

REPORT TO

Honorable Ivan Allen, Jr., Mayor,
and
Chairman and Members of Finance Committee

ON

Resolutions Adopted by the International Association of
Fire Fighters on December 29, 1965, and Referred to the
Finance Committee by the Board of Fire Masters
on February 7, 1966

Charles L. Davis
City Comptroller
March 18, 1966



CITY OF ATLANTA

OFFICE OF COMPTROLLER

CITY HALL

Atlanta, Georgia 30303

March 18, 1966

CHARLES L. DAVIS
COMPTROLLER

EDGAR A. VAUGHN, JR.
DEPUTY COMPTROLLER

Honorable Ivan Allen, Jr., Mayor,
Chairman, and Members of the Finance Committee

Gentlemen:

Pursuant to resolutions that were adopted by the International Association of Fire Fighters on December 29, 1965, and referred to the Finance Committee by the Board of Fire Masters on February 7, 1966, we are enclosing a report showing the estimated cost of implementing the provisions of these resolutions. We are also showing in this report the present staffing of the various fire stations and the proposed staffing if a three-platoon system were established.

We hope that this information will be of value to you in considering the resolutions adopted by Local 134, International Association of Fire Fighters. For your information we have also included a copy of these resolutions and two schedules. One of these schedules compares the salary and workweek of Georgia's cities, and the other schedule compares the salaries and workweek of various U. S. cities in the population range of over 250,000.

Sincerely yours,

Charles L. Davis
City Comptroller

CLD:dhf

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PRESENT STAFFING

Single Unit Stations:

Fire Station numbers 2, 3, 6, 9, 13, 14, 15, 18, 19, 20, 22, 26, 27, 28, 31, 32, and 33 are single unit stations and are staffed with fourteen employees. This staff consists of the following:

Fire Captains	2
Fire Drivers	2
Fire Sergeant	1
Firemen	9

These employees are divided so that one Fire Captain, one Fire Driver, one Fire Sergeant and four Firemen work one shift with one Fire Captain, one Fire Driver, and five Firemen working the second shift. The shifts are so arranged that four employees of the fourteen are off at all times; thus the effective shift becomes five employees for each of the respective shifts. The arrangement of these shifts are made in such a manner that will assure that at least four men are on duty at all times. In fact, the ratio appears to provide approximately 4.3 men for each piece of equipment at each station. It is our understanding that if the manpower falls below four men for each piece of equipment, the equipment must be removed from service until the manpower is equal or exceeds four men.

Double Unit Stations:

Fire Station numbers 5, 7, 8, 16, 21, 24, 25, 29, and 30 are double unit stations staffed with twenty-eight employees. This staff consists of the following:

Fire Captains	2
Fire Lieutenants	2
Fire Sergeants	2
Fire Drivers	2
Fire Engineers	2
Firemen	18

These employees are distributed so that each shift has one Fire Captain, one Fire Lieutenant, one Fire Sergeant, one Fire Driver, one Fire Engineer and nine Firemen. The work schedule is so arranged that eight employees of the staff are off at all times.

Battalion Headquarters:

Fire Station numbers 4, 10, 11, and 23 are Battalion Headquarters as well as double unit stations. Fire Station No. 17 is also staffed as a Battalion Headquarters with a single unit station. The staffing of these stations, with the exception of Fire Station No. 17, is as follows:

Fire Battalion Chiefs	2
Fire Captains	2
Fire Lieutenants	2
Fire Sergeants	4
Fire Drivers	2
Fire Engineers	2
Firemen	21

Fire Station No. 17 is staffed with the following:

Fire Battalion Chiefs	2
Fire Captains	2
Fire Sergeants	3
Fire Drivers	2
Firemen	12

One of each of the respective classifications is assigned to a single shift with an exception of Firemen; and on the double unit station, ten Firemen are assigned to one shift and eleven Firemen are assigned to the other shift. In the case of Fire Station 17, the classifications are equally assigned except for the classification of Fire Sergeant. One shift has two Fire Sergeants assigned, and the other shift has only one. Each of the shifts are so arranged that at least nine men are off at all times.

Headquarters Station:

Fire Station No. 1 has in addition to being a double unit station, a rescue unit, a salvage unit, and a chief's car. In addition to the twenty-eight employees required to operate the Engine and Aerial Divisions, the Rescue Unit requires seven employees, the Salvage Unit requires three employees, and the Chief's Car requires three employees; thus making the total staff of 41 men at Fire Station No. 1.

The Department at the moment is staffed with 795 positions. 722 of these positions are assigned to the various stations as indicated above. The remaining 73 employees are assigned to the office, fire investigation, maintenance, and training.

Day and Night Shifts:

As mentioned earlier, each station is staffed with two shifts. The day shift consists of ten hours per day, five days per week or fifty hours per week; and the night shift consists of fourteen hours per day, five days per week or seventy hours per week. The shifts are rotated so that one platoon is on the day shift one week and on the night shift the next. The rotation is made on Saturdays with the shift on duty serving for a twenty-four hour period.

STAFFING REQUIREMENTS FOR A 56 HOUR WEEK

One of the resolutions passed by the International Association of Fire Fighters recommends that the City establish a 56 hour workweek and inaugurate a three-platoon system with one platoon working the day shift, one platoon working the night shift, and one platoon being off each four working days with two days off between cycles. The publication entitled "Municipal Fire Administration", published by the International City Managers' Association, illustrates the work schedule of a three-platoon system to be as follows:

	Sun.	Mon.	Tues.	Wed.	Thurs.	Fri.	Sat.	Sun.
NIGHT (14 hours)	B	B	A	A	C	C	B	B
DAY (10 hours)	A	A	C	C	B	B	A	A

"In estimating the manpower required for the fire department, the total desired operating strength for each unit should be multiplied by a figure representing the number of men required under the current work week to perform each job. For example, if 100 men are required to man the apparatus and the department works a 56-hour week the requirements would be 100 x 3, plus a figure representing the number of hours of vacation granted each man and a figure representing the actual percentage of sick leave as shown by fire department records."

"It may be desirable to allow an "excess" of perhaps 5 or 10 per cent, where municipal finances permit, to take care of manpower fluctuations due to abnormal sickness, special inspection and training programs, and emergency conditions such as

when a number of men are incapacitated by serious fires. Also there is a turnover consisting of vacancies to be filled and new men not yet adequately trained that must be taken into consideration."

At present we have 48 fire fighting units in service, five Battalion Chiefs' Cars, one Rescue Unit, one Fighting Truck, one Supply and Salvage Truck, and one Chief's Car. The manpower required to maintain the present level of service for one shift is as follows:

48 Fire Fighting Units at 4.5 men each	216
5 Battalion Chiefs' Cars with 2 men each	10
1 Rescue Unit with 2 men each	2
1 Light Truck with 1 man	1
1 Supply and Salvage Truck with 1 man	1
1 Chief's Car with 1 man	<u>1</u>
Total	231

In order to determine the number of employees that are required to maintain the 48 fire fighting units and other equipment set forth above, we are to take the manpower that is required to maintain these units on a one-shift basis. We are to take this manpower and multiply by an index of 3 as set forth in the formula quoted from the "Municipal Fire Administration" publication. Thus the computation becomes 231 men X 3 = 693 employees exclusive of vacations, holidays, sick leaves, and other leaves. The formula further states that we are then to compute the vacations, legal holidays, sick leaves, injury leaves, military leaves, etc., for the average employee. We have researched the records in the Fire Department, and from these records we have determined these leaves to be as follows:

Vacation	20 days
Legal Holidays	7 days
Sick Leave & Injured Days Off	
based on 65 average	8 days
Military & Other Leaves	<u>2 days</u>
Average Per Employee	37 days

When we take the 37 days per employee and multiply by eight hours per day by the 693 men required, we then show the need of covering 205, 128 man-hours in which these employees would be off on vacation, holidays, sick leave, military leave, etc. We have calculated the effective work year for a single fireman to be 2,616 hours.

This being 56 hours X 52 weeks less 296 hours off for vacation, holidays, sick leave, military leave, etc. If this 2,616 effective working hours per year is divided into the 205,128 man-hours off due to sick leave, vacation, holidays, etc., results in the need for 78 men in reserve for time off purposes to implement a 56-hour workweek based on a three platoon system. In order to maintain the same level of service of 4.5 men per unit, the second paragraph quoted from "Municipal Fire Administration" states that we add five to ten percent for a manpower reserve. However, in discussing this matter with Chief C. H. Hildebrand, he feels that we can provide a reserve factor of three percent and still maintain four men per unit. When we take the 693 men required for a three platoon system plus the 78 men needed in reserve for time off and leave purposes, we then have a total manpower requirement of 771. In applying the three percent reserve factor, we find that we now need an additional 23 men for this purpose or a total staff of 794. Our present manpower assigned to the fire fighting units totals 722 as set forth in Section I. When this is deducted from the required 794 men, we then show a need of 72 additional employees in order to implement a 56-hour workweek based on a three platoon system.

Summary of Staff and Staff Requirements:

Under a 56-hour workweek using the three platoon system, the staffing requirements would be as follows:

Single Unit Stations:

Fire Captains		3
Fire Drivers		3
Fire Sergeant		1
Firemen		<u>8</u>
	Total	15
Present Staffing		<u>14</u>
Additional Employees Required		1

Double Unit Stations:

Fire Captains	3
Fire Lieutenants	3
Fire Sergeants	2
Fire Drivers	3
Fire Engineers	3
Firemen	<u>19</u>
Total	<u>31</u>
Present Staffing	<u>28</u>
Additional Employees Required	3

Battalion Chiefs' Headquarters, (Double Unit Stations):

Battalion Chiefs	3
Fire Captains	3
Fire Lieutenants	3
Fire Sergeants	5
Fire Drivers	3
Fire Engineers	3
Firemen	<u>19</u>
Total	<u>39</u>
Present Staffing	<u>35</u>
Additional Employees Required	4

Battalion Chiefs' Headquarters, (Single Unit Stations):

Battalion Chiefs	3
Fire Captains	3
Fire Sergeants	4
Fire Drivers	3
Firemen	<u>10</u>
Total	<u>23</u>
Present Staffing	<u>21</u>
Additional Employees Required	2

Headquarters Station:

Fire Captains	3
Fire Lieutenants	3
Fire Sergeants	2
Fire Drivers	3
Fire Engineers	3
Firemen	19
Rescue	8
Salvage	3
Chiefs' Cars	<u>3</u>
Total	<u>47</u>
Present Staffing	<u>41</u>
Additional Employees Required	6

A summary of the present staffing by station and employees required for a 56-hour workweek, using a three-platoon system is as follows:

<u>Station No.</u>	<u>Present Staffing</u>	<u>Additional Employees Required</u>	<u>Staffing by 56-Hour Workweek Three-Platoon System</u>
1	41	6	47
2	14	1	15
3	14	1	15
4	35	4	39
5	28	3	31
6	14	1	15
7	28	3	31
8	28	3	31
9	14	1	15
10	35	4	39
11	35	4	39
12	28	3	31
13	14	1	15
14	14	1	15
15	14	1	15
16	28	3	31
17	21	2	23
18	14	1	15
19	14	1	15
20	14	1	15
21	28	3	31
22	14	1	15
23	35	4	39
24	28	3	31
25	28	3	31
26	14	1	15
27	14	1	15
28	14	1	15
29	28	3	31
30	28	3	31
31	14	1	15
32	14	1	15
33	14	1	15
Light Truck	2	1	3
TOTALS	722	72	794

ESTIMATED COST OF IMPLEMENTING A 56-HOUR WORKWEEK, USING A THREE-PLATOON SYSTEM

We have estimated the cost of implementing a 56-hour workweek under the three-platoon system to be as follows:

72 Additional Firemen at a maximum rate of \$5,967 per year	\$429,624
Uniform Allowance at \$100 per year	7,200
Group Insurance Cost for New Employees	4,500
Cost of Reclassifications Required under a Three-Platoon System:	
1 Fire Chief Assistant	1,521
4 Battalion Chiefs	3,900
33 Fire Captains	19,305
15 Fire Lieutenants	11,895
6 Fire Sergeants	3,120
1 Rescue Operator	793
58 Fire Drivers, Engineers & Tillermen	15,080
Annual Pension Cost	29,114
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Total	\$526,052

These reclassifications are caused by the creation of a third shift which must be staffed by appropriate supervisory personnel.

In making this estimate, we have used the maximum salaries of the Firemen. We realize that the first year cost will not be as high as the estimate.

ESTIMATED COST OF OVERTIME

The resolutions adopted by Local 134 International Association of Fire Fighters on December 29, 1965, also provides that all work performed by fire fighters of Atlanta Fire Department in excess of forty hours in any one week be compensated at the rate of time and one-half of the established rate of pay. We have attempted to estimate the cost of this provision under a sixty-hour week, two-platoon system, and a fifty-six hour week, three-platoon system.

60-Hour Week, Two-Platoon System:

The following schedule sets forth our computation of the amount required to initiate the payment of overtime at the rate of 1½ times the regular rate for all time over forty hours per week based on a sixty-hour week, two-platoon system.

443 Firemen @ \$.85 per hour, 20 hours per week, 52 weeks per year	\$391,612
68 Fire Captains @ \$1.18 per hour, 20 hours per week, 52 weeks per year	83,449
63 Fire Engineers @ \$1.00 per hour, 20 hours per week, 52 weeks per year	65,520
55 Fire Sergeants @ \$1.04 per hour, 20 hours per week, 52 weeks per year	59,488
43 Fire Drivers @ \$1.00 per hour, 20 hours per week, 52 weeks per year	44,720
38 Fire Lieutenants @ \$1.08 per hour, 20 hours per week, 52 weeks per year	42,682
Other Employees at an average increase of 16.5%	74,856
Pension Cost	48,504
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Total	\$810,831

56-Hour Week, Three-Platoon System:

The following schedule sets forth the estimated cost of initiating the overtime payment at 1½ times the regular rate for all work over forty hours per week under the fifty-six hour week, three platoon system:

398 Firemen @ \$.85 per hour, 16 hours per week, 52 weeks per year	\$281,466
99 Fire Captains @ \$1.18 per hour, 16 hours per week, 52 weeks per year	96,782
45 Fire Engineers @ \$1.00 per hour, 16 hours per week, 52 weeks per year	37,440
74 Fire Sergeants @ \$1.04 per hour, 16 hours per week, 52 weeks per year	64,030
99 Fire Drivers @ \$1.00 per hour, 16 hours per week, 52 weeks per year	82,368
45 Fire Lieutenants @ \$1.08 per hour, 16 hours per week, 52 weeks per year	40,435
Other Employees at an average of 13.3%	60,339
Pension Cost	41,758
Total	<u>\$704,618</u>

This estimated cost of implementing a system of paying overtime in excess of forty hours per week under the fifty-six hour, three-platoon system, would be in addition to the cost set forth above for implementing the three-platoon system.

SUMMARY

The implementation of the resolution adopted by Local #134 International Association of Fire Fighters regarding the establishment of a three platoon system and a fifty-six (56) hour work week would require the employment of seventy-two (72) additional men. The estimated annual cost would be as follows:

Salaries - 72 additional firemen	\$429,624
Reclassification to provide additional supervisory personnel required.	55,614
Pension, insurance and uniform cost.	40,814
Total Annual Cost	<u>\$526,052</u>

The cost of implementing the resolution relating to payment of overtime at the rate of one and one-half times the regular rate would depend on whether the fifty-six (56) hour work week on a three platoon basis is adopted. Should the fifty-six (56) hour work week on a three platoon basis be adopted, the cost of overtime at one and one-half regular rates for all hours in excess of forty (40) would be approximately \$704,618 per year. Should the Fire Department remain on a sixty (60) hour work week, two platoon system, the cost of overtime as provided above is estimated to be \$810,831 per year.

S U P P L E M E N T A L D A T A

COMPARISON OF SALARIES, ETC.
OF FIRE FIGHTERS
SOURCE: MUNICIPAL YEAR BOOK 1965

<u>City</u>	<u>Rate Per Hour</u>	<u>Hours Per Week (Day Shift)</u>	<u>Monthly Salary (Maximum)</u>
New York	4.09	40	707.00
Buffalo	3.13	40	542.00
Washington, D. C.	3.05	48	634.00
San Francisco	3.00	56	727.00
Seattle	2.84	48	590.00
Boston	2.79	48	580.00
Los Angeles	2.71	61	715.00
San Diego	2.49	63	679.00
Detroit	2.41	56	584.00
Cleveland	2.40	56	580.00
Philadelphia	2.38	48	495.00
Chicago	2.36	56	570.00
Baltimore	2.23	56	539.00
Cincinnati	2.21	56	535.00
Columbus, Ohio	2.21	56	535.00
St. Louis	2.17	60	564.00
Phoenix	2.17	56	526.00
Milwaukee	2.14	63	585.00
Dallas	2.07	56	500.00
Kansas City	2.00	56	483.00
Denver	1.99	68	588.00
New Orleans	1.93	56	478.00
Houston	1.93	56	467.00
Atlanta	1.91	60	497.00
San Antonio	1.65	60	430.00
Memphis	1.62	72	505.00

COMPARISON OF SALARIES, ETC.
 OF FIRE FIGHTERS
 GEORGIA CITIES
SOURCE: GEORGIA MUNICIPAL ASSOCIATION

<u>City</u>	<u>Rate Per Hour</u>	<u>Hours Per Week (Day Shift)</u>	<u>Monthly Salary (Maximum)</u>
Atlanta	1.91	60	497.00
East Point	1.69	60	440.00
Marietta	1.68	72	525.00
Columbus	1.45	72	453.00
Savannah	1.42	72	444.00
Macon	1.39	72	435.00
Albany	1.26	72	394.00
Athens	1.26	72	392.00
Valdosta	1.20	72	375.00
Rome	1.14	72	355.00

RESOLUTION

- WHEREAS, In 1962 all departments of the City of Atlanta, except the Fire Department had their work week shortened to forty or forty-four hours, and
- WHEREAS, The members of the Atlanta Fire Department have not had a reduction of hours since the Plan of Improvement in January 1952, and
- WHEREAS, The City of Atlanta, in the matter of required work week for the Fire Department, has not kept pace with established practices in other major cities in the country, and
- WHEREAS, The City of Atlanta Personnel Board has encountered great difficulty in procuring and retaining qualified applicants for the Fire Department, due largely to the long work week, now therefore be it
- RESOLVED, That the Mayor and Board of Aldermen of the City of Atlanta endorse, recommend and establish by ordinance covering the Fire Department, a maximum work week of fifty-six hours (as the first step in establishing a forty hour work week for the Fire Department), and be it further
- RESOLVED, That such maximum standards be established without reduction in pay, and be it further
- RESOLVED, That in establishing a fifty-six hour work week, the three platoon system be inaugurated, one platoon working the day shift, one platoon working the night shift, and one platoon being off, each working four days and being off two days, the cycle taking approximately 12 weeks to complete, at which time it would begin anew and be it further
- RESOLVED, That the fifty-six hour work week be established with each platoon maintaining its present structure and complement of officers, engineers, drivers, tillermen, etc., which is now in effect with the two platoon system.

Adopted at the meeting of the Executive Board of Local #134 International Association of Fire Fighters on December 29, 1965 and approved by the full body on January 4, and January 11, 1966.

J. C. McEVER, President

RESOLUTION

- WHEREAS, The forty hour work week has become the accepted standard work week in industry, city, county, state, and federal agencies in all parts of the United States, and
- WHEREAS, Like the development in industry, the forty hour work week or even shorter work weeks have become the standard requirements in the federal government, in a majority of the states and nearly all of the large cities and counties in public employment recognized as part of the better governed units in our country, and
- WHEREAS, The reduction in hours of work has been achieved in all instances without reduction of pay, now therefore be it
- RESOLVED, That all work performed by fire fighters of the Atlanta Fire Department in excess of forty (40) hours in any one week, be compensated at the rate of time and one-half of the established rate of pay.

Adopted at the meeting of the Executive Board of Local #134 International Association of Fire Fighters on December 29, 1965 and approved by the full body on January 4, and January 11, 1966.

J. C. McEVER, President