrens@grinnelliowa.gov

Perry Buffington, Human Resource Director
City of Mason City
(641) 424-7130
pbuffington@masoncity.net

Mike Funke, Human Resource/Risk Manager
City of Coralville
(319) 248-1700
mfunke@coralville.org

Karen Jennings, Human Resource Administrator
City of Iowa City
(319) 356-5025
Karen-jennings@iowa-city.org

Mayor Dick Kirchoff
City of LeMars
(712) 299-0794
dkirchoff@lemarsiowa.com

Chad Bird, City Manager
City of Decorah
(563) 277-5140
citymanager@decorahia.org

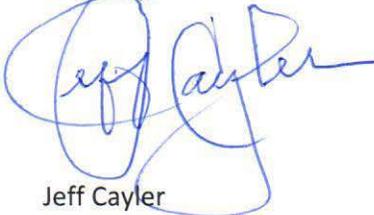
Fees:

My normal hourly rate for consulting services is \$150 per hour. As Oelwein has used my services for a number of promotional assessment centers, I am prepared to offer you the discounted rate of \$100/hour. I would propose a not to exceed amount of \$5,000, plus expenses.

I will provide a written report at the conclusion of this project along with a detailed accounting of my activities/time.

Please feel free to contact me if you have any questions.

Sincerely,



Jeff Cayler
Chief of Police (retired)
Cayler Consulting, LLC

JEFF CAYLER

1326 Amy Avenue Carroll, IA 51401 (712) 830-3794 jeff.cayler@gmail.com

EDUCATION

Master of Science, Criminal Justice Administration, Central Missouri State University (4.0 G.P.A.)
 Bachelor of Arts, Sociology/Criminal Justice, University of Iowa

PROFESSIONAL EXPERIENCE

Chief of Police (2/24/85 – 6/8/15) – City of Carroll, Iowa

Carroll City/County Communications Administrator (2/24/85 – 1/28/13)

Sergeant/Patrol Supervisor (7/1/83 – 2/24/85), City of Carroll, Iowa

Patrol Officer (6/1/81 – 7/1/83), City of Carroll, Iowa

Adjunct Professor of Criminal Justice, Buena Vista University, 8/00 – 12/12

HONORS/ AWARDS

McCartney Award, Iowa Law Enforcement Academy, 1981
 Named to the Outstanding College Students of America, 1988
 Named one of the Outstanding Graduates of the Department of Criminal Justice Administration,
 Central Missouri State University, 1988
 Rotary Club Human Services/Non-Profit Award (“for exemplifying Rotary’s ideal of service in
 the workplace”).

ORGANIZATIONS

International Association of Chiefs of Police, Life Member
 Iowa Police Chiefs Association (past Vice President and President, ‘96 - ‘00)
 Iowa State Police Officers’ Association
 Iowa Association of Chiefs of Police & Peace Officers
 Chairman, Carroll County E-911 Service Board
 Chairman, Carroll County Emergency Management Commission
 Board of Directors, Second Judicial District, Dept. of Correctional Services
 Chairman, Region V Drug Task Force ‘97 – ‘99, ‘00 – ‘06
 Chair, Iowa Community Assurance Pool, Law Enf. Advisory Board, ‘00 – ‘08
 Iowa Mun. Workers Comp. Assoc., Loss Control Advisory Board, ‘00 – ‘15
 Advisory Board Member (North-Central Region), Criminal Justice Information
 Systems (F.B.I., C.J.I.S. Division), United States Dept. of Justice, ‘96–‘98, ‘01– ‘06
 National Advisory Policy Board Member, Criminal Justice Information Systems (F.B.I., C.J.I.S.
 Division), United States Department of Justice, ‘96 – ‘98