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Analysis of the Eagle Joint Fire District

Part 1 of 2

Budget, Finances and Taxation Needs



HUBBARD, OHIO

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EAGLE JOINT FIRE DISTRICT, HUBBARD, OH

Analysis of Fire Protection and EMS Service

Part 1 of 2 -- Budget, Financial Viability and Taxation Needs

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EAGLE JOINT FIRE DISTRICT, HUBBARD, OH

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Part 1 of 2 -- Budget, Financial Viability and Taxation Needs

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FOREWORD

In the Fall of 2019 Consultant William Kramer of the firm *Kramer and Associates* led a team of consultants in conducting a two-part study regarding fire protection in the Eagle Joint Fire District, Hubbard Ohio. This study was performed at the request of the governing Board of the Eagle Joint Fire District which wants to ensure that the residents of Hubbard receive the best fire service within the budget constraints permitted by affordable levies. (Consultant Resumes are found in **Appendix 1**)

With William Kramer personally conducting the majority of the study, the consultants performed an analysis to determine the capability of the existing volunteer fire department to remain viable as critical on-duty staffing is introduced to ensure fire calls can be answered both now and into the future.

Volunteer Staffing, Organizational Structuring, Fire Station location and similar factors were studied in detail. In particular the consultant provided input to the District on the most viable and affordable way to introduce paid staffing for coverage when volunteers are unavailable in sufficient strength to provide coverage.

A complete analysis is a complex undertaking where a change in one factor has a ripple effect changing all others. The frequency with which service is demanded must be balanced with reasonable response times which vary widely from one portion of a community to another. The consultants have worked diligently to balance all of these factors in presenting financial planning needs for the Eagle Joint Fire District. In Part 1 of our report. In Part 2 we present a blueprint for the future

The Eagle Joint Fire District deserves credit for seeking a neutral opinion regarding the Fire Department Operations since these are among the most vital and expensive of local government services.

Lengthy interviews with a wide cross section of stakeholders indicated that there are differing opinions regarding the continued viability of volunteer firefighting, both locally and regionally. In discussions with governmental leaders, fire officials, and ordinary citizens, however, the consultant found appreciation for the dedication and service historically provided by Volunteers in Hubbard. Most parties welcomed the desire by the Board to make improvements.

Fire Chief Ron Stanish met with the consultants as requested, and the consultant welcomed ongoing input at any time from the Chief or members of his department. A good number of members contributed helpful information.

Volunteer fire fighters are evaporating and most communities must find ways to pay for personnel, either full-time or part-time. This often means that residents who want at least minimal fire protection often have to agree to new tax levies, at least in some moderate amount, to guarantee that if their home or auto catches fire, someone will be available to respond. There is a genuine community value in any efficiency that can be gained in fire department operations. In fire departments with paid personnel a majority of a budget will go to personnel costs.

We thank Board Chairman Ray Fallen and EJFD board members for getting this study unanimously approved. We thank the following:

Ray Fallen – EJFD Board Chair / City of Hubbard Citizen Representative
Marianne Hallapy – City of Hubbard City of Hubbard Citizen Representative
Richard Hernandez – EJFD Board Vice-Chair / Hubbard Township Trustee
Timothy O’Hara – Hubbard City Councilperson
Michael Pieton – Hubbard Township Citizen Representative
John Morris – EJFD Board Clerk

All of the above are dedicated public servants, who show a genuine interest in guaranteeing fire protection for their constituency.

The consultant had meetings with board members individually from time to time, and found them very dedicated and all very interested in finding quality and timely fire service for all residents and businesses in the city and township of Hubbard.

The consultants met with and received meaningful input from the Mayor of Hubbard City, John Darko, and Mayor Elect Ben Kyle. It was obvious they want the best affordable fire protection for their City.

Hubbard Township Trustees met with the consultants as well and pointed to financial difficulties in the community. They were nonetheless committed to doing the right thing for their citizens. In addition to Rick Hernandez already recognized as a Board member, we thank Fred Hanley and Tom Jacobs.

A consultant is usually no more intelligent than the client that he or she is serving, but can bring objectivity and non-bias to a jurisdiction that can be quite valuable. It is hoped that this study will provide information that can be used by The Eagle Joint Fire District officials to arrange for adequate and timely fire protection to all parts of Hubbard. The Eagle Joint Fire District has a unique challenge in providing services but corresponding opportunities for creative service delivery with the introduction of on-duty personnel.



HISTORICAL PERSPECTIVE

The Eagle Joint Fire District (EJFD) has provided fundamental service throughout its history. It continues to protect the City and Township of Hubbard. Although the frequency and severity of structure fires are declining nationally, the City and Township of Hubbard must be prepared for these when they inevitably occur. Also, new demands such as Carbon Monoxide alarms, increasing hazardous material incidents, and vehicular accidents all require the presence of a well-trained quick responding fire department.

Over time, the volunteer fire department has undergone various transitions and currently is at a pivotal point in time when the EJFD Board is preparing for a transition that will help preserve the Volunteer Force and provide on-duty staffing to cover times when volunteers are scarce. There is an opportunity for Chief Ron Stanish to provide new emphasis on the professional operation of the department.

The proper size of a fire department, including numbers of paid and volunteer personnel is open to subjective interpretation but there are national standards that will be used to help The City and Township of Hubbard "Right size" the force which is being paid for by its citizens. Residents are the ultimate decision-makers as they vote to accept or reject taxes to pay for their own protection. The two-part study commissioned by the EJFD Board should provide guidelines for the organization and a blueprint for the future.

Fire protection, in general, presents an interesting history which is relevant to our study and which can be divided into three eras. The first era ("Era I") dates to the days of Benjamin Franklin, an early leader in the first American Volunteer Fire Service. Early in our history, the US citizenry depended upon fire protection in the form of vehicles such as hand-drawn hose carts and later, horse-drawn steamers brought to the incident location. In a sense, this first form of fire protection has not changed much. Coast-to-coast across North America, fire departments both large and small back their apparatus into quarters, await the sound of a call, and rush to the scene when an alarm is sounded.

A second era of fire protection ("Era II") is represented by placement of fire suppression systems (sprinklers and alarms) inside of structures themselves. Commercial buildings, factories, hotels, schools, and any other buildings which present a potential for large loss or which represent a life hazard in terms of occupancy can be protected with automatic sprinkler systems. These will hold a fire at bay and often will summon fire suppression forces when the water flow in the piping system triggers an automatic alarm. This type of fire protection is immediately deployed and is capable of operating independently of the external protection provided by the fire department. In Hubbard, newer commercial occupancies, are required to have sprinkler protection greatly reducing the fire-suppression responsibility that would otherwise be present for the Eagle Joint Fire District.

Currently the Fire Department sees few structure fires, consistent with national trends, but stays busy with other services to the community. The Mission of EJFD includes:

- Fire
- Rescue
- EMS as first responder, ambulance assist
- Haz-Mat

See the Inset below describing a non-fire response, a recent fatal accident. Available firefighters are needed to serve the community in many ways.

Tribune Chronicle

Fri. 8:17 p.m.: 1 dead, 2 hospitalized after single-vehicle crash in Hubbard

Latest News

SEPT. 6, 2019

HUBBARD — A single-vehicle rollover crash left one person dead and sent two to the hospital this evening.

The crash happened around 6:40 p.m. near Flying J Hubbard Travel Plaza on U.S. Route 62, according to the Ohio State Highway Patrol. The car went airborne and the passengers were thrown from the vehicle, according to a call summary from Trumbull County 911.

One of the three passengers was confirmed dead. The other two were taken to St. Elizabeth Youngstown Hospital. Neither their conditions nor the identities of any of the victims were released tonight.

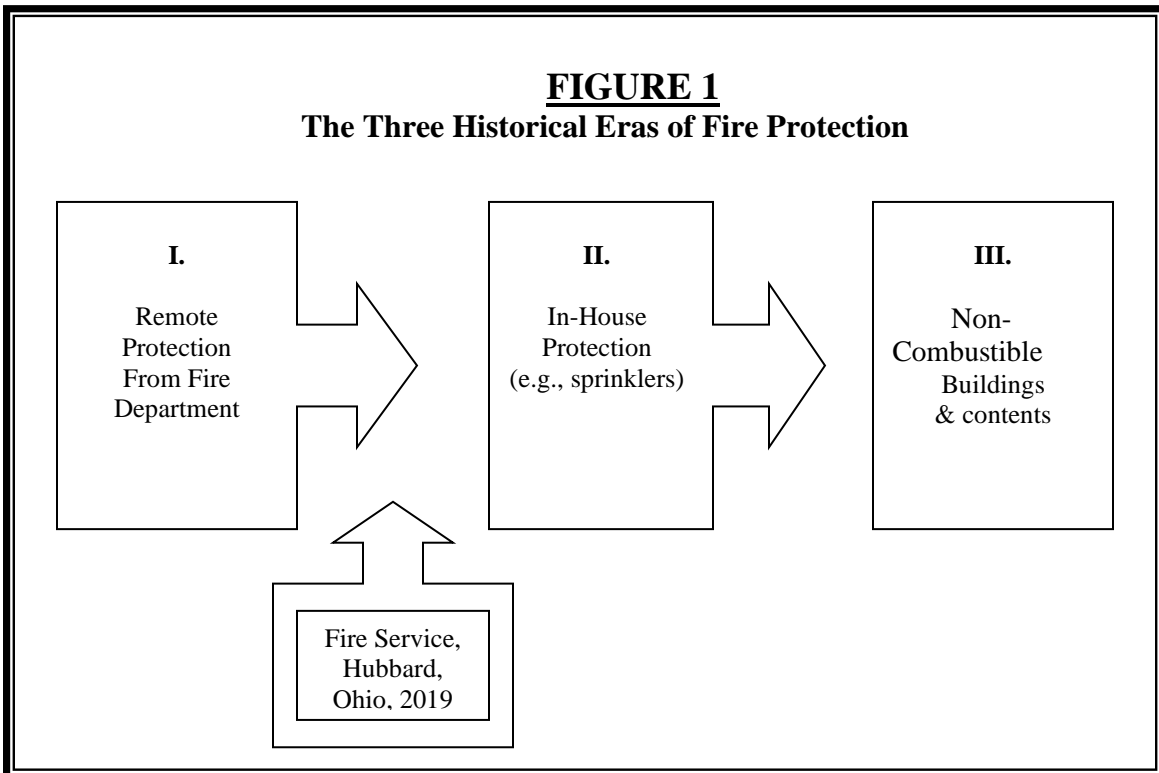
Northbound and southbound lanes of Route 62 remained closed into the evening.

As part of fire protection in Era II, smoke alarms, which are mandated in many commercial structures, have become popular in homes and have resulted in the early detection of many fires while in the initial stage. An obvious tradeoff exists between in-house proximate protection, provided by sprinklers and alarms, (“Era II”) and the external protection provided by the fire departments (“Era I”). As new commercial development occurs over time in the City and Township of Hubbard buildings will enjoy Era II internal protection, reducing the demands on firefighting forces. New homes should be mandated to have hard-wired, battery-backup smoke alarms.

The third generation of fire protection will consist of a “non-combustible society” (“Era III”). Currently, the technology exists to construct fire-resistant buildings, and to outfit these buildings with non-combustible furnishings. Coupled with this is the ability to treat all fibrous products such as clothing, paper, decorations or anything else that could conceivably be brought into a structure with a fire retardant process. (One such product called “no char ®” has been used to treat all of the barns at the Ohio State Fairgrounds).

Should we as a society ever agree to make the necessary expenditures to make our surroundings " non-combustible," then not only are fire departments from “Era I” rendered less important, but even sprinkler systems and in-house protection from “Era II” will likewise become far less necessary. The theoretical “Era III” will not enter into our study or equation since society is not even close to entering a non-combustible age. Overall, however, the historical result of the move toward Era II and III has been fewer fires, and less intense fires. Fire Departments such as EJFD have taken on EMS, Haz-Mat, Technical Rescue, and other functions to remain viable.

. **Figure 1** shows the three-step historical evolution, and the current positioning of the Fire Service, including The City and Township of Hubbard



THE CITY AND TOWNSHIP OF HUBBARD – COMMUNITY OVERVIEW

The Eagle Joint Fire District protects a beautiful community with a mix of new and old properties. New properties should be inherently safer than older due to better building codes and internal fire prevention systems such as home fire alarms and sprinklers, but light-weight building materials and synthetic components in new homes, strip malls and similar structures tend to off-set these gains, replacing old challenges in firefighting with new.

Like many developing communities The City and Township of Hubbard have grown somewhat irregularly as township properties have been annexed into the city over time, but they enjoy a genuine economy of scale by sharing a single fire department.

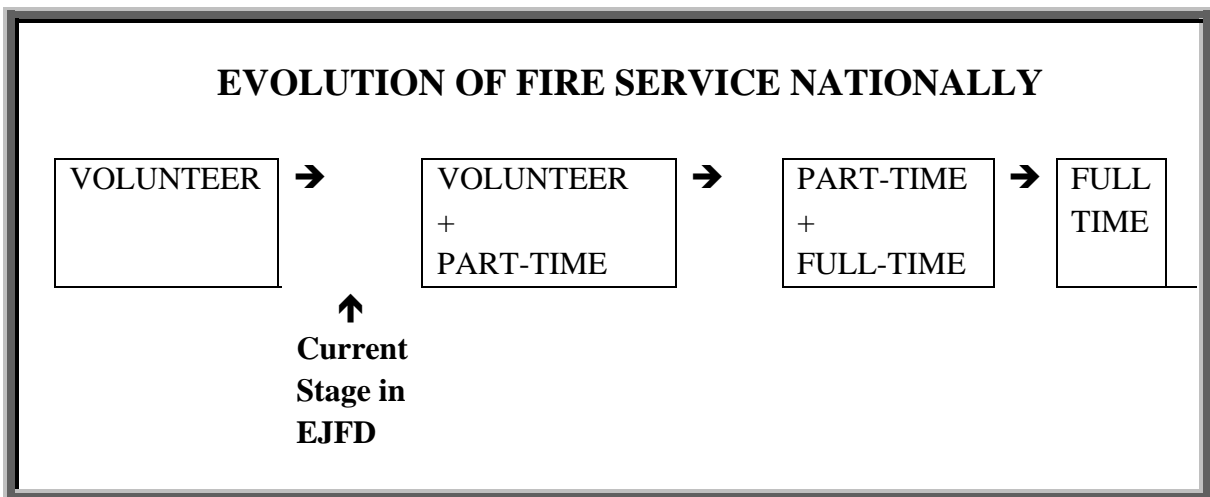
There are two opposing arguments regarding the fire protection:

- **Argument No. 1:** Each and every citizen and business occupant within the geographic limits of the City and Township of Hubbard deserve response times for fire protection that are within national standard guidelines and therefore, regardless of how expensive and regardless of the infrequency of runs, personnel will be paid to remain on duty at all times.
- **Argument No. 2:** An opposing argument is that the payment of on-duty staff must be affordable within the taxation approved by voters, and, if not affordable around the clock, should be scheduled strategically so that it can help the greatest number of persons. This is the reality in Hubbard.

Hubbard is a wonderful community, steeped in tradition and worthy of a quality fire department. Demographic data used by the consultants as a backdrop for our research is found in **Appendix 2** for both the City and the Township.

Critical Factors Regarding the Introduction of Paid Staffing

The consultants will show how the fire service gradually evolves in a predictable pattern, similar in all parts of the country, as shown in **the graphic** below. The current positioning of the Eagle Joint Fire District is shown in the model. Consultants will provide legalities and pitfalls that must be addressed and/or avoided during a transition.



A VOLUNTEER FORCE SPREAD THIN

The Eagle Joint Fire District currently operates a single station providing both fire protection and first response for Rescue and EMS. There are, however, limited numbers of volunteer fire department members, especially during weekday work hours. EJFD would need some part-time staffing to remain effective.

Few volunteer departments, even with some part-time staffing can meet National Standards. For example, the NFPA (National Fire Protection Association) recommends a minimum crew size of four [4] per apparatus.

Nonetheless the standards do permit the fire companies to deviate from these standards when there is potential lifesaving potential. Standards are recommendations and are not legally required unless adopted by city ordinance or township resolution. Few communities, including the large cities, can be completely compliant with all standards.

One factor remains clear. The Eagle Joint Fire District is in a population category served mostly by volunteer departments. The population in the District at the time of this report included about 7900 in the City of Hubbard and about 5600 in the unincorporated portions of Hubbard Township. This totals 13,500. There are 124,400 communities in the 10,000 to 24,999 population range nationwide, and while there are 45,200 communities in this category with career (staffed) departments, there are a larger number (79,200) still operating with volunteer forces. These numbers suggest That EJFD is quite in line with national averages as it transitions to some on-duty staffing. **Table A** below shows a national breakdown of department types by community size.

Table A
Coverage per population categories
by Career and Volunteer Fire Departments

Population Category	Number of Career Departments	Number of Volunteer Departments
1,000,000	36,100	100
500,000 to 999,000	35,900	4,150
250,000 to 499,999	24,750	2,800
100,000 to 249,999	47,100	3,000
50,000 to 99,999	47,050	5,650
25,000 to 49,999	46,650	23,950
10,000 to 24,999 (Eagle Joint Fire District)	45,200	79,200
5,000 to 9,999	17,000	109,000
2,500 to 4,999	5,500	165,950
under 2,500	8,050	429,550

(Courtesy of National Fire Protection Association *U.S. Fire Department Profile*)

Regional Geography

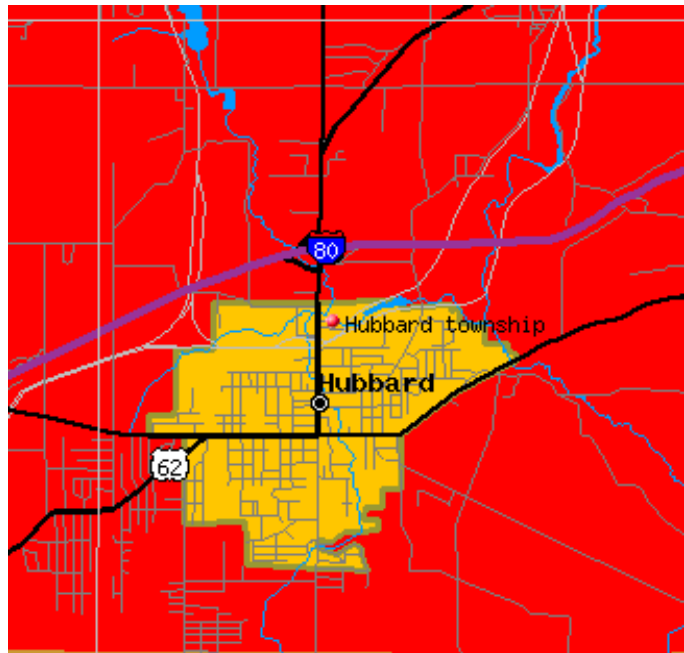
Below are two maps. In the first, the City of Hubbard, within the township, is shown in red. The second map provides an enlarged perspective of the two political subdivisions served by the Eagle Joint Fire District.



Left: Location of Hubbard City in Red within Township, Southeast corner of Trumbull County

Right: EJFD District

City of Hubbard	Yellow
Unincorporated Hubbard Township	Red



GUARANTEEING A RESPONSE

The consultant is very much in favor of the Eagle Joint Fire District members and its Board of Director's desire to provide a guaranteed response around the clock to the entire EJFD footprint, but when volunteers are scarce or unavailable, on-duty personnel are required and this comes with a price.

Personnel costs continue to escalate over time, especially for full-time personnel. One key component of the compensation package is health care, the cost of which seems to rise yearly. Trumbull County fire departments should appreciate the value provided by volunteers and can afford to pay major incentives to keep them. Despite the best efforts at incentivizing volunteerism, however they are disappearing. Nationally volunteer firefighters are becoming scarce and some volunteer fire departments are ceasing to exist. The inset below contains one of many stories from throughout Ohio, illustrating the disappearing volunteer firefighters.

The intermediate solution seems to be part-time personnel paid an hourly wage. While this solution avoids the high cost of pension contributions, healthcare and other employee benefits, part-time personnel often have full-time jobs elsewhere which take precedence and hence, are not as reliable as full-time employees.

The volunteer fire service can continue in Hubbard with some creativity and organizational tweaking. The fire department must be prepared for and plan for changes including the first paid on-duty personnel for fire and/or EMS.



22 (WKEF/WRGT)

Volunteer firefighter shortage: How local departments are dealing with the drop

by Rachel Aragon Tuesday, October 30th 2018

FARMERSVILLE, Ohio (WKEF/WRGT) Ohio has seen a major drop in volunteer firefighters over the years. Fox 45 dug into data from the Ohio Department of Public Safety which shows the number has been declining pretty steadily at least since 2010.

"When I first got on, volunteers were here constantly, we'd have 25 or 30 easy all the time," said Farmersville Fire Association Chief Tom Wallace. More than 40 years later, Wallace said that number now is closer to 18. "Today we're facing a real crisis in the volunteer departments..."

For full story see Appendix 3

One danger is that as full-time personnel and part-time personnel assume the role as primary responders, volunteers are further discouraged from participation, seeing the on-duty personnel as replacements. This can be minimized through proper management. In Sylvania, OH, one of Kramer's clients, the Volunteers were assigned the \$1.2 Million Aerial Quint and never disregarded from a fire call. At times if they were beat to the scene by an on-duty crew, they could be advised that a fire was out or under control, so they could proceed more cautiously to the scene. Even in minor incidents there was use for ventilation, salvage or overhaul equipment brought by the aerial quint.

In **Appendix 4**, we provide an article from Licking County in Central Ohio showing yet another example of how the demise of the volunteer firefighter is affecting our own state. **Appendix 5** shows how the number of volunteer firefighters in our neighboring state of Pennsylvania has dropped from 300,000 to 50,000 and **Appendix 6** shows how two volunteer departments have had to close up shop.

The same theme of declining volunteer rosters, a national phenomenon, this time from Genesee County, New York is shown in the inset on the next page, with the complete story in **Appendix 7**. Note the dire quote: *"...your house will be on fire and there's nobody available to respond."*

If a department remains totally volunteer, staff costs are minimal but response times are lengthy since volunteers respond from home and assemble at the station before answering a call. Northeast Ohio obviously mirrors the trend of ever decreasing numbers of volunteers. The Eagle Joint Fire District is doing the right thing to install critical staffing and likely prevent a tragedy in Hubbard.

On-duty paid or on-duty volunteers can greatly improve response time and some Trumbull County fire departments need to evaluate their expenditures for facilities and apparatus fleets, and ask if some of these funds might better be used to incentivize volunteers or pay personnel to be on station.

There is a need for all fire departments, including the Eagle Joint Fire District, to make sure they do not buy expensive fleets only to have them sit idle or sit painfully waiting for volunteers to staff them. Currently in Trumbull County all three types of personnel are utilized, listed below in the order of expense per person:

1. Full-time
2. Part-time
3. Volunteer

PRESERVING THE VOLUNTEER PERSONNEL

As the Eagle Joint Fire District prepares to embark on a new era, it is in the best interest of the membership and the community being served to retain the existing volunteer fire department although of necessity it will change somewhat to be compatible with the on-duty personnel, the vast majority of whom will be newcomers to the organization.

Like most fire departments, the Eagle Joint Fire District runs thin during the day when volunteers are largely at their primary occupations and unavailable. Volunteers provide more reliable coverage in the evenings and weekends.

Volunteers provide a cost-effective method of providing protection but admit they are not reliable in terms of timely response and adequate numbers of personnel. If volunteers responding from home or work to the station can assemble within a respectable five minutes, then total response time to the outer limits of the District is still about 14 minutes

THE·BATAVIAN

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Genesee County, NY Aug. 23, 2019

The time is near, Genesee County resident, when your house will be on fire and there's nobody available to respond

posted by Howard B. Owens in [fire services](#), [volunteer firefighters](#), [emergency management](#), [news](#), [notify](#).

If you live outside the City of Batavia in Genesee County, the ability of volunteer fire companies to get enough able-bodied manpower to your house in a timely manner if it ever caught on fire is reaching a crisis stage, Tim Yaeger, emergency management coordinator, told members of the County Legislature today.

"We're out of time," Yaeger said. "If anybody says that we've got time, we don't. We're out of time."

Volunteer fire companies throughout the county are running on a bare minimum of staffing. Many volunteers are past the age of retirement. And chiefs are getting burned out because there are few young firefighters with the training and experience to replace them.



For full story see Appendix 7

Federal wage and hour laws prohibit an individual from being both a paid employee and an uncompensated volunteer in the same organization. Hence there will be a need to convert from a “per run” compensation model to a “per-hour” compensation model.

In reality very few purely volunteer fire departments exist anymore. There are always at least modest stipends of some sort. The utilization of part-time personnel has allowed local fire departments to place more personnel on duty than would be affordable if all were full-time. As noted already, they are at times not totally reliable since this is not their primary career.

Fortunately so far it is seldom when EJFD is toned out for an emergency response and there is no one available to respond. Mutual aid has been nurtured and is available for such instances. This Consultant feels that every call, even routine residential CO alarms should be answered immediately by someone, even if it is a volunteer with a car and radio. The department can answer the calls normally with its own personnel, even if short-staffed. There is always back-up if needed since EJFD and surrounding departments are always ready respond into one another’s territory when help is needed.

The Eagle Joint Fire District is planning to get ahead of the trend of shrinking numbers of volunteers, by supplementing its force with on-duty personnel. In **Appendix 8**, the article from the *Tribune Chronicle* shows how the Eagle Joint Fire District Board has decided to use outside expertise to properly plan for the best affordable fire protection for the community.

Improvement will come with paid staffing. Many Ohio communities have had to add staff to bolster the volunteer response. As volunteer firefighters become scarce and paid personnel come on board, there are additional options, as follows:

- Increase incentives for volunteer recruitment and retention
- Provide an attractive hourly rate of pay for volunteers in performance of duty or in training.
- Rotate the volunteers through a schedule where they voluntarily pull duty-time. (In Princeton, New Jersey the EMS Squad, e.g. has all volunteer members pull 24 hours of in-station duty a month. This can be divided for member convenience. e.g., 4-hour, 6-hour, 12-hour or 24-hour,) *{This would be viable in EJFD only for someone wanting to remain purely volunteer and accept no hourly pay}*
- Use part-time personnel as we propose, giving volunteers the first opportunity to bid on available shifts for an hourly wage. As a rule of thumb a part-time firefighter/EMT or firefighter/Paramedic can pull up to 1500 hours of paid time before being considered "employees."

KEY POINT: Personnel cannot be both paid and volunteer for the same organization. Hence, we propose that all personnel, volunteer and scheduled part-timers, be paid by the hour, as opposed being paid per call to be compliant with federal wage and hour standards. The existing Volunteer Department has agreed and already voted to switch to an hourly format.

The Eagle Joint Fire District may wish to consider a supplemental benefit package for part-time and/or volunteer personnel, which in contrast to the full-time costs of health insurance and pension contribution, is not very costly. A large Insurance Company already being used by the existing departments nationally is VFIS. This company offers group packages with coverage for professional liability, errors and omissions, vehicle fleet insurance, life insurance, and disability supplements.

If volunteer participation is deemed important by any of the current boards (or a newly formed board, after any merger) the Consultant suggests that a formal recruiting and retention program be developed in order to address the challenges noted by the National Volunteer Fire Council. Some of the latest recruitment tools offered by the National Volunteer Fire Council are Podcasts, Public Service Announcements for a department's website, and the 1-800-FIRE-LINE. A full description of programs available can be found at

<http://nvfc.org/hot-topics/Recruitment-and-Retention>

Suitability of the Existing Fire Station to accommodate on-duty staffing.

The existing fire station has recently been upgraded to include a dayroom and would need minimal modifications to accommodate daytime crews. As part of a five-year plan, consideration can be made for improvements to the station that will become more and more important as on-duty staffing grows in the future.



Station 28 in the heart of Hubbard

The consultants gave special attention to see any modifications are needed to allow paid and volunteer persons to peacefully co-exist, and did not find any. After all scheduled part-time and traditional volunteer personnel will now be compensated according to their availability, are on the same team, and should drill, train, and socialize together to whatever degree is feasible.

PERSONNEL COSTS

We know that on-duty staffing provides great benefits to the community being served, and we know that it comes with a price. Personnel costs consist of both salary and benefit costs. Some of the costs associated with firefighters are either pension or social security, unemployment insurance, and workers compensation. In addition, PPE and uniforms are associated and assigned to each employee.

The benefit costs are significantly less expensive for part-time personnel since the FICA (Social Security and Medicare) contribution is 7.65% as opposed to the 24% contribution rate to the Ohio Police and Fire for career employees. Additionally, the high cost of employer paid healthcare plans is not applicable to part-time employees.

The sum of the benefit rate for part-time employees in the Eagle Joint Fire District is 17.74% plus 7% for PPE and uniforms. This is compared to the 88% average for career benefits, excluding the additional 7% for uniforms and PPE. While some may debate the uniforms and PPE are not a percentage of benefits, calculating these costs into the benefit package helps meet the standards and laws related to employer providing PPE and uniforms and ensures that this cost is not deferred, causing the need for a sudden large expenditure later.

As the Eagle Joint Fire District looks for a way to afford staffing the part time option is the most affordable way to put more personnel on duty. If a new Fire District levy is approved by the voters, there will be a higher uniform taxation rate that will generate an overall increase in revenue and permit the first minimal staffing levels.

Even part-time personnel are hard to recruit and retain and will migrate quickly to any higher paying job. The Hamilton County Fire Chiefs conducted a thorough study about part-time firefighters in southern Ohio and determined that the cost is nearing \$20 per hour. The Eagle Joint Fire District should be prepared to estimate this figure and it will grow over time.

On the following pages are various staffing models, which depict both wage and benefit costs. In the tables provided, the hourly rate for part-time personnel is listed at \$20.00 per hour and \$21.00 per hour for the officer in charge. While this is not the current rate needed to be a competitive employer, this is an average based on a trendline over the next five years. In conversing with the current part-time firefighters in the area, \$16.00 per hour is competitive considering the lack of EMS transport duties. However, in five years, this cost could be \$23 to \$25 per hour. Averaging at \$20 and \$21 allows the same number of personnel on duty for the levy duration. Additionally, there may be a need to switch models and some leeway would be offered with the higher averages.

As a minimum, the Eagle Joint Fire District should have two persons on duty 5 days for eight hours a day Monday through Friday with one person designated as the supervisor (OIC). **Table B**, next page, shows the salary and benefit costs for a 2-person crew, 5 days per week, 8 hours per day. The total cost annually for this option is \$106, 378.27. This is ***MINIMAL AND NOT RECOMMENDED***. Hubbard can afford better.

Table B -- 2 Persons, 5 Days, 8 hours

Employee Position	Hours			Salary		Benefits						Total
	Hours per day	Number of days	Total Hrs. per	Hourly Rate	Annual Wage Cost	FICA (7.65%)	SUI (4.45%)	Work Comp (5.64%)	Uniforms (2%)	PPE (5%)	Total Benefits (24.74%)	Total Cost
Firefighter/ Medic (OIC)	8	5	2080	\$21.00	\$43,680.00	\$3,341.52	\$1,943.76	\$2,463.55	\$873.60	\$2,184.00	\$10,806.43	\$54,486.43
Firefighter/ EMT	8	5	2080	\$20.00	\$41,600.00	\$3,182.40	\$1,851.20	\$2,346.24	\$832.00	\$2,080.00	\$10,291.84	\$51,891.84
											Total	\$106,378.27

Moving to a 3-person crew for the 5-day, 8 hour per day model increases the cost by \$51,892.00 to \$158,270.11, which is shown in **Table C** below:

Table C -- 3 Persons, 5 Days, 8 hours

Employee Position	Hours			Salary		Benefits						Total
	Hours per day	Number of days	Total Hours per year	Hourly Rate	Annual Wage Cost	FICA (7.65%)	SUI (4.45%)	Work Comp (5.64%)	Uniforms (2%)	PPE (5%)	Total Benefits (24.74%)	Total Cost
Firefighter/ Medic (OIC)	8	5	2080	\$21.00	\$43,680.00	\$3,341.52	\$1,943.76	\$2,463.55	\$873.60	\$2,184.00	\$10,806.43	\$54,486.43
Firefighter/ EMT	8	5	2080	\$20.00	\$41,600.00	\$3,182.40	\$1,851.20	\$2,346.24	\$832.00	\$2,080.00	\$10,291.84	\$51,891.84
Firefighter/ EMT	8	5	2080	\$20.00	\$41,600.00	\$3,182.40	\$1,851.20	\$2,346.24	\$832.00	\$2,080.00	\$10,291.84	\$51,891.84
											Total	\$158,270.11

As discussed in our site visits, one of the issues that may come about while using part-time personnel is their ability to match the Eagle Joint Fire District schedule to their other part-time schedules, which makes the 12-hour shifts. This is coupled with the volunteers needing to work 8 hour shifts at their employer, but also needing time to travel to and from the employment, as well as prep time that is needed to ready oneself for work each day, which can add up to nearly 12 hours. **Table D** shows the costs for having 2 personnel 12 hours a day, 5 days a week, which is roughly \$1,000 more per year than 3 persons serving 8 hours

Table D -- 2 Persons, 5 Days, 12 hours

Employee Position	Hours			Salary		Benefits						Total
	Hours per day	Number of days	Total Hours per year	Hourly Rate	Annual Wage Cost	FICA (7.65%)	SUI (4.45%)	Work Comp (5.64%)	Uniforms (2%)	PPE (5%)	Total Benefits (24.74%)	Total Cost
Firefighter/ Medic (OIC)	12	5	3120	\$21.00	\$65,520.00	\$5,012.28	\$2,915.64	\$3,695.33	\$1,310.40	\$3,276.00	\$16,209.65	\$81,729.65
Firefighter/	12	5	3120	\$20.00	\$62,400.00	\$4,773.60	\$2,776.80	\$3,519.36	\$1,248.00	\$3,120.00	\$15,437.76	\$77,837.76
											Total	\$159,567.41

Moving to 3 persons for the 12-hour 5 day a week option increases the cost by \$77,838.00 per year and is depicted in **Table E**. The total personnel costs for this option is \$237,405.17.

Table E -- 3 Persons, 5 Days, 12 hours

Employee Position	Hours			Salary		Benefits						Total
	Hours per day	Number of days	Total Hours per year	Hourly Rate	Annual Wage Cost	FICA (7.65%)	SUI (4.45%)	Work Comp (5.64%)	Uniforms (2%)	PPE (5%)	Total Benefits (24.74%)	Total Cost
Firefighter / Medic	12	5	3120	\$21.00	\$65,520.00	\$5,012.28	\$2,915.64	\$3,695.33	\$1,310.40	\$3,276.00	\$16,209.65	\$81,729.65
Firefighter / EMT	12	5	3120	\$20.00	\$62,400.00	\$4,773.60	\$2,776.80	\$3,519.36	\$1,248.00	\$3,120.00	\$15,437.76	\$77,837.76
Firefighter / EMT	12	5	3120	\$20.00	\$62,400.00	\$4,773.60	\$2,776.80	\$3,519.36	\$1,248.00	\$3,120.00	\$15,437.76	\$77,837.76
											Total	\$237,405.17

One theme presented by the firefighters and fire chief is the unavailability of volunteer firefighters during weekend days. This is of some debate due to the past turnout for critical events, but can be understood due to children’s sports activities and other weekend travel that the typical family undertakes. If this is not a valid issue today, it will be one in the near future, as the younger generation focuses more on experiences than possessions. Most experiences are not accomplished in their home town, thus prompting travel on many weekends. The costs for covering 7 days 12 hours a day with 2 personnel are presented in **Table F** at a cost of \$223,394.37 annually.

Table F -- 2 Persons, 7 Days, 12 hours

Employee Position	Hours			Salary		Benefits						Total
	Hours per day	Number of days	Total Hours per year	Hourly Rate	Annual Wage Cost	FICA (7.65%)	SUI (4.45%)	Work Comp (5.64%)	Uniforms (2%)	PPE (5%)	Total Benefits (24.74%)	Total Cost
Firefighter/ Medic (OIC)	12	7	4368	\$21.00	\$91,728.00	\$7,017.19	\$4,081.90	\$5,173.46	\$1,834.56	\$4,586.40	\$22,693.51	\$114,421.51
Firefighter/ EMT	12	7	4368	\$20.00	\$87,360.00	\$6,683.04	\$3,887.52	\$4,927.10	\$1,747.20	\$4,368.00	\$21,612.86	\$108,972.86
											Total	\$223,394.37

Adding a third person to this coverage model will add \$98,973 to the cost for a total of \$332367.24 annually, which is depicted in **Table G**.

Table G -- 3 Persons, 7 Days, 12 hours

Employee Position	Hours			Salary		Benefits						Total Total Cost
	Hours per day	Number of days	Total Hours per year	Hourly Rate	Annual Wage Cost	FICA (7.65%)	SUI (4.45%)	Work Comp (5.64%)	Uniforms (2%)	PPE (5%)	Total Benefits (24.74%)	
Firefighter/ Medic (OIC)	12	7	4368	\$21.00	\$91,728.00	\$7,017.19	\$4,081.90	\$5,173.46	\$1,834.56	\$4,586.40	\$22,693.51	\$114,421.51
Firefighter/ EMT	12	7	4368	\$20.00	\$87,360.00	\$6,683.04	\$3,887.52	\$4,927.10	\$1,747.20	\$4,368.00	\$21,612.86	\$108,972.86
Firefighter/ EMT	12	7	4368	\$20.00	\$87,360.00	\$6,683.04	\$3,887.52	\$4,927.10	\$1,747.20	\$4,368.00	\$21,612.86	\$108,972.86
											Total	\$332,367.24

To examine the extreme of needing to staff 3 persons 24 hours a day, 7 days a week, which would essentially recognize a full conversion from volunteer to paid staff. This cost rises to \$664,734.47 annually and is shown in **Table H**.

LOOKING TO THE FUTURE: Some Day Coverage might affordable and/or necessary around the Clock. The following Tables give these costs, any discussion of which can be deferred for now!

Table H -- 3 Persons, 7 Days, 24 hours

Employee Position	Hours			Salary		Benefits						Total Total Cost
	Hours per day	Number of days	Total Hours per year	Hourly Rate	Annual Wage Cost	FICA (7.65%)	SUI (4.45%)	Work Comp (5.64%)	Uniforms (2%)	PPE (5%)	Total Benefits (24.74%)	
Firefighter/ Medic (OIC)	24	7	8736	\$21.00	\$183,456.00	\$14,034.38	\$8,163.79	\$10,346.92	\$3,669.12	\$9,172.80	\$45,387.01	\$228,843.01
Firefighter/ EMT	24	7	8736	\$20.00	\$174,720.00	\$13,366.08	\$7,775.04	\$9,854.21	\$3,494.40	\$8,736.00	\$43,225.73	\$217,945.73
Firefighter/ EMT	24	7	8736	\$20.00	\$174,720.00	\$13,366.08	\$7,775.04	\$9,854.21	\$3,494.40	\$8,736.00	\$43,225.73	\$217,945.73
											Total	\$664,734.47

In Trumbull County, the current cost of a full-time Firefighter in a suburban department can be approximated as \$65,000 (\$23.59 per hour) with fringe benefits and pension contributions raising this total to approximately \$122,000. While one would say that the costs per hour do not look significantly different, we have prepared **Table J-1 and J-2**, which shows that you must pay overtime to cover the remainder of the time needed for a position versus the time available for a firefighter considering the 53 hour FLSA limitation and the need to cover the vacation time, which is 120 hours (2 weeks) when a firefighter starts. The total cost for 3 positions (3-person crew) is shown in **Table J-1 and J-2**

Table J-1
3 Full Time Positions *Hours* Entry Level

Employee	Hours						
	Hours needed for 24/7 Coverage	FF Work Week	FF's Hired for Position	Vacation Hours	Hours provided by Each FF Straight Time (53)	Total Hours Provided by Straight Time Firefighters	OT Hours Needed
FF/Medic	8736	53	3	360	2396	7188	1548
FF/Medic	8736	53	3	360	2396	7188	1548
Capt.	8736	53	3	360	2396	7188	1548

Table J-2
3 Full Time Positions *Costs* Entry Level

Employee	Wages				Benefits		Costs		
	Straight Time Rate	Overtime Rate	Total Straight Time Wages	Total OT Wages	ST Benefit Cost (88%)	OT Benefit Cost (44%)	Total ST (Wages & Benefits)	Total OT (Wages & Benefits)	Total Position Cost
FF/Medic	\$23.59	\$35.39	\$169,564.92	\$54,775.98	\$149,217.13	\$24,101.43	\$318,782.05	\$78,877.41	\$397,659.46
FF/Medic	\$23.59	\$35.39	\$169,564.92	\$54,775.98	\$149,217.13	\$24,101.43	\$318,782.05	\$78,877.41	\$397,659.46
Capt.	\$27.21	\$40.82	\$195,585.48	\$63,181.62	\$172,115.22	\$27,799.91	\$367,700.70	\$90,981.53	\$458,682.24
								Total	\$1,254,001.16

As firefighter's contracts mature, as well as the employees mature, the workweek will decrease, as some comparable departments work the traditional 48-hour workweek, which is known as a Kelly day. This reduction coupled with an increase in the number of vacation hours, we derive at **Table K1 and K2**, which depict a mature perspective of costs associated with full-time personnel to staff 3 positions daily.

Table K-1
3 Full Time Positions *Hours* Mature Level

Employee	Hours						
	Hours needed for 24/7 Coverage	FF Work Week	FF's Hired for Position	Vacation Hours	Hours provided by Each FF Straight Time (53)	Total Hours Provided by Straight Time Firefighters	OT Hours Needed
FF/Medic	8736	48	3	648	1848	5544	3192
FF/Medic	8736	48	3	648	1848	5544	3192
Capt.	8736	48	3	648	1848	5544	3192

Table K-2
3 Full Time Positions *Costs* Mature Level

Employee	Wages				Benefits		Costs		
	Straight Time Rate	Overtime Rate	Total Straight Time Wages	Total OT Wages	ST Benefit Cost (88%)	OT Benefit Cost (44%)	Total ST (Wages & Benefits)	Total OT (Wages & Benefits)	Total Position Cost
FF/Medic	\$26.04	\$39.06	\$144,365.76	\$124,679.52	\$127,041.87	\$54,858.99	\$271,407.63	\$179,538.51	\$450,946.14
FF/Medic	\$26.04	\$39.06	\$144,365.76	\$124,679.52	\$127,041.87	\$54,858.99	\$271,407.63	\$179,538.51	\$450,946.14
Capt.	\$30.04	\$45.06	\$166,541.76	\$143,831.52	\$146,556.75	\$63,285.87	\$313,098.51	\$207,117.39	\$520,215.90
								Total	\$1,422,108.17

Just to get a proper perspective on what is saved by the preservation of volunteer fire fighters, and the use of part-time personnel, we will compare the full-time vs. part-time costs for 24/7 coverage. **Table M-1 and M-2** shows that if the total annual cost of one mature full-time firefighter position is \$439,396.88 these costs rapidly multiply to **1,385,686.31** per year for a crew of three. (Twelve in total for everyday coverage). **Table H** shows that if a fire department were to hire part-time personnel for the same coverage the annual cost is less than half at **\$664,734.47**

These comparisons do not, however, consider the quality, experience, and reliability which are all usually significantly stronger in full-time dedicated employees. A mixture, as currently used throughout Trumbull County, is a good balance between affordability and community safety.

In reviewing the millage likely available and the personnel and benefit costs that are provided above, the consultants recommend either the 3 persons, 8 hours per day, 5 days a week or 2 persons, 12 hours a day, 7 days a week. The ultimate decision should be based on the following factors:

1. Real versus perceived need of weekend day shifts
2. Ability to recruit and retain quality part-time personnel that will need to work at neighboring part-time fire departments in order to make enough money to make a decent overall income
3. The actual window of reduced availability of volunteers, which could either be 8 hours or 12 hours depending on the specifics of each volunteer

The consultants will work with Fire department and Board officials to provide guidance in the hiring practice, and will help produce pay rates that balance affordability with the reality that they must be attractive to retain and recruit both part-time personnel and Responding On-call personnel. The existing application found in **Appendix 9** will suffice.

No matter the chosen staffing model, a vision to the future of a minimal on-duty crew 24/7 should be considered in the not too distant future, as the national trends indicate a steady reduction in overall volunteers.

Funding the New Personnel Costs:

EJFD Clerk John Morris worked with the consultants to provide up -to-date levy funding information. Current collections are Shown in **Table N** below. It can be seen that one mill nets a little over \$200,000. A new tax millage of 1.5 to 1.75 will yield \$310,410 to \$362,145 and this is the recommended range. Part-time staffing will cost at least \$197,838 based on consultant’s recommended staffing. The surplus will more than double funds available for the "R" Class, while allowing for gradual raises for all. Current staffing costs are about \$60,000 to \$70,000. Even with an increased millage the cost for the fire department is dwarfed by other taxes, notably schools.

One Hubbard resident shared a property tax duplicate showing annual taxes of about \$297 for schools, \$22 for Child Services, \$14 for library and \$17 for Fire. (\$350 TOTAL) At this rate The Levy committee should inform residents that their taxes for fire are now about 5% of the tax duplicate and might rise by about 2%, if they approve the staffing initiative.

Table N -- Eagle Joint Fire District Taxing and millage information			
Levy type	Expiration date	Mills	Annual revenue
Permanent	Permanent	1.2	\$248,328 (2019)
Temporary (for Capital Expenditures)	12/31/2019 (renewal for 5 Yrs. on 11/2019 ballot) (2020-24)	1.0	\$206,940 (2019)

SHIFT DIFFERENTIAL PAY AND INCENTIVE PAY FOR QUALIFICATIONS AND LONGEVITY

In order to comply with FLSA laws and still encourage volunteers to answer calls, the Eagle Joint Fire District could consider a shift differential for scheduled and former personnel. This would prevent a significant cost increase to the district but still compensate volunteers to a greater extent than under the current system. Volunteers could be assured that their costs would be covered under this pay differential and would also have an incentive in terms of pay to work a scheduled shift. Below are two primary pay classifications based on the scheduled and on-call duties that would be needed in the future.

Class “S” Group: Those persons who are to be hired are expected to be paid an average of about \$16 per hour, including fringe benefits, for all time on duty in the station. These will fill the nucleus of the on-duty shifts (Hence, “S” = Scheduled Duty). These forces will allow EJFD to send immediate assistance for medical, rescue or fire calls. Since they agree to provide regularly scheduled service, they are valuable and should be entitled to competitive compensation. At least one on duty should be a certified EMT or Paramedic.

Class “R” Group: Another equally important group of personnel will be those who currently occupy the volunteer ranks, and who will be gaining an hourly wage for all official time on calls or on station for training and official business. (Hence “R” = Responding Voluntarily). This hourly rate in all likelihood will be less since a required schedule is not mandated and the traditional volunteer members remain free to participate at their convenience. Their overall compensation, however, even at an hourly rate less than that of the S class will be higher than the current fees which are capped per run, per drill or any other official event.

Both S and R groups could be paid additional differentials based on seniority, certifications, (EMT, Certified Inspector, Haz Mat., etc.) The first personnel selected to fill the part-time on-duty schedule should come from among the existing volunteers and those qualified and selected would be transferred from R to S status. Depending on participation availability members could ultimately switch classifications. Also, R personnel would be free to stay on station and fill vacant S slots. While their rate of pay would remain the lesser figure, the justification is working at their convenience without a rigid schedule.

RECOMMENDED SCHEDULE: Chief Stanish would like to have four-person crews on duty but is willing to work with three as a start. A staffing plan for five days a week with three persons would cost \$197,838, as shown in Table T, next page. This shows 10-hour coverage with the crew of three in the “S” Class. The staffing would run from 8 A.M. to 6 P.M. This would be affordable and paid for by a single mill of taxation. At least another half-mill is needed however to cover the bump in pay for the “R” Class. Current payroll is about \$60,000 to \$70,000 annually.

TABLE T	Hours			Salary*		Benefits*						Total*
	Hrs. per day	No. Of days	Total Hours per year	Rate Per Hour	Annual Wage Cost	FICA (7.65%)	SUI 4.45%	Work. Comp 4.45%	Uni- forms 2%	PPE (5%)	TOTAL BENE- FITS	Yearly
Firefighter/ Medic (OIC)	10	5	2600	\$21	\$54,600	\$4,177	\$2430	\$3079	\$1092	\$2730	\$13,508	\$68,108
Firefighter/ EMT	10	5	2600	\$20	\$52,000	\$3,978	\$2314	\$2933	\$1040	\$2600	\$12,865	\$64,865
Firefighter/ EMT	10	5	2600	\$20	\$52,000	\$3,978	\$2314	\$2933	\$1040	\$2600	\$12,865	\$64,865
						TOTAL ANNUAL COSTS: \$197,838						

* Cost figures are rounded to nearest dollar in Table T.

Nothing will prohibit members of either the **S** or **R** groups from visiting the fire station premises for socializing or other non-compensated hours. (One volunteer fire department in North Carolina installed a movie theater and ordered premium cable channels, attracting many personnel to stay in the fire station without any monetary compensation.) When tones go off, those present can jump on the trucks and jump on the clock.

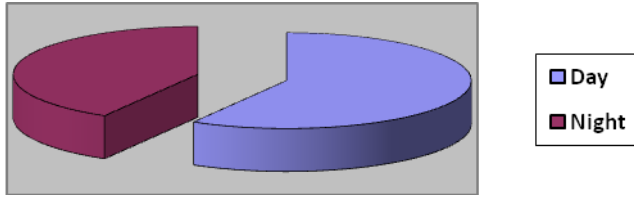
VARIABLE STAFFING BY TIME OF DAY

A few full-time departments have tried a creative venture called “Variable Staffing based on Time of Day.” This methodology allows full-time fire departments to afford more staffing by putting additional people on duty when demand is greatest, and fewer when demand is slow. See **Appendix 10**, showing how Naperville, Illinois just enacted variable staffing to place a “power shift” in place to handle simultaneous runs when they are most likely to occur. Certainly, multiple simultaneous calls place a demand on the on-duty forces and this “power shifting” may prove to be an effective way to utilize part-time personnel.

The relevance for EJFD is that demand for service is more likely during the active daytime hours, adding another reason to have an on-duty crew available to respond.

All across The Eagle Joint Fire District responses escalate as an active populace awakes and goes about the busy workday world. Calls for service are reduced as residents settle in for the evening and then retire for the night. A 12-hour day would skew even further.

The Kramer group tracked responses for several clients, breaking them down into a 10-hour day (0800 to 1800 hrs. or 8 A.M. to 6 P.M.) and a 14-hour night shift (1800 Hours to 0800 Hours). The results for a typical department, are shown graphically in the pie chart which follows. The 10-hour day shift is much busier even though it is 4 hours shorter. The Data from EJFD that we reviewed was right on this same day/night breakdown



Part-time and Volunteer Recruitment & Retention

In addition to the direct compensation, other incentives are available to help recruit and retain volunteers. Pay rates based on longevity as well as technical qualifications are one idea which has merit. Longevity pay will help to ensure that the dedicated personnel who have served the department for years will be acknowledged and rewarded. This will help them remain as valuable resources in helping to provide Fire Protection and EMS Service to Eagle Joint Fire District.

A publication entitled *Retention and Recruitment for Volunteer Emergency Services: Challenges and Solutions* was coauthored by the National Volunteer Fire Council and the United States Fire Administration. Included is a section entitled “Retention and Recruitment Root Causes.” Even though this excerpt was designed to explain some of the challenges to recruiting and retaining volunteers, it also sheds light on the unwillingness of many to serve even in a part-time compensated role. Some of the identified challenges are: The national shortage of volunteer fire fighters was already illustrated in several of our appendices.. Some of the identified challenges are listed below:

CHALLENGES TO RECRUITING AND RETAINING VOLUNTEERS AND PART-TIME PERSONNEL:

<ul style="list-style-type: none"> • Time Demands • Training Requirements • Increasing Call Volume • Changes in the “Nature of the Business” - Less social aspects • Changes in Sociological Conditions (in urban and suburban areas) 	<ul style="list-style-type: none"> • Leadership Problems • Federal Legislation and Regulations • Strict mandates on training hours • Increasing Use of Combination Departments • Higher Cost of Housing (in affluent communities) • Aging Communities • Internal Conflict
------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

The utilization of part-time personnel has allowed local fire departments to place more personnel on duty than would be affordable if all were full-time. They are at times not totally reliable since this is not their primary career. In Southwest Ohio, departments have seen significant shortage of part-time personnel, which has caused many departments in the area to convert part-time positions to full-time positions. An article about West Chester and other area departments is found here <https://www.journal-news.com/news/area-fire-departments-are-hiring-full-timers-bunches-here-why/sLZJLHZmqhFFIMs0vTUGMK/#>

Fortunately, it is seldom when the Eagle Joint Fire District is toned out for an emergency response that no one is available to respond. The department can answer the calls normally with its own personnel, even if short-staffed. There is always back-up if needed since all Hubbard and neighboring departments support one another.



Left: Expensive but Useless Equipment if there is nobody to staff it

Preserving Part-time and Volunteer Personnel

Modest stipends which could be added to part-time pay for longevity will help to ensure that the part-time personnel remain as valuable resources in helping to provide Fire Protection and EMS Service to Eagle Joint Fire District. Secondly, earned time off may also increase the longevity, as the current generation entering the fire department values time off more than pay. Consultant Randall W. Hanifen offers some advice on managing millennials in the fire service, which can be found in the EDM article located here

<https://inpublicsafety.com/2017/08/the-challenges-of-managing-millennial-firefighters-after-baby-boomers-retire/>

Volunteer firefighters remain valuable and are well worth the efforts and incentives to preserve them. Here are a few options that can help in the retention of volunteer and part-time personnel.

- Increase incentives for regular scheduling, such as a December bonus proportional to the number of hours worked in the year,
- Provide Insurance that remains in effect as long as they are on the roster. (companies such as AFLAC and VFIS have many life and disability policies which are quite affordable.
- Provide in-house amenities that make Hebron or Granville desirable. (One volunteer fire department in North Carolina installed a movie theater and ordered premium cable channels, attracting many personnel to stay in the fire station without any monetary compensation.)
- Provided earned time off based on hours worked. 1 shift for every 20 shifts.
- Higher hourly rate for personnel scheduled every 6th day versus a PRN schedule.

FUNDING THE FUTURE

The board members of the Eagle Joint Fire District have been supportive of the fire department and its personnel, and have been willing to fund all reasonable requests from the fire department. We are gratified to see the support by both the fire department members and the board to ensure organizational viability going forward.

We detect community support for the fire department in both the City and Township of Hubbard and anticipate support for a modest levy that will guarantee continued service.

One Eagle Joint Fire District resident speaking with the consultant at the Diner in downtown Hubbard one afternoon discussed taxation, and expressed a view likely held by the majority of the residents: “We don’t mind being taxed if it is fair to all and guarantees I will have fire coverage.”

Although there is a universal anti-tax dissatisfaction, many residents are willing to pay for quality emergency service improvements. Note the improvement in average response times from King William County Virginia in the inset below, with the full story in **Appendix 11**. The public will need to be sold on any new taxation, and it is this type of hard data that will help with a tax levy campaign.

THE VIRGINIA GAZETTE

Sept 10, 2019

... Response times for the King William County Fire Department, West Point Volunteer Fire Department and the Mangohick Volunteer Fire Department are logged with the county’s emergency communications center.

King William’s five-and-a-half-year response time average is about 13 and a half minutes, but between July 2018 and June 2019, that average fell dramatically and the department reported taking an average of about five minutes to respond to an incident.

In July 2018 the department hired six full-time firefighter medics, according to records provided by King William County to the Tidewater Review through a Freedom of Information Act Request.

“Three years ago it was all volunteers...”

For full story see Appendix 11

Below is a recent story from Indiana showing how officials there want to improve service with a reasonable tax.



WABASH TOWNSHIP TRUSTEE PROPOSING TAX INCREASE FOR NEXT YEAR

The Wabash Township Fire Department is in a financial crisis and the township trustee wants to fix it with a property tax increase for next year.

Sep 9, 2019 Posted By: Micah Upshaw

TIPPECANOE COUNTY, Ind. (WLF1) — The Wabash Township Fire Department is in a financial crisis and the township trustee wants to fix it with a property tax increase for next year.

For at least the last two years, the volunteer fire department was using cash reserves to help fund its operations.

Township Trustee Jennifer Teising said the department is five years behind in hiring staff and it's running low on resources.

The proposal includes using the tax increase to employ more full-time and part-time firefighters. It'll also help provide retirement and health insurance benefits, which they don't currently have.

Teising said they're working to fix the problem and get the firefighters more compensation.

"We don't have any more cash, we still have the expenses and we have to do something," said Teising. "We're looking for a band-aid approach for 2020 to get through the needs of the township and then we're going to analyze different ways that we can support the township in the future permanently."

Fire Chief Ed Ward said this is necessary for all the work his team puts in.

"We've almost gotten too good at what we do as volunteers," said Ward. "They've gotten too good at covering all the calls and running all the apparatuses, stuff that career departments, those guys get paid to do, and sometimes it's a struggle."

Teising said they'll discuss the proposed property tax increase at a public hearing at the Wabash Township Fire Station next Tuesday, Sep. 17 at 6 p.m. She's encouraging the community to attend.

She said it's unclear how much the tax hike would be but it would only affect the residents not living in West Lafayette city limits.

INSURANCE SERVICES OFFICE (ISO)

Although residents of Hubbard will be asked to pay an increased millage to ensure adequate fire and rescue protection, there will be an offset in terms of insurance rates, at least indirectly. This can also be part of a publicity campaign. Nationally the frequency of fires is declining. Although fire suppression services are, in terms of total responses, becoming less frequent, they remain among the most important services delivered by the fire department.

The Insurance Services Office (ISO) provides a Public Fire Protection Rating Scale that provides a fire department a numerical score and a classification to indicate their ability to deliver fire protection services. This is one factor that affects commercial fire insurance rates directly and homeowner rates at least indirectly. ***The rating will improve with on-duty staffing.***

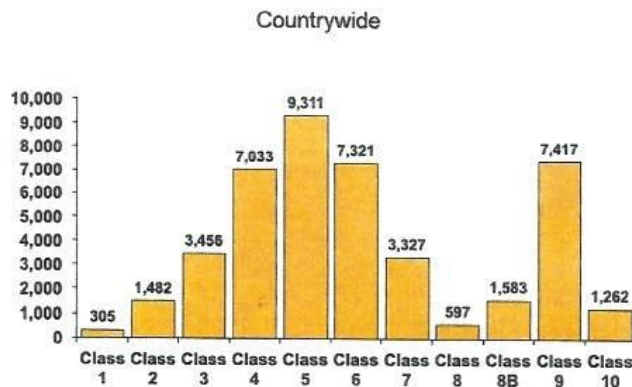
The ISO conducts a thorough site visit to the community and analyzes fire stations, staffing levels, fire apparatus, equipment carried on apparatus, training records, water supply, and all the other component parts that affect the quality of fire service delivery. A ratings schedule has been prepared evaluating fire Departments on a scale of 1, the very best to 10, the most deficient.

This agency, which is administered under a coalition of the large insurance carriers throughout North America, performs audits of fire service delivery capabilities in communities on a regular basis. Although *State Farm* and some other large insurance companies have discontinued using ISO ratings in favor of a “zip code based” rating system, the ISO rating scale remains a widely accepted objective measure of fire protection.

Below is a breakdown in the number of the nation’s fire departments in each classification. Currently EJFD is rated 5/5Y, about average. Consultants have always seen improvement in ratings when significant staffing improvements are enacted. It can be seen that even if EJFD moves up one notch and achieves a rating of 4/4Y it will be way ahead of the average. See **Appendix 12** for the most recent ISO rating report for the Eagle Joint Fire District, published in November of last year.

Distribution of PPC Grades

The 2017 published countrywide distribution of communities by the PPC grade is as follows:



We note that this is a measure of firefighting capabilities and does not address EMS, Ambulance Assist, Rescue or other fire department functions. ISO occasionally releases improvements to their rating schedule and update outdated rating elements. Below are the factors in the current rating schedule:

- 1. Alarm and Communication**
 - Emergency Reporting
 - Telecommunicators
 - Dispatch Circuits
- 2. Fire Department:**
 - Engine, Ladder, and Service Companies
 - Reserve Pumpers
 - Deployment Analysis/Station Location
 - Staffing
 - Training
 - Pumper Capacity
- 3. Water Supply:**
 - Water Quantity
 - Hydrant Size, Maintenance, etc.
- 4. Operational Considerations**
 - Standard Operating Procedures
 - Incident Management System
- 5. Community Risk Reduction**
 - Fire Prevention & Code Enforcement
 - Fire Safety Education
 - Fire Investigation

The new rating schedule continues to use some of the same previous sections and has added new sections for Operational Considerations and Community Risk Reduction. This more balanced approach takes into consideration the best fire fought is the one that never occurs.

Mr. Mike Rundell former Field Representative for ISO visited Oldham County Kentucky several years ago while the Consultants were working with their Emergency Services Task Force. Mr. Rundell provided helpful insight into the grading schedule and its effect on insurance rates, both commercial and residential.

The Task Force inquired about the effect on homeowners' fire insurance rates and were informed by Mr. Rundell that some carriers "band" the higher categories for residential rates. Consultant William Kramer pointed out that usually differences in residential rates are minimal once a fire district has reached a level of 6 or better. Each rating increase does, however, can generate an improvement in commercial rates.

Below See one recent article regarding an improvement in Fire Insurance rates, based on ISO, and see **Appendix 13** for an additional story regarding the effect of improved ISO ratings on Prairie Township, OH homeowner insurance premiums.



(Shelby, NC)

Shelby Fire Department jumps in rankings

The Shelby Fire Department's ranking recently dropped from a four to a two with a one being the highest possible outcome. [Brittany Randolph/The Star]

Posted Tuesday May 7, 2019 at 9:30 AM

Shelby residents are safer and could have more money in their pockets following an inspection of the Shelby City Fire Department.

The North Carolina Insurance Commissioner completed an inspection on behalf of the State Fire Marshal's Office in January which resulted in an improved rating. The fire department's ranking dropped from a four to a two with a one being the highest possible outcome.

The lower rating not only translates to increased safety but could potentially mean lower homeowner's insurance premiums. Shelby Fire and Rescue Chief William Hunt said the last inspection was done in 2008 when Shelby received a four.

Hunt said the rating, which is required by state law for departments serving districts of 100,000 people or less, is based on several factors, including water system availability, the 911 communications system and the fire department's level of staffing and equipment.

Following a revision of how inspections are completed, Hunt said there has been a trend of improved ratings across the state, although a jump from a four to a two was significant.

"We're moving upward," he said. "We're constantly looking at improving ourselves and also collaboration across departments. The water resources department has done an excellent job of improving the water system... It's a collaborative effort between city departments and the county side of 911."

Hunt said there are a number of things that the department worked on from 2008 to the present. On-scene staffing was increased. New equipment was purchased, and training was improved. There was an improvement in water availability on both the east and west sides of Shelby as well as with the county 911 system.

"I was expecting an improvement," Hunt said. "It was common to see a one numerical grade increase but to go to two was achievable, but I wasn't sure we would get that far or not. I was pleased that not only we made a two but pretty close to making a level one."

NATIONAL STANDARDS

On-duty staffing will aid greatly in the ability of EJFD to meet national standards for fire operations. The numbers tend to get stricter over time. On the next page we reproduce in **Figure 2** listing of personnel recommended for a simple house fire, the most likely structure fire to occur in Hubbard. The total number was 14 just five years ago and has grown to 18 today.

We note that few departments of any size are compliant with all standards. Below is **Table P** which outlines the standards which are staffing sensitive.

Table P -- STAFFING RELATED STANDARDS	
(NFPA) Standard 1500	Minimum four persons be available on the fire scene before firefighting can begin
(OSHA)	Two-person rescue team besides the crews committed to structural firefighting.
NFPA Standard 1710	Four (4) personnel per fire apparatus First fire unit arrives within 4 minutes 90% of time and the remainder of the assignment within 8 minutes 90% of the time. Fifteen to seventeen personnel on first alarm within eight minutes Quality and safety parameters
Single-family residential structure fire	Not less than fifteen (15) firefighters, one chief officer, a safety officer, and a rapid intervention team with two engines and one ladder
Commercial complex	Not less than twenty-four (24) firefighters, two chief officers, one or more safety officers, and rapid intervention team(s) with four engines and two ladders on the first alarm.

When personnel are thin, as is the case currently during daytime hours, weekdays, in Hubbard this ability to adequately provide adequate initial fire protection is compromised. For fire operations sufficient personnel must be available in order to provide adequate fire protection to the community.

As EJFD Officials deliberate on proper fire protection levels, and weigh the benefits and costs of on-duty personnel, they may want to find some *measurable* quantitative standard that can be applied. An example which could be applied in The Eagle Joint Fire District would be: *“We want 90% of all residences and business establishment inside the Eagle Joint Fire District to be within 6 minutes of a responding engine company”*

Utilizing time distance analysis and geographic projections the Eagle Joint Fire District could determine where the fire station would have to be best located to produce such a result, and moving it is cost-prohibitive. Then an analysis could show the desired strength levels on units to provide the “right-size” Department. Even in this case, however, the standard breaks down as soon as the department is already busy on one emergency when a second emergency occurs necessitating a more lengthy response, possibly from a mutual-id unit. Hence, the decision regarding staffing levels remains fairly subjective despite the best efforts at quantifying it.

While the cost of fielding a staffed fire department is expensive in the community, the cost of no protection is considerably higher and would in theory make it unaffordable for commercial enterprises to operate due to exorbitant fire insurance rates that would ensue.


Figure 2 -- SINGLE FAMILY RESIDENTIAL HOUSE FIRE

POSITION	ASSIGNMENT	STAFFING 2004	STAFFING 2019
Incident Commander	Coordinates all on scene operations (Company Officers run command until ranking officer arrives)	1	1
Safety Officer	Monitor and corrects fireground safety issues		1
Pump Operator	Maintains water flow to attack crews and radio communications	1	1
Ventilation	Removes heat, toxic gases and smoke improving victim survivability and safer environment for fire crews.	2	2
Ladder Operator	Operates ladder truck aerial device		1
Primary Search	Rapid discovery and removal from toxic environment ensures highest possible chance for victim survivability without brain damage.	2	2
Fire Attack	Two hand lines @ 150 gpm each for adequate water flow (125 GPM in 2004)	4	4
Fire Attack Support	Connects hydrants, manages supply and hand lines		2
EMS	Renders immediate medical care to rescued victims or injured firefighters	2	2
SUB TOTAL		12	16
Rapid Intervention Team	(Rescues trapped/injured/lost firefighters)	2	2
TOTAL		14	18

GRANT FUNDING

The Consulting team has shown how new taxation can fund on-duty personnel during critical hours, weekdays, and permit the organization to continue operations. There are, however many forms of grant funding which can be explored, not only for staffing but for equipment as well.

Recently the consultants performed a county-wide study in North Carolina, where SAFER funding was obtained by many volunteer fire districts. This could possibly be A major supplement to extend either the hours of coverage or number of personnel on duty in Hubbard. See the inset below.



FEMA [Staffing for Adequate Fire and
Emergency Response Grants
\[SAFER\]](#)

The Staffing for Adequate Fire and Emergency Response (SAFER) Grants was created to provide funding directly to fire departments and volunteer firefighter interest organizations to help them increase the number of trained, "front line" firefighters available in their communities.

Source: FEMA Website

Running a professional fire department costs money, with a major share going to salaries as we have already elaborated upon. One way to fund equipment and personnel is grant funding. There are numerous sources of grant funding available to fire departments

The Eagle Joint Fire District Fire Department could find grant funding to help with the more expensive aspects of fire and EMS coverage, notably staffing, which is now the largest portion of any department which provides on duty coverage. One note of caution is in order: any Fire Agency, which wishes to be the recipient of Federal Grant Funding, must be able to demonstrate that they utilize the National Incident Management System (NIMS).

Here are the more common grants which can be obtained:

The Assistance to Firefighters Act, commonly called the Fire Act Grant, has been available since 2001, and provides about \$650 Million in funding for specific equipment, apparatus, and public education funds. The application period begins at the end of March and closes in early April.

Also, lesser known grants are available. Fire Departments are often unaware of various grants available from foundations looking for ways to better society. Often there are newer topics which spur a on new grant opportunities, such as "weapons of mass destruction." (WMD) grants. These funds are available through the State Emergency Management Agency (EMA) for providing equipment and resources for homeland security issues, which often overlap the needs of firefighting personnel, particularly in the area of training, and safety gear such as SCBA's, etc.

The inset below shows how grant funding was obtained by volunteer fire departments in Kentucky.



Guthrie announces Barren County Fire Department grants

Posted: Thu 9:36 AM, Sep 12, 2019

WASHINGTON, D.C. – Congressman Brett Guthrie (KY-02) announced Thursday that the Federal Emergency Management Agency (FEMA) Assistance to Firefighters Grant (AFG) Program is awarding three grants to Barren County fire departments.

The Hiseville Fire Department will receive \$240,000 for a new fire truck.

The Glasgow Fire Department will receive \$77,142 for a new ventilation system.

The Temple Hill Volunteer Fire Department will receive a \$29,857 grant to purchase three Automated External Defibrillators (AEDs) and other tools.

“Our brave firefighters put their lives on the line every day to help our communities,” said Guthrie. “Up-to-date fire equipment can get expensive, and these grants will help the Hiseville, Glasgow, and Temple Hill fire departments get the equipment and tools they need to continue protecting Barren County residents. Congratulations to the fire departments on receiving these competitive grants.”



The AFG program awards grants directly to fire departments, emergency medical services organizations, and state fire training academies.

On the following page is an inset describing the awarding of grant funding for new radios throughout Trumbull County. Conspicuous by its absence is the Eagle Joint Fire District. Thanks to EJFD member Jim Richmond, however, the District may receive some existing radios from the grant recipients which will be compatible with the new system. Also Chief Jim Pantalone of the Howland Township Department has verified there will be plenty of the newer radios to equip all of Trumbull County. Hopefully, the EJFD will be more aggressive to participate in any future regional efforts.

See **Appendix 14** for a story from Marion, OH – a Kramer client – where \$830,000 was obtained for staffing. See **Appendix 15** for pointers on obtaining a SAFER Grant. See **Appendix 16** for four different stories from different departments in various locations who will use grant funding to enhance operations.

Local departments get \$1.5 million to help upgrade to digital radio system

FEMA is helping some local fire departments in Trumbull County upgrade their radio systems by: [WYTV Staff](#)

Posted: Sep 19, 2019 / 05:17 PM EDT / Updated: Sep 19, 2019 / 06:02 PM EDT

CHAMPION, Ohio (WYTV) – The federal government is helping some local fire departments in Trumbull County upgrade their radio systems.

The \$1.5 million FEMA grant will help the departments in transitioning to the Project 25-compliant digital communication system, specifically the State of Ohio Multi-Agency Radio Communication System. A total of 24 local departments will receive a portion of the money.

FEMA will cover about \$1.3 million of the cost and local departments will provide the remaining \$136,872 in local matching funds, or a 10 percent match for each department for the equipment they requested. Champion Township Fire Department hosted and completed the application that was written for the Trumbull County Fire Chief’s Association.

Departments receiving the grant include: (Source: Champion Twp. Fire Dept.)

Bazetta Township Fire Department
Bloomfield Township Fire Department
Braceville Township Fire Department
Bristolville Township Fire Department
Brookfield Township Fire Department
Burghill-Vernon Fire Department
Champion Township Fire Department
Cortland City Fire Department
Farmington Township Fire Department
Fowler Township Fire Department
Gustavus Township Fire Department
Johnston Township Fire Department

Howland Township Fire Department
Kinsman Township Fire Department
Liberty Township Fire Department
Lordstown Village Fire Department
McDonald Village Fire Department
Mecca Township Fire Department
Niles City Fire Department
Southington Township Fire Dept.
Vienna Township Fire Department
Warren Township Fire Department
Warren City Fire Department
Weathersfield Township Fire Department

NEW REVENUE FROM BILLING

New funding sources can be found. Billing for services, even house fires, is often covered by insurance policies. See the following article from nearby Youngstown, OH. Also, in **Appendix 17** we have two other current articles on new billing revenue



Discussions of charging for Youngstown Fire Department services continue

The measure would be up for council approval at their next meeting.

by **Brandon Koziol**

Thursday, September 26th 2019, 12:03 PM EDT

The conversation about charging residents and non-residents for emergency services involving the Youngstown Fire Department continued Wednesday night.

Members of the Youngstown finance committee say crashes, hazmat incidents, and arson investigations would fall under this umbrella.

If the party at fault lives in the city, their insurance will pay. But if they weren't a resident, they would be charged and maybe have to pay out of pocket.

For some members, that raises some concerns. "It also deters people from perhaps coming down for entertainment purposes, or people coming to visit their family. And if something devastating happens, like a car accident while they're here, I don't think that we should also be slapping them with some out of pocket costs," said Lauren McNally, the finance committee president.

They say other cities in Ohio bill for those types of services.

The measure would be up for council approval at their next meeting.

GREATER FIRE AND EMS SERVICE TO CITIZENS

Unlike most fire departments in Trumbull County, the Eagle Joint Fire District has not taken on emergency medical transports even though the Fire Department will assist the private ambulance from Life Fleet that is routinely staged at the Hubbard Fire Station. Most personnel in EJFD are not Emergency Medical Technicians but the fire department can currently provide support in an auxiliary fashion.

Now that the residents of the City and Township of Hubbard are going to be asked to pay for personnel on duty, it is time to ask whether these on-duty personnel should take on a greater EMS role. The consultants say "yes." As long as *Life Fleet* is willing to provide a transport vehicle, EJFD can defer on the acquisition of transport duties. The Fire Department can, however, be immediately and simultaneously dispatched to Cardiac, Stroke, Severe trauma, and other EMS cases and provide a real new dimension of life saving service to Hubbard Citizens.



Left: Fire and EMS Units from same organization often handle EMS duties. Kramer assisted Portsmouth, OH to assume emergency medical transports, with great service improvement, according to Chief Bill Raison

See the inset, next page, describing a creative staffing arrangement that provided both better EMS service and better fire protection in Austintown. This is one of several ways where staffing could be bumped to an on-duty complement of four, could be bumped to seven days in Hubbard.

If there comes a time when Life Fleet is no longer available, the Fire Department which is already simultaneously responding with them is in a much stronger position to begin transport services. In 2013, *MedCorp*, a "private ambulance service that transported more than a half-million patients a year in six states abruptly shut down without explanation, leaving dozens of cities and towns scrambling for medical transportation options without a word of warning." See **Appendix 18** for the story.

In Hopkinsville, Kentucky, another Kramer/Hanifen client, when the local private ambulance provider closed its doors, the fire department used its off-duty personnel on overtime in spare ambulances to make non-emergency and inter-facility transports, thus generating a source of substantial new revenue for the Fire Department.

All across the country in communities large and small an integrated fire/emergency medical service has proven to be an efficient model adding considerable value to the service provided to the community by a fire department. Unlike EJFD, most fire departments also staff ambulances and do EMS Transports.

It is not unusual for The Hubbard Community to experience simultaneous emergency medical runs. This gives yet another reason for the District to be in the Emergency medical business. Someday a different means of hospital transport may be necessary, and if the fire department assumes these duties, it will be a financial loss to Life Fleet and a corresponding gain for the EJFD.

For now, the most likely vehicles to be used for Emergency Medical Response by on-duty EJFD crews are firefighting vehicles that take on a second duty. i.e. response to medical emergencies. Larger fire vehicles at the scene of medical emergencies can cause well-intentioned citizens to question whether this is a waste of resources. It can actually be a cost savings measure.

The Eagle Joint Fire District can adopt a sensible response policy sending personnel so that there are adequate crews to handle medical emergencies, even when some of those crew members arrive on a fire fighting vehicle. The Fire Department can develop its own protocol using input from a medical director. See **Figure 3** two pages hence for a sample protocol.

In the near future about 75% of the total EJFD budget will be payroll expenses. The other 25% pays for the firefighting equipment, station maintenance, supplies, fuel and so forth. While at first blush it may seem extravagant to have a full-size pumper or other fire vehicle on an emergency medical call this must be taken in context. The crews on the fire vehicle remain mobile, versatile, and available for fire calls. They will make at least four serious medical calls for every fire call and the odds of saving a life with the EMS service are at least four-to-one.



Photo of Combination pumper-ambulance in Sycamore Township, Hamilton County, Ohio. This has merit in some departments but is not recommended for Hubbard because of cross-contamination in two directions (fire debris to patients and patient pathogens to firefighters.)

Public-private partnership in Austintown will enhance emergency medical services

Posted: Dec 26, 2013 7:11 PM EST Updated: Dec 26, 2013 7:11 PM EST



AUSTINTOWN, Ohio - The New Year will bring a public-private partnership with the goal of enhancing emergency medical service in Austintown Township. An emergency medical technician from the township fire department will partner with a paramedic from Lane LifeTRANS ambulance.

The ambulance will be housed in a fire station, and only respond to emergencies in Austintown. In the event of a structure fire, the EMT will become an active firefighter. This additional firefighter/EMT will be on duty 24-7 and will not cost the taxpayers. Lane will reimburse the township for all of the firefighter's labor costs.

SEVERAL YEARS LATER:

Firefighters bumped to full time

AUSTINTOWN, Ohio (WKBN) - Three men were sworn in as full-time members of the Austintown Fire Department at Monday's township trustees meeting.

Brandon Witz, Nicholas Reed and Keith Rosser raised their right hands and took the oath of office. All three were part-time employees, who were next in line to be hired full-time. **The additions are a direct result of the new public-private partnership between the township and Lane Life Trans.**

A co-op ambulance is staffed with one township emergency medical technician and one Lane paramedic to respond to calls only in Austintown.

Figure 3 -- EJFD EMS

Suggested Protocols

Fire department EMS Engine or rapid response vehicle provides immediate response for Emergency Medical Services (EMS) in the City or Township of Hubbard, and hands off patients to Life Fleet for transport.

Urgent response for the following:

- Cardiac Emergency (Heart Attack, Chest Pain, Shortness of Breath, etc)
- Motor Vehicle Accident with reported entrapment or serious injury
- Respiratory Emergency (Asthma, COPD, Shortness of Breath, etc.)
- Altered Level of Consciousness (Stroke, Drug, Overdose, Generally Unresponsive, etc.) Motor Vehicle Accident with reported entrapment or serious injuries

Response without delay for the following:

- Lifting assistance, Obese Patient
- Minor injuries or illnesses
- Motor Vehicle Accident reported with no injuries or minor injuries

Protocols:

- Station Officer determines the vehicle used for response
- Stated criteria is subject to modified response, as the Officer in Charge may deem appropriate.
- First ambulance response in Hubbard by Life Fleet will normally consist of two personnel.
- EJFD may accompany patients in Life Fleet vehicles when needed for life-saving emergencies
- Any EJFD Member may request additional resources once they determine need.
- Ranking fire officer will supervise all extrication operations

CONCLUSION

The Eagle Joint Fire District is in a position to control the fire and EMS services delivered to its residents, and the current Board of Directors, along with Fire Chief Ron Stanish should be commended for their efforts to provide quality and timely service to all of residents.

Ideas in Part One of this two-part report explain the current financial picture of the Eagle Joint Fire District and show how budget, taxation, and organizational structuring will have to change if the department is to remain viable.

The crucial need to introduce on-station staffing during week day daytime hours is shown. The Eagle Joint Fire District is a beautiful area, and careful planning is essential to maintaining the existing quality of life in the community. Some additional taxation will be necessary.

Fire and EMS services are an integral part of a community's culture. Hubbard can be proud of the fine fire and rescue personnel which have served the city and township for years

The Eagle Joint Fire District Board should be commended for their efforts in planning for a strong force. All deserve credit for seeking neutral outside input that will strengthen their ability to provide service in the future.

The consultant agrees that The Eagle Joint Fire District is at an opportune time in its history when it will profit by planning and preparing for on-duty personnel and a different future. The economy presents new financial challenges at a time when new and increasing challenges face the Emergency Services.

The firm of **Kramer and Associates** has been asked to review fire protection in communities of many different sizes and in many diverse geographical locations. It can be said that the fire and rescue protection in The Eagle Joint Fire District ranks quite well for now, but struggles to provide adequate service.

We applaud the EJFD Board of Directors for their support of the modest tax levy proposed. We encourage all existing and prospective members of the fire department to campaign for the levy and for their future. Likewise, we encourage all members of the community who are protected by the Eagle Joint Fire District to vote yes so if their home is on fire, someone will be there to respond.



APPENDIX 1

Consultant Resumes



Resume -- WILLIAM M. KRAMER

9 Heritage Rd.
Cincinnati, OH 45241

Phone: (513) 678-2279
Birth Date: 1-28-44

Daughters: Cari and Jennifer
wmkramer@zoomtown.com



Educational Background

B.S.I.M.	Industrial Management	University of Cincinnati, 1968
B.B.A.	Management	University of Cincinnati, 1968
M.B.A.	Personnel Administration	Xavier University, 1970
M.A.I.R.	Industrial Relations	University of Cincinnati, 1977
Ph.D.	Major: Management Minors: Law & Indust. Rel.	University of Cincinnati, 1977 (Ph.D. GPA: 3.78)

Fire Service Background

Volunteer Fire Service: Volunteer Firefighter 1962 - 1969, Green Township; Vice President of FF Association 1967-1969.

Career Fire Service: Cincinnati Fire Division: Firefighter – 1973 to 1981; Lieutenant – 1981 to 1983; Captain – 1983 to 1987; District Chief – 1987 to 1993; 1994; Assistant Fire Chief - Feb. 1993; Acting Fire Chief April, 1993 (Chose Directorship at University)

Fire Chief: Indianapolis International Airport, April 1995 -1998.

Fire Chief: Deerfield Township Fire Department, Warren County, OH October 1998 – January, 2006

Academic Background:

1971 - 1981	University of Cincinnati - Lecturer on Management
1975 - 1981	Xavier University - Assistant Professor of Management
1978 - Present	National Fire Academy: Open Learning Fire Service Program- Editor and Author
1981 - 1982	University of Minnesota - Adjunct Instructor - Open Learning Fire Service Program
1982 - 2008	University of Cincinnati - Associate Professor of Fire Science
2008 - 2009	University of Cincinnati - Professor of Fire Science
1982-1995, 2003-2009	University of Cincinnati Department Head, Director of Fire Science

Publications - Primary Author or Editor:

"A Managerial Analysis of Municipal Fire Departments
-- Ph.D. Dissertation – (Cincinnati: U. C. Press, 1977)
(N.Y. June 1977)

Article: "Management by Objectives in the Fire Service":

International Fire Chief; (Washington D.C., May, 1979)

Book: **Disaster & Fire Defense Planning**

Course Guide (Washington D.C.; Open Learning Fire Service Program, 1992)

Book: **Political and Legal Foundations of the Fire Threat.**

Service, (Lexington, MA: Ginn Custom Publishing, 1992)
1994)

Book: **Advanced Fire Administration**

(Lexington, MA: Ginn Custom Publishing, 1992)

Book: **Fire Officer's Guide to Disaster Control**

(Fire Engineering, 1992)

Book: **Disaster Planning and Control** (Penwell, 2009)

Co-Author

Article: "MBO Pays Dividends in Three Areas in Cincinnati": **Fire Engineering**

Book: **Managing Fire Services**
(Washington D.C.: ICMA, 1979 and 1999)

Book: **Personnel Management for the Fire Service;** (Washington D.C. Open Learning Fire Service Program, 1979)

Book: **Community and the Fire**

(Lexington, MA: Ginn Custom Publishing,

Book: **Fire Chief's Handbook**
Fire Engineering Books & Videos,
Saddle Brook, NJ, 1997

Article: **Fire Service Staffing**
Ohio Township Magazine, 2003

Educational Innovation:

1997- Present: Served as Educational Commentator for two video production companies, Developed program for offering collegiate credit for evaluation of contemporary issues in the Fire Service. **American Heat.** 1988-1997 - **Working Fire.** 1998- Present

Military Background:

U. S. Marine Corps - Captain - Platoon Commander; Active Duty: 1965 - 66; 1969 - 70; Active Reserves: 1966 - 69; 1970 - 1974.

Hall of Fame: 2006: Highest State of Ohio Fire Service Award and Induction into Ohio Fire Service Hall Of Fame

Randall W. Hanifen, Ph.D.

6538 Red Pine Dr. Liberty Twp. Ohio 45044
513-266-6124 Randall@Hanifen.org

Objective

To provide clients personalized solutions to their emergency service needs

Certifications

- Fire Officer Designee, Firefighter, Paramedic, Instructor
- Institute of Fire Engineers-Fellow
- NIMS 100, 200, 300, 400, 700, 800b, EMI PDS-EM

Experience

West Chester Fire-Rescue
2/1998-Present

Shift Captain (Battalion Commander)

- Shift commander for 31 person platoon from 5 stations
- Manage strategic planning, succession planning and other analytical projects

American Public University System
1/2016-Present

Associate Professor

- Develop and teach graduate level courses in Emergency and Disaster Management Program. Supervise graduate research.

University of Cincinnati
1/2007-Present

Adjunct Professor

- Develop and teach fire science curriculum. Current classes include. Fire and Emergency Services Administration, Disaster Planning and Control, Managerial Issues in Hazardous Materials, and Fire Investigation

Butler County Technical Rescue Team
5/2005-Present

Executive Chairman/Rescue Team Manager

- Act as agency chairperson. Oversee annual budget, strategic planning, hiring and promotion, as well as interagency interaction for an all volunteer agency
- Butler County ESF9 Coordinator and EOC Representative

Hanifen and Associates
9/2009-Present

Owner/Consultant/Planner

- Conduct strategic planning projects utilizing analytics with small companies
- Create disaster and emergency programs through a collaborative effort.
- Create Labor-Management solutions through collaborative studies

Education

Northcentral University

Ph.D. Homeland Security

- Homeland Security Policy and Analysis
- GPA 3.90

Grand Canyon University

M.S. Executive Fire Service Leadership

- GPA 3.87
- Degree based on National Fire Academy EFO Program

Volunteer Work

Ohio Task Force 1
FEMA US&R
5/2002-Present
Butler County IMAT Team

Task Force Leader

- Assist with Strategic Planning and US&R Management Subgroup
- Lead 80-member team during federally declared disasters

International Association of Fire Chiefs

Planning Section Chief

- Lead IMAT through planning cycle
- Command groups and divisions under the planning section

Center for Public Safety Excellence
National Fire Protection Assoc.

Company Officer Section

- Primary author/editor of IAFC Succession Planning Document
- Vice-Chair of Section

Program (FRI) Planning Committee

- Responsible for selection of courses and updates to the Company/Chief Officer Leadership Program

Safety, Health, and Survival Liaison-SHS Section

Fire Officer Peer-Reviewer

- Review candidates for Fire Officer Designation

Fire Officer Professional Standards (NFPA 1021)

- Assigned to Technical Committee as Subject Matter Expert

Publications

Disaster Planning and Control (2009)
IAFC On-Scene (2010-Present)

Associate Author

- Penwell Publications.

Author

- Regional Collaboration; Higher Education in the Fire Service

LAWRENCE T. BENNETT, Esq.

8/13/2019

Cell Phone: (513) 470-2744 lawrence.bennett@uc.edu



University of Cincinnati Promoted to Professor - Educator (8/2019); Program Chair, Fire Science & Emergency Management (2009 – present); promoted to Associate Professor - Educator (2012); joined UC 2007.

Law Law firm of Katzman, Logan, Halper & Bennett, 9000 Plainfield Road, Cincinnati, OH (partner: 1992 – 2007) (Of Counsel, 2007 - present); lbennett@katzmanlaw.com (513-793-4400)

Education

Juris Doctor - Washington College of Law, Wash. D.C. (1970);

B.A. – Gov't & Pol. Science, American University, Wash. D.C. (1967)

Ohio certified FF I / EMT-B (1979 – present) **Textbooks / Other Publications**

TEXTBOOK: **EMS LAW (Second Edition)**: June 2018; FREE ONLINE TEXTBOOK: (ISBN: 978-1-949104-03-5); https://scholar.uc.edu/concern/generic_works/6m311p85h (First Edition, 2012, MBS Direct, Columbia, MO).

TEXTBOOK: **FIRE SERVICE LAW (Second Edition)**: Jan. 2017 (ISBN 978-1-4786-3397-6); Waveland Press: <http://www.waveland.com/browse.php?t=708> (First Edition – Prentice Hall, 2008)

International Assoc. Fire Chiefs (2010) - **CHIEF FIRE OFFICER'S DESK REFERENCE** – Chap. 4
Fire Protection Pub, Okla. State (2006) **FIRE & EMS LAW FOR OFFICERS - EMS**; (2004) **SAFETY**
EMS World Magazine: articles from newsletters; <https://www.emsworld.com> (search Lawrence Bennett)
FIRE & EMS LAW Newsletters: <http://ceas.uc.edu/aerospace/FireScience/fire-ems-safety.html>

Seminars (2019) UC Article / video on Community Paramedicine seminar:

<https://www.uc.edu/news/articles/2019/03/n2074982.html>; <https://www.youtube.com/watch?v=mYtt4-qq4xE&feature=youtu.be> ; (2018) UC Article / video on new Drone course: <https://ceas.uc.edu/news-1718/sentinels-in-the-sky-emergency-response-uav-seminar.html> ; (2018) UC Article on new Community Paramedicine course: <http://www.uc.edu/News/NR.aspx?id=26145>

Fire & Public Service Activities

Intern. Assoc. Fire Chiefs / Terrorism & Homeland Security Comm. (2019)

SW Ohio Critical Incident Stress Mgt Team 2018 – present; 1994-2013

FBI – InfraGard 2017 - present

Hamilton County Local Emerg. Planning Committee 2015 - present

Greater Cincinnati HAZMAT Unit 2013 – present

EMS Protocol Committee, Cinn. Academy of Medicine 2013 – present

Hamilton County Fire Chiefs Association 2013 – present

SW Ohio Fire Chiefs Association 2013 - present

Cincinnati Red Cross – Medical Assistance Team 2009 – present

Therapy Pets of Greater Cincinnati 2008 – present * Cincinnati Enquirer article:

https://www.catsober.org/siteCat/assets/File/Pet%20Therapy%20at%20CAT%20ENQ%20front%20page%206_11_19.pdf

Other Employment

Adjunct Prof, Cincinnati State 2000 – present

VP / General Counsel, Johnson & Hardin Printing Co. 1992-1997

GE Aircraft Engines - Corporate Attorney/International 1979–1992

Fed. Prosecutor - Assistant U.S. Attorney, D.C. 1970-1977 (U.S. Dept. Justice:1977 – 1979)

Police Officer – Wash. D.C. 1964-1970 (US Capitol, 64-67; D.C. PD, 68-70)

Micki Harrell RN, MSN

- Time/Distance analysis for emergency response
- Dimensional mapping and fire station location analysis
- Emergency paramedicine
- Equipment planning
- Operational planning
- Transition/Move planning

People

Micki's Bio

Prior to her design, equipment planning, and operational planning experience, Micki spent twenty years as a critical care nurse, head nurse and hospital administrator. No matter her role on a specific design project Micki blends concepts of efficiency and effectiveness; quality and value; current trends and organizational culture; and develops practical and implementable solutions for her clients.

Micki is also a trained group facilitator. She understands the time constraints of healthcare clients and users as they try to manage their everyday responsibilities while participating in facility projects. She keeps the team focused on the tasks at hand, making sure that the client's time is spent effectively. These skills as well as her strong communication skills, her organizational skills and her eye for detail enable Micki to build consensus within the various project groups.

EDUCATION

Master of Science in Nursing, University of Cincinnati
 Bachelor of Science in Nursing, University of the State of New York
 Diploma, Good Samaritan School of Nursing

CERTIFICATIONS

- Critical Care Nurse Certification, American Association of Critical Care Nurses
- Nursing Administration Certification, American Nurses Association

SKILL SET

<ul style="list-style-type: none"> • Programming • Medical planning 	<ul style="list-style-type: none"> • Operational planning • Equipment planning 	<ul style="list-style-type: none"> • Transition/Move planning • Trained group facilitator
---------------------------------------------------------------------------------------------	--------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------

SELECT PROJECTS

Specialty Care Unit - Richard L. Roudebush VAMC, Indianapolis, Indiana

- Medical equipment planning for this 26,000 square foot space. This new space included 15 exam rooms (all capable of TeleHealth), 2 private infusion rooms, 14 infusion bays, a pharmacy chemo prep area, and a multitude of support spaces.

Westfield Outpatient Care Center - Riverview Health, Westfield, Indiana

- Planning and medical equipment planning for a new Outpatient Care Center. This new 110,000 square foot, \$26 million facility includes Urgent Care, Radiology, Lab, Registration, Ambulatory Surgery, 23 hour beds, PT and medical office suites.

Health Innovation Center - Northern Kentucky University, Highland Heights, Kentucky

The visionary center will bring together experts from each of NKU's 6 colleges to create transdisciplinary teams to study health care from new perspectives. The approach will combine data analytics, psychology, preventative care, and holistic approaches to help address population health challenges such as addiction and chronic illness.

APPENDIX 2

Demographic Data for City and Township of Hubbard, OH



Hubbard, Ohio

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Hubbard, Ohio

[City](#)



Houses on Bentley Street



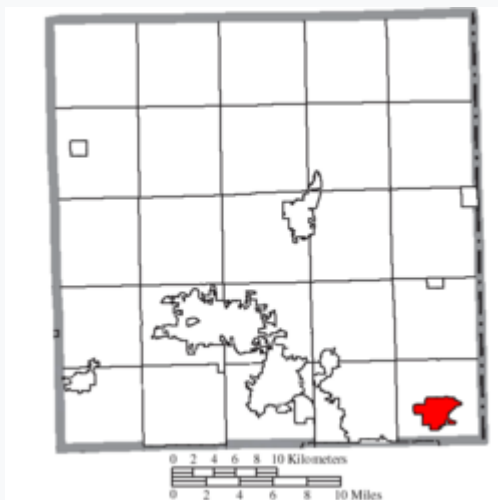
Seal

Motto(s):

Where Opportunity Begins



Location within the state of Ohio



Location of Hubbard in Trumbull County

Coordinates: [41°9'26"N 80°34'9"W](#)
[41.15722°N 80.56917°W](#)
Coordinates: [41°9'26"N 80°34'9"W](#)
[41.15722°N 80.56917°W](#)

Country United States

State [Ohio](#)

County [Trumbull](#)

Incorporated 1868

Government

• **Mayor** John Darko **Mayor Elect** Ben Kyle (D)

Area	
[1]	
• Total	3.91 sq mi (10.13 km ²)
• Land	3.90 sq mi (10.10 km ²)
• Water	0.01 sq mi (0.03 km ²)
Elevation	984 ft (300 m)
[2]	
Population	
(2010) ^[3]	
• Total	7,874
• Estimate	7,461
(2018 ^[4])	
• Density	2,019.0/sq mi (779.5/km ²)
<u>Time zone</u>	UTC-5 (Eastern (EST))
• Summer (<u>DST</u>)	UTC-4 (EDT)
<u>ZIP code</u>	44425
<u>Area code(s)</u>	234/330
<u>FIPS code</u>	39-36582 ^[5]
<u>GNIS feature ID</u>	1048855 ^[2]
Website	http://www.cityofhubbard.com/

Hubbard is a city in [Trumbull County, Ohio, United States](#). It is formed from part of [Hubbard Township](#), which was formed from the [Connecticut Western Reserve](#). The population was 7,874 at the [2010 census](#). It is part of the [Youngstown-Warren-Boardman, OH-PA Metropolitan Statistical Area](#).



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- [1History](#)
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 - [3.12010 census](#)
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History[[edit](#)]

A post office called Hubbard has been in operation since 1826.^[6] The village has the name of Nehemiah Hubbard, Jr., a [Connecticut Land Company](#) agent.^[7]

Geography[[edit](#)]

Hubbard is located at

[41°09′26″N 80°34′09″W](#)[41.157361°N 80.569243°W](#) (41.157361, −80.569243).^[8] It is completely surrounded by Hubbard Township.

According to the [United States Census Bureau](#), the city has a total area of 3.91 square miles (10.13 km²), of which 3.90 square miles (10.10 km²) is land and 0.01 square miles (0.03 km²) is water.^[1]

Historical population			1920	3,320	95.4%	1990	8,248	−10.8%
Census	Pop.	%±	1930	4,080	22.9%	2000	8,284	0.4%
1870	1,126	—	1940	4,189	2.7%	2010	7,874	−4.9%
1880	1,511	34.2%	1950	4,560	8.9%	Est. 2018	7,461 ^[4]	−5.2%
1890	1,498	−0.9%	1960	7,137	56.5%	Sources: ^{[9][10][11][12][13]}		
1900	1,230	−17.9%	1970	8,583	20.3%			
1910	1,699	38.1%	1980	9,245	7.7%			

2010 census

As of the [census](#)^[3] of 2010, there were 7,874 people, 3,442 households, and 2,185 families residing in the city. The [population density](#) was 2,019.0 inhabitants per square mile (779.5/km²). There were 3,701 housing units at an average density of 949.0 per square mile (366.4/km²). The racial makeup of the city was 96.5% [White](#), 1.5% [African American](#), 0.1% [Native American](#), 0.3% [Asian](#), 0.1% [Pacific Islander](#), 0.3% from [other races](#), and 1.2% from two or more races. [Hispanic](#) or [Latino](#) of any race were 1.3% of the population.

There were 3,442 households of which 26.7% had children under the age of 18 living with them, 46.7% were [married couples](#) living together, 12.1% had a female householder with no husband present, 4.7% had a male householder with no wife present, and 36.5% were non-families. 32.6% of all households were made up of individuals and 15.2% had someone living alone who was 65 years of age or older. The average household size was 2.29 and the average family size was 2.90.

The median age in the city was 43.9 years. 20.3% of residents were under the age of 18; 8.7% were between the ages of 18 and 24; 22.3% were from 25 to 44; 29.6% were from 45 to 64; and 19.1% were 65 years of age or older. The gender makeup of the city was 47.6% male and 52.4% female.

2000 census[[edit](#)]

As of the [census](#)^[5] of 2000, there were 8,284 people, 3,456 households, and 2,322 families residing in the city. The [population density](#) was 2,402.3 people per square mile (927.1/km²). There were 3,666 housing units at an average density of 1,063.1 per square mile (410.3/km²). The racial makeup of the city was 98.08% [White](#), 0.92% [African American](#), 0.11% [Native American](#), 0.14% [Asian](#), 0.01% [Pacific Islander](#), 0.14% from [other races](#), and 0.59% from two or more races. [Hispanic](#) or [Latino](#) of any race were 0.46% of the population.

There were 3,457 households out of which 28.0% had children under the age of 18 living with them, 53.7% were [married couples](#) living together, 10.2% had a female householder with no husband present, and 32.8% were non-families. 30.0% of all households were made up of individuals and 15.1% had someone living alone who was 65 years of age or older. The average household size was 2.40 and the average family size was 2.99.

In the city, the population was spread out with 23.2% under the age of 18, 7.6% from 18 to 24, 26.2% from 25 to 44, 24.7% from 45 to 64, and 18.3% who were 65 years of age or older. The median age was 40 years. For every 100 females, there were 89.7 males. For every 100 females age 18 and over, there were 85.1 males.

The median income for a household in the city was \$34,657, and the median income for a family was \$42,077. Males had a median income of \$34,572 versus \$25,052 for females. The [per capita income](#) for the city was \$19,838. About 5.3% of families and 8.6% of the population were below the [poverty line](#), including 15.4% of those under age 18 and 4.8% of those age 65 or over.

Education[[edit](#)]

Public education in the city is managed by the Hubbard Exempted Village School District, which operates three schools:

- Hubbard Elementary School
- Hubbard Middle School
- [Hubbard High School](#)

All three schools, which serve [pre-kindergarten](#) through [12th grade](#), are housed in a modern complex that was built in 2013.

Media[[edit](#)]

Television[[edit](#)]

The city is served by [WKBN-TV \(CBS\)](#), [WFMJ-TV \(NBC\)](#), [WYTV \(ABC\)](#), [WYFX-LD \(Fox\)](#) and [WBCB \(CW\)](#), all broadcast from nearby [Youngstown, OH](#).

Radio[[edit](#)]

The city is served by several [AM radio stations](#), such as [WLOA \(1470 AM\) \(Farrell, PA\)](#), [WPIC \(790 AM\) \(Sharon, PA\)](#), [WKBN \(570 AM\) \(Youngstown, OH\)](#), and by several [FM radio stations](#) such as [WYFM/"Y-103" \(102.9 FM\) \(Yankee Lake, OH\)](#), [WLLF/"The River" \(96.7 FM\) \(Mercer, PA\)](#), [WYLE/"Willie 95.1" \(95.1 FM\) \(Grove City, PA\)](#), [WMXY/"Mix 98.9" \(98.9 FM\) \(Youngstown, OH\)](#) and [WWIZ/"Z-104" \(West Middlesex, PA\)](#)

Print[[edit](#)]

Hubbard is served by [The Herald \(Sharon, PA\)](#), [The Vindicator \(Youngstown, OH\)](#), and the [Tribune Chronicle \(Youngstown, OH\)](#).

Notable people[[edit](#)]

- [Anthony Smith](#), professional football player for the [Green Bay Packers](#).
 - [Rudy Hubbard](#), head football coach of [Florida A&M University](#) from 1974 to 1985.
 - [Phil Keaggy](#), musician, guitarist, CCM artist
 - [Kurtis Drummond](#), San Antonio Commanders (AAF), Safety
-

Hubbard Township, Trumbull County, Ohio

From Wikipedia, the free encyclopedia

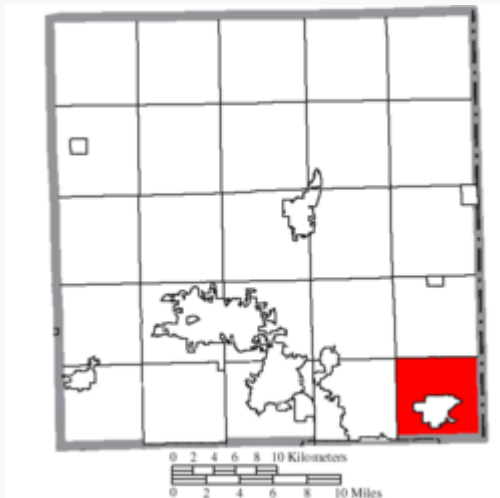
[Jump to navigation](#)[Jump to search](#)

Hubbard Township, Trumbull County, Ohio

Township




Commercial development at [Interstate 80](#) and [State Route 7](#)



Location of Hubbard Township in Trumbull County

Coordinates:  [41°9′54″N 80°34′14″W](#)[41.16500°N](#)

[80.57056°W](#)Coordinates:  [41°9′54″N 80°34′14″W](#)[41.16500°N](#)

[80.57056°W](#)

[Country](#) United States

[State](#) [Ohio](#)

[County](#) [Trumbull](#)

Area

• **Total** 24.6 sq mi (63.7 km²)

• **Land** 24.5 sq mi (63.4 km²)

• **Water** 0.1 sq mi (0.3 km²)

Elevation
ⓘ 951 ft (290 m)

Population

[\(2000\)](#)

• **Total** 14,304

• **Density** 584.0/sq mi (225.5/km²)

[Time zone](#) [UTC-5 \(Eastern \(EST\)\)](#)

• **Summer (DST)** [UTC-4 \(EDT\)](#)

[ZIP code](#) 44425

[Area code\(s\)](#) [234/330](#)

[FIPS code](#) 39-36596^[2]

[GNIS feature ID](#) 1087034^[1]

Hubbard Township is one of the twenty-four [townships](#) of [Trumbull County, Ohio](#), United States. The [2000 census](#) found 14,304 people in the township, 6,020 of whom lived in the unincorporated portions of the township.^[1]

□

Contents

- [1Geography](#)
- [2Name and history](#)
- [3Government](#)
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Geography[[edit](#)]

Located in the southeastern corner of the county, it borders the following townships and cities:

- [Brookfield Township](#) – north
- [Hermitage, Pennsylvania](#) – northeast
- [Shenango Township, Mercer County, Pennsylvania](#) – east
- [Coitsville Township, Mahoning County](#) – south
- [Youngstown](#) – southwest
- [Liberty Township](#) – west
- [Vienna Township](#) – northwest corner

The city of [Hubbard](#) is located in central Hubbard Township, and the [census-designated places](#) of [Maplewood Park](#) and [Masury](#) are located in the township's south and northeast respectively.

Name and history[[edit](#)]

Hubbard Township was established around 1806, deriving its name from Nehemiah Hubbard, Jr., a [Connecticut Land Company](#) agent.^[4] It is the only Hubbard Township statewide.^[5]

Government[[edit](#)]

The township is governed by a three-member board of trustees, who are elected in November of odd-numbered years to a four-year term beginning on the following January 1. Two are elected in the year after the presidential election and one is elected in the year before it. There is also an elected township fiscal officer,^[6] who serves a four-year term beginning on April 1 of the year after the election, which is held in November of the year before the presidential election. Vacancies in the fiscal officership or on the board of trustees are filled by the remaining trustees.

References[[edit](#)]

1. [^] [Jump up to: ^a ^b "US Board on Geographic Names". *United States Geological Survey*. 2007-10-25. Retrieved 2008-01-31.](#)
2. [^] ["American FactFinder". *United States Census Bureau*. Retrieved 2008-01-31.](#)
3. [^] [Trumbull County, Ohio — Population by Places Estimates^{\[permanent dead link\]} Ohio State University](#), 2007. Accessed 15 May 2007.
4. [^] [Overman, William Daniel \(1958\). *Ohio Town Names*. Akron, OH: Atlantic Press. pp. 62–63.](#)
5. [^] ["Detailed map of Ohio" \(PDF\). *United States Census Bureau*. 2000. Retrieved 2007-02-16.](#)
6. [^] [§503.24, §505.01, and §507.01 of the Ohio Revised Code](#). Accessed 4/30/2009

APPENDIX 3

Volunteer Firefighter shortages in Southern Ohio





Volunteer firefighter shortage: How local departments are dealing with the drop

by Rachel Aragon
Tuesday, October 30th 2018

FARMERSVILLE, Ohio (WKEF/WRGT) Ohio has seen a major drop in volunteer firefighters over the years.

Fox 45 dug into data from the Ohio Department of Public Safety which shows the number has been declining pretty steadily at least since 2010.

“When I first got on, volunteers were here constantly, we'd have 25 or 30 easy all the time,” said Farmersville Fire Association Chief Tom Wallace.

More than 40 years later, Wallace said that number now is closer to 18.

“Today we're facing a real crisis in the volunteer departments and partially in the part-time and full-time,” said Wallace.

The shortage is not unique to Farmersville.

Data from the Ohio Department of Public Safety shows the number of volunteer firefighters has dropped nearly 34% since 2010, which translates to 5363 fewer volunteer firefighters than there were 9 years ago.

“I know we're facing it because we have to get a lot of volunteers that don't even live in our vicinity,” said Wallace. The station is now calling in volunteers from as far as Beaver Creek and Cincinnati.

So why the decline in volunteer firefighters and EMTs?

Chief Wallace said besides the risk of putting your own life on the line, certification has gotten more technical.

"It's really more education," said Wallace. "It used to be always you just put the wet stuff on the red stuff and now you're educated on how to put the wet stuff on the red stuff."

Many firefighters serving Farmersville and other municipalities in the Miami Valley have gone through Sinclair Community College [Fire Science Technology Program](#) and [Fire Academy](#).

"If you were looking to the future, you should try to be a firefighter, paramedic, because they're going to need more of them down the road," said Wallace.

Through a point-system Wallace now offers a form of a Christmas bonus to firefighters, but he says the real payoff is saving those lives you remember for the rest of your life.

"Somewhere in your life when you miss the fire service you will come across something that means a lot," Wallace said, reflecting on a woman he had rescued in the 1990's during his time on the department.

Ohio has also seen a pretty steady decrease in fire safety inspectors since 2010.

<https://www.gainesville.com/>

APPENDIX 4

Volunteer Firefighter Shortages in Central Ohio

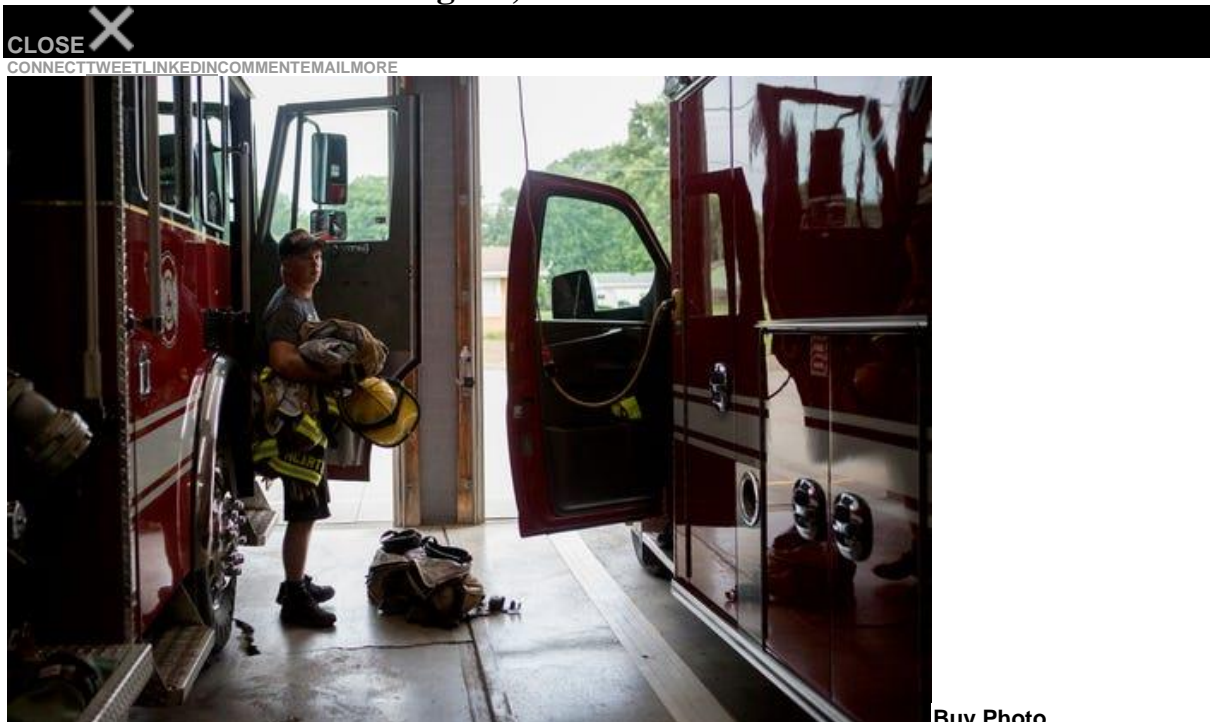


NewarkAdvocate.

Volunteer firefighters becoming a 'dying breed' in Licking County

[Michaela Sumner](#), Newark Advocate

Published 8:52 a.m. ET Aug. 18, 2019



Buy Photo

Bryan Taylor, 19, puts his gear away after a night shift at the Hanover Fire Station. Taylor is paid for part time shifts but also volunteers in emergencies if he was not already working. *(Photo: Jessica Phelps/The Advocate)*

NEWARK - Licking County fire officials offer varied reasons for the changing landscape of fire service nationwide.

But the general consensus is that the volunteer firefighter is "a dying breed."

While no organizations specifically track the number of strictly volunteer firefighters in Licking County, the Ohio Fire Marshal's Office tracks statewide numbers. According to data provided to The Advocate, since 2017, there have been about 500 fewer volunteer firefighters in Ohio each year.

Many organizations nationwide are looking at the issue, trying to figure out how communities can staff a fire department to protect their community, Newark Fire Chief Patrick Connor said.

As the nation sees a significant decrease in volunteer firefighters, Connor said, communities, including within Licking County, have been forced to start paying part-time firefighters to ensure someone is available around the clock.

Many paid fire departments are funded through EMS billing, fire levies, or a combination of the two in Licking County.

ADVERTISING

"Almost all volunteer departments in the county...has transitioned to some form of a paid status because of the lack of people to make emergencies in their communities," Connor said. "It's necessary nowadays in order to provide the emergency service...The volunteers are just a dying breed."

'The world's changed'

When Dan Helphrey started as a volunteer firefighter over 30 years ago, life looked different than it does in 2019.

When he started as a volunteer in 1984, Helphrey said, many smaller towns had a higher population of farmers, and small businesses often allowed employees to leave work and respond to emergencies.

One by one, many of Licking County's fire departments have transitioned to a combination of full-time, part-time and/or volunteer staff. Homer Village Fire Department, where Helphrey serves as chief, is one of the last remaining truly volunteer departments in Licking County.

"It's just a struggle to get new volunteers...The world's changed," Helphrey said. "We're living in a time now where there's a lot of two-income families, a lot more activities to be involved in."

Fire chiefs across Licking County offered varied reasons why they think the volunteer population is shrinking - increased requirements for certifications, higher call volume, societal changes, and more.

"The state is requiring a lot more for people to keep up with their certifications and I think it's really hard for someone to work a full-time job and still keep up with their training hours," Capt. Josh Harrison, of Monroe Township Fire Department, said. Between a full-time job and their families, he added, "They simply don't have time for volunteering."

According to Mary Ann Township Fire Chief Randy Miner, to maintain a fire certification requires 18 hours of training annually. To maintain a paramedic certification requires about 100 hours of training every three years.

In addition to seeing both adults enter the workforce, some fire chiefs noted a change between generations of firefighters.

Hanover Fire Chief Brian Spellman and Hartford Township Fire Chief Dave Miller said there seems to be a trend among younger firefighters to follow the money.

According to Licking Township Fire Chief Mike Wilson, his department, like many smaller departments in the county, has struggled to compete with the wages and benefits offered by larger departments like Newark, Heath, Columbus, and Lancaster.

More: [Newark safety forces trying to compete with higher Columbus salaries](#)

"We can't compete so what is happening to our community, and I feel in other communities...is that we lose good quality people," Wilson said, explaining while they're still dedicated to the department, they have less time available. "People are going to have to recognize if you want to keep these good quality individuals that we've trained, paid money to train...we're going to have to step to the plate in Licking Township in five or six years and become full time."

In Newton Township, Fire Chief Jim Glover said his volunteers usually make \$15-20 per run, which can last several hours. In Newark, starting salaries for firefighters are about \$16-17 per hour. According to Hebron Fire Chief Clifford Mason, his department pays about \$15.50 hourly for its part-time employees.

For departments who still have volunteers on their roster, many offer a stipend in hopes it will either attract volunteers to respond to a run, or help volunteers pay for re-certification and gas. For most departments who offer stipends, it's distributed per run on an annual basis.

According to Mason, volunteers have been a vital part of firefighting culture.

"Volunteers are just absolutely paramount to many departments," Mason said. "Everybody has a life today and everybody's busy and it's tough to just stop what you're doing and go volunteer."

While Helphrey works full time in Columbus as a firefighter, he said it's giving back to his community that has kept him a volunteer in Homer. But he's not sure Homer can remain a volunteer fire department long-term.

"I'm pretty sure the future is going to involve some form of paid staffing at some point in time," he said, explaining the time it takes for a volunteer to respond to a call versus a paid staff. "Our response times I think are the big issue. We cover the runs. But I'm not sure we are covering the runs in the most timely fashion possible."

Like many departments around the nation, Licking County departments are not immune to an increased call volume.

The future in Licking County

While fire officials weren't certain what the future of fire service in Licking County looks like, they agreed it will be paid in some form.

Some fire chiefs suggested they think fire service in the townships will become mostly part-time with some full-time staff. Others thought the county will transition to full time.

"As development progresses in Licking County, there's going to be a higher need for both EMS and fire in Licking County," St. Albans Township Fire Chief Michael Thiesen said. "How much and how frequently will determine the need for departments moving forward."

While the transition to paid status may come at a higher cost for taxpayers, Connor said there will also be greater availability of people on station than in Licking County's history.

Glover said as call volume and populations increase, he may someday see a full-time person at his department. Eventually, he said, some part-time staff will likely be offered a full-time position at Newton, but he thought that's likely 10-15 years down the road.



Buy Photo

Hanover Fire Chief Brian Spellman talks to The Advocate while conducting a regular check on fire equipment. (Photo: Jessica Phelps/The Advocate)

Helphrey said he wouldn't be surprised to see many of Licking County's smaller fire departments combining to form fire districts in an effort to better use their resources.

In southwestern Licking County, Hebron and Union Township have been discussing the possible formation of a fire district between the two entities.

More: [Union Township, Hebron officials hope to lower response times with fire district](#)

According to Mason, having fire districts throughout a county has some advantages.

"For Hebron to have a fire department and Union Township to have a fire department, that means dual administrative costs, engines, ambulances, employees, things like that," Mason said. "The idea of a fire district is to combine the resources as in the finances of both the entities...and share the resources as in the equipment throughout the whole area."

Spellman said he thinks a lot of firefighters worry about the future of fire service.

APPENDIX 5

Volunteer Firefighters disappearing in Pennsylvania



THE PATRIOT NEWS

Pa. is beyond sounding the alarm about a shortage of emergency responders, fire commissioner says

By [Jan Murphy](#) | jmurphy@pennlive.com

Email the author | [Follow on Twitter](#)
on February 27, 2014 at 6:31 PM



In 1977, there were 300,000 [volunteer firefighters](#). Today, the number is closer to 50,000.

[View full size](#) Recruiting and retaining firefighters and emergency medical service providers is a growing concern in Pennsylvania and lawmakers are looking at ways to address it. File photo/Christine Baker | cbaker@pennlive.com

Volunteer ambulance squads have also seen a decline. Even

the number of paid career emergency responders are seeing cuts because of municipal funding shortages.

“Sooner or later, somebody’s going to dial 911 and the 911 center is going to dispatch a fire department and nobody’s going to show up,” State Fire Commissioner [Edward Mann](#) told the House Veterans Affairs and Emergency Preparedness Committee on Thursday. “That’s where we’re headed.”

The problem may not have hit every community in the state but taken as a whole, Mann said the commonwealth is facing a public safety crisis where this scenario will likely occur more often. The committee held a morning-long hearing on the dearth of volunteer emergency responders and heard a variety of suggestions for how to reverse this phenomenon ranging from financial incentives to entice volunteers to encouraging fire companies to merge.

Mann and others advocated the state use a toolbox approach to address the problem since one tool that will help in some places may not work as well in others. Also a tool that may help recruit and retain volunteers in one age group may not be as appealing to others.

"Sooner or later, somebody's going to dial 911 and ... nobody's going to show up." State Fire Commissioner Edward Mann

For younger people to get involved in volunteering for emergency services, perhaps offering some type of college tuition breaks or offering firefighter or EMS courses in high schools. For older and experienced volunteers, offering a local earned income tax break or other types of tax credits, health insurance or pensions could work.

But all of those incentives takes money. That's where lawmakers have to focus their energies instead of studying the volunteer shortage again, Mann said.

Donald Konkle, a former Harrisburg fire chief and now executive director of the Pennsylvania Fire Emergency Service Institute, said a poll conducted by Penn State found 67 percent of respondents said they could support a half of 1 percent increase in their homeowners and/or auto insurance to support fire and EMS services in their communities.

Another suggestion was to tax fireworks sold to out-of-staters but Rep. Bryan Barbin, D-Cambria, said he doesn't see such a tax law surviving a court challenge.

Fire company mergers were discussed as a way to reduce the amount of fund-raising that is needed and Mann said that is happening more and more. More fire companies have merged in the last two to three years than in the previous eight to nine years, he said.

The committee's discussion also delved into why people are leaving the volunteer emergency ranks. Mann mentioned disgust with politics inside the station as one reason and the amount of time devoted to fund-raising as another. William Jenaway, fire chief from King of Prussia, said he suggests fire companies hand off the fund-raising and administrative responsibilities to individuals other than the ones who respond to fires as a way to dealing with that issue.

Jenaway and others said one of the biggest reasons he hears as to why firefighters quit is the 160 hours of training it can entail. Konkle suggested some of that training could be offered online to make it more convenient.

Barbin was troubled that firefighters have to pay for the training. In his view, the best investment the state could make is providing funding to community colleges to offer the emergency services training at no cost.

Rep. Stephen Barrar, R-Delaware, said at the hearing's outset, it is paramount that the Legislature address this problem before the ranks of volunteer and career emergency responders dwindle even more.

Mann agreed, saying the state is beyond the point of sounding the alarm on this problem. "We've burnt the building down. Now we're all standing around the foundation holding hands trying to figure out what the hell went wrong and that's where we are."

APPENDIX 6

Volunteer Firefighter shortage closes fire stations: Two stories



Volunteer decline claims a Pennsauken fire station

By Angelo Fichera, Inquirer Staff Writer

POSTED: MARCH 17, 2014

PENNSAUKEN Mike Sammon stood in Pennsauken's Fire Station No. 4 on a recent afternoon as winter at last began yielding to spring.

"I've been here half my life," Sammon, 46, said, a gold fire-rescue charm around his neck. "It's been home to me."

But as of March 31, the 89-year-old Delaware Gardens Volunteer Fire Company will close in an effort to increase efficiency and firefighter safety, officials say.

Contributing in large part to the decision is a decline in fire volunteers, a national trend that has hit home for the station on 49th Street.

The company, which boasted 30 members in the 1990s, now has four active members. Pennsauken Fire Chief Joseph Palumbo said on many calls, the station was sending one or two firefighters. The recommended standard, he said, is for crews reporting to fires to work in teams of at least four.

Citing the personnel decline and a 2002 township fire-prevention plan that recommended consolidating some stations, Pennsauken officials have said the remaining volunteers will merge with station No. 2, less than a mile away.

Palumbo said service would not be affected, adding that the last time the township closed a station - No. 6, in 2010 - the average response time decreased from about 5 and a half minutes to 4 minutes and 41 seconds.

But the most recent closure in this 12-square-mile town has underscored the continuing struggle to recruit and retain volunteer firefighters. In the United States, the number of volunteers has dropped 13 percent since 1984, according to the National Volunteer Fire Council.

Palumbo said the township had more than 300 volunteers in the early 1990s. It now has 71.

Between 1983 and 2013, he said, full-time paid firefighters doubled to 18. In early 2013, the township reorganized the career firefighters' schedules to serve all hours, every day, in three platoons.

Even so, all of the town's five stations respond to assist with fires. "We are completely reliant on both" volunteers and career staff, Palumbo said.

He maintains the decision isn't based solely on economics. The Fire Department, with an operating budget of \$383,000, will save about \$43,000 annually.

The remaining four volunteers will join 12 others at station No. 2, and they'll come under familiar leadership: Chief Gary Burgin, whose grandfather Robert Burgin Sr. and great-uncle Walter Burgin were founders of the Delaware Gardens station.

Burgin Sr. provided collateral to guarantee a loan for the headquarters, which was next to the current building, Gary Burgin said.

The current building opened in 1960. Photos and newspaper clippings adorn the walls of the station garage, including a report that identifies John W. Whitecar, a volunteer firefighter, as the initiator of an effort in the late 1940s to get bells installed in firefighters' houses to alert them to fires.

The bells could be triggered from the police station or the firehouse, according to an Evening Bulletin report, a system later adopted throughout the region.

Gary Burgin, who was chief of the Delaware Gardens station from 1988 to 2000, joined the station on his 18th birthday in 1973.

"In your heart, you don't want to see" a closing, he said. "In your mind, you know it has to be done." Mayor Jack Killion said: "It's a great community thing, but times are changing, and we're trying to do the best we can with them."

The Fire Department will host a public meeting at the township public library at 6:30 p.m. Monday to discuss the closure and a proposal to build a modern fire headquarters on the 6700 block of Westfield Avenue. If the proposal is approved, station No. 2 would operate from the new building.

Sammon, who got married in the fire hall and raised his only son at the station, fought tears as he recounted his 23 years there. "It's tough, but I'm not going anywhere," he said. "We're putting ourselves in more peril trying to stay."

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Wytheville, VA.

Wytheville disbands volunteer fire department

By [Eric Miller](#) May 29, 2019

WYTHEVILLE, VA (WDBJ7) Tuesday night, the town of Wytheville abolished its volunteer fire department. Officials say it's a necessary step to improve emergency response in the town, but volunteers are afraid it puts lives at risk.



It was a decision that came as a shock to many.

"I'm a little upset and emotional," said Kendra Eastwood.

Eastwood, a longtime volunteer firefighter, says this feels like a slap in the face

"I've been on Wytheville's fire department for 26 years, and I have sacrificed much for this community," she said.

Eastwood says the move leaves the career fire fighters in the town shorthanded "because getting rid of the volunteers, our community's safety is in jeopardy."

However, town officials say Eastwood has it all wrong.

"We just want to make sure we're doing things the right way," said Marc Brade.

Brade became Wytheville's first ever paid fire chief in November. In that time, he's hired more paid firefighters and is working to modernize the department.

He says Tuesday's decision is about building a more effective, and responsive fire department.

"These things that we're doing, again, are gonna improve our abilities on a fire ground," said Brade.

Brade says the volunteers don't respond to enough calls, and don't respond fast enough.

It's a view supported by the town's manager, Wayne Sutherland.

"We know that if we have a paid staff, we will have a response," he said.

Sutherland also notes the volunteer department hasn't maintained the minimum number of staff required by the state, and believes the town needs to move towards a more professionalized force.

But volunteers argue the town's 13 career firefighters won't be enough to pick up the slack left by the volunteers.

"We don't have enough paid people to have a paid fire department," said Anita King, a Captain with the volunteer firefighters.

Other add that, with their decision tonight, the town council is throwing away a set of experienced, and dedicated, public servants.

"We risk our lives just as much as a career firefighter does," said Kendra Eastwood.

Get the latest updates from wdbj7.com delivered to your browser

APPENDIX 7

Volunteer Firefighters disappearing in New York



Genesee County, NY Aug. 23, 2019

LOCAL MATTERS

The time is near, Genesee County resident, when your house will be on fire and there's nobody available to respond

posted by Howard B. Owens in [fire services](#), [volunteer firefighters](#), [emergency management](#), [news](#), [notify](#).



If you live outside the City of Batavia in Genesee County, the ability of volunteer fire companies to get enough able-bodied manpower to your house in a timely manner if it ever caught on fire is reaching a crisis stage, Tim Yaeger, emergency management coordinator, told members of the County Legislature today.

"We're out of time," Yaeger said. "If anybody says that we've got time, we don't. We're out of time."

Volunteer fire companies throughout the county are running on a bare minimum of staffing. Many volunteers are past the age of retirement. And chiefs are getting burned out because there are few young firefighters with the training and experience to replace them.

Yaeger pulled no punches for the legislature and painted a pretty dire picture.

"You know you're out of time when the chair of the fire districts association is riding on an engine and he's well over 65 and he looks back and his crew is the average age of 72 years old and he thinks 'what do we do when we get there and it's actually an emergency?' The trucks go in. There are people on it. But can they do the job when they get there?"

The business model of volunteer firefighting is broken, Yaeger said, broken by changes in society -- people don't volunteer as much as they used to -- and changes in firefighting. The days of a young guy signing up, showing up the next day in his turnout gear to man a fire hose are over. Now a volunteer requires hours and hours of training, certification, and more training.

The state requires firefighters to be trained to national standards and firefighting has evolved to include multiple specialties, from haz-mat to rope teams, to extrication, to search and rescue, and medics.

"It's a dangerous job," Yaeger said. "It's a job that you have to be physically able to perform. And my concern is not only the numbers that have diminished but I think it's the personnel we're looking at. We don't have the personnel that we used to have to be able to do this job.

"We're seeing guys that are you, know, 60, 65, 70, 75, 80, years old still trying to do the job because they still have it in their heart that this is what they need to do.

"My concern is some of those folks probably shouldn't still be doing this job. They need to retire. There are not many fire chiefs, volunteer fire chiefs, that want to go tell a 35 or 40-year member that it is time that you hang up the helmet."

Yaeger has spent years pushing for legal changes in Albany that would allow communities to compensate their volunteers. But there are folks in Albany, Yaeger indicated, who hang to the notion of volunteer fire companies as partly social clubs, which was fine in Ben Franklin's day and in subsequent decades, but doesn't work in the 21st century.

This is a crisis the state and the county have seen coming for decades. There was a 1987 study that warned of a shortage of volunteers and in 2000 the county produced a report outlining the challenges facing volunteer companies. But in neither case were solutions proposed.

"Society, economics, everything is against us," Yaeger said. "It's just a way different world than it was 20 years ago. I mean, we're seeing it now with the level of apathy in chiefs meetings. You've got chiefs that are into their second or third term and they're burned out. They don't want to do it anymore. But nobody else is stepping up to fill that position so they're fulfilling positions that they really don't want but they have to do it."

Yaeger said he doesn't have the answer but indicated he favors paying firefighters on a per-call basis, and also perhaps compensating them for training.

The only thing stopping such reform is state law and there seems little willingness in Albany to make such a change.

A couple of years, the state gave volunteers a \$250 annual tax credit. In Maryland, Yaeger noted, volunteers get a \$3,500 a year tax credit.

"The fact that it costs them a significant amount of money to be a volunteer firefighter isn't right," Yaeger said. "And right now the best of the state and give us is \$250. The tax credit isn't working."

Being a firefighter is a skilled job and firefighting, like all skilled jobs, there are fewer and fewer young people eager to pursue those kinds of skills. On top of that, rural schools are graduating half as many potential recruits as they were 20 years ago.

"My concern is, we're an aging population, we're definitely a declining population, and we're an overtaxed state," Yaeger said. "So, there are three things that I'm looking at and saying 'OK. How will we fix this?' Because as soon as we offer anything up it means it's going to cost money and everybody goes 'wait a minute we don't have any money.' "

Compensation, however, seems to be the key to fixing the problem.

"I mean, I'm sure nobody here is willing to sign up to give their life for free, go to all the training that they have to do and then say you're not going to get compensated, there's no health plan, there's no retirement, there is no benefit," Yaeger said. "As a matter of fact, it's going to cost you money."

Deputy coordinator Bill Schutt said being a volunteer firefighter is unlike just about any other kind of volunteer activity in a small community.

"As a volunteer firefighter, it's not on a schedule," Schutt said. "It's not going into a Kiwanis lunch. It's not volunteering once a month. It's some scheduled stuff but it's three o'clock in the morning when the alarm goes off, you got to get up and go even though you go to work in a couple of hours. That only appeals to an odd group of people and there's not many of them."

Some might think that the answer is a full-time paid staff for the entire county, but at \$100,000 per firefighter, Genesee County just doesn't have the call volume to warrant the expense.

It wasn't that long ago that volunteer fire companies were the center of a local community's activities -- Stafford had its carnival, Elba the Onion Festival, East Pembroke the mud races. Those have all disappeared and frequently now, multiple companies are being dispatched to calls that used to take only one fire company just so there will be enough manpower to handle even a minor emergency.

"I know the dispatcher has got to be sitting there with their fingers crossed inside the dispatch center hoping somebody is going to respond," Yaeger said.

APPENDIX 8

Eagle Joint Fire District Hires Consulting Firm



Tribune Chronicle

Fire district hires consulting service

Local News **AUG 20, 2019**

BETH SHILLER

Reporter

bshiller@tribtoday.com

HUBBARD — The Eagle Joint Fire District recently held a lengthy discussion on whether to consult with Kramer and Associates Fire / EMS Consulting of Cincinnati about its quest to become a paid department rather than a volunteer one.

At a meeting last week, the fire board ultimately voted to consult with William Kramer and his company, but the decision was not favored by the firefighters.

“We don’t know what we don’t know,” said board President Ray Fallen on why the board was considering using a consulting service. He said previously he wants to make sure the fire district does this right so it doesn’t have to revisit the process.

The board hired Kramer to analyze and assess the fire district to help them with its transition from a volunteer fire district to a staffed department.

“It’s his (Kramer’s) specialty, he’s going to come up with a five-year master plan for us,” said district fiscal officer John Morris.

The board had about a half-hour teleconference with Kramer so he could explain the process and so it and the public could ask questions.

“There is a nationwide problem with recruiting and retaining volunteer firefighters. We don’t want to discourage them; we want to enhance

their reach and efforts,” Kramer said. “The advantage I have is that I can bring a neutral, third-party perspective and can compare what has worked in other districts and see what will work here.”

The cost of the consulting service will not exceed \$10,000.

“The ultimate decision-makers are the citizens of Hubbard,” Kramer said.

He said this is a two-step process beginning with a levy proposal. Step two is configuring where the funds are allotted if the levy passes. Part of his analysis will be determining if the department should be staffed part time or full time.

Now, firefighters are paid per call, but because most of them work other jobs, it is difficult to get firefighters to respond during the day, meaning the department has to rely on mutual aid from neighboring departments. The Eagle Joint Fire District serves Hubbard city and township.

“The plan is to get the funding quickly,” Kramer added.

Fallen said they hope to get a levy on the primary election ballot on March 17, 2020.

After hearing from Kramer, the decision to contract with Kramer did not come easily as the room was divided.

“The firefighters thought it was a waste of money, but it went back and forth — to consult or not to consult. There were strong opinions on both sides,” Morris said. *“They all feel we can do this in house.”*

bshiller@tribtoday.com

APPENDIX 9

Two-page Employment Application



HUBBARD EAGLE JOINT FIRE DISTRICT
Employment Application

APPLICANT INFORMATION			
Last Name		First	M.I. DOB
Street Address			Apartment/Unit #
City		State	ZIP
Phone		E-mail Address	
Date Available		Social Security No.	Date of Application
Are you a citizen of the United States?	YES <input type="checkbox"/> NO <input type="checkbox"/>	If no, are you authorized to work in the U.S.? YES <input type="checkbox"/> NO <input type="checkbox"/>	
Have you ever worked for a fire department or still work?	YES <input type="checkbox"/> NO <input type="checkbox"/>	If yes where? How Long?	

EDUCATION			
High School		Address	
From	To	Did you graduate? YES <input type="checkbox"/> NO <input type="checkbox"/>	Degree
College		Address	
From	To	Did you graduate? YES <input type="checkbox"/> NO <input type="checkbox"/>	Degree
Fire Training		Address	
From	To	Do you have Certifies? YES <input type="checkbox"/> NO <input type="checkbox"/>	If so please attach copies

EMPLOYMENT		
Current #1 Employer		Phone ()
Address		Supervisor
Job Title	Work Days	Work Hours
Responsibilities		
From	To	Reason for Leaving
May we contact your previous supervisor for a reference? YES <input type="checkbox"/> NO <input type="checkbox"/>		
Current #2 Employer		Phone ()
Address		Supervisor
Job Title	Work Days	Work Hours
Responsibilities		

Page 2 of 2

From	To	Reason for Leaving
May we contact your previous supervisor for a reference? YES <input type="checkbox"/> NO <input type="checkbox"/>		
Previous Employer		Phone ()
Address		Supervisor
Job Title	Work Days	Work Hours
Responsibilities		
From	To	Reason for Leaving
May we contact your previous supervisor for a reference? YES <input type="checkbox"/> NO <input type="checkbox"/>		

MILITARY SERVICE	
Branch	From To
Rank at Discharge	Type of Discharge
If other than honorable, explain	

REFERENCES	
<i>Please list three professional references.</i>	
Full Name	Relationship
Company	Phone ()
Address	
Full Name	Relationship
Company	Phone ()
Address	
Full Name	Relationship
Company	Phone ()
Address	

DISCLAIMER AND SIGNATURE	
I certify that my answers are true and complete to the best of my knowledge.	
If this application leads to employment, I understand that false or misleading information in my application or interview may result in my release.	
Signature	Date

APPENDIX 10

“Power Shift” Staffing in Naperville



Daily Herald

Why 4 Naperville firefighters switched off 24-hour shifts

Marie Wilson



Posted **10/24/2018 5:28 AM** Naperville, IL



Naperville Fire Chief Mark Puknaitis said the department's new "power shifting" program, which puts four firefighter/paramedics on an 8:30 a.m. to 5 p.m. schedule Monday through Friday, will allow the department to run more ambulances during the day when most calls come in. *Marie Wilson / Staff*

Four firefighter/paramedics in Naperville started working eight-hour shifts this week as part of a staffing plan designed to get more people on duty when they're needed most.

The typical firefighter's hours are 24 hours on the job, 48 hours off, and that's not changing at the large Naperville department, which operates 10 stations with a daily minimum of 42 firefighter/paramedics on the job.

But now four of the department's members are working 8:30 a.m. to 5 p.m. Monday through Friday in what Chief Mark Puknaitis calls a "power shifting" program. The shift transfers personnel into the daytime, when Naperville's population spikes with workers, and when Puknaitis said the department fields 54 percent of its 14,600 annual calls.

With more than half of all calls coming during one eight-hour span, Puknaitis said it makes sense to increase the staff, while still keeping the union-negotiated minimum of 42 on hand during the other 16 hours of each day.

"This is a benefit. The department is not losing staffing," he said. "We're just putting them in those boxes that make sense for the city."

On Monday, the first day three senior firefighters and one new hire worked from 8:30 a.m. to 5 p.m., Puknaitis said the department fielded an unusually busy 50 calls. The new staffing allowed the department to run two additional ambulances, better spreading out emergency medical help throughout the sprawling city of 40 square miles and 147,800 residents.

On the first day the power shift was in place, Puknaitis said he got three voicemails from other departments looking to learn about the approach. Especially because he was named president of the Illinois Fire Chiefs Association, Puknaitis thinks the idea will have legs.

"This is going to be a very contagious issue for other fire departments," he said, "in a positive way."

President John Sergeant of the Naperville Professional Firefighters Local 4302 said members may want the 40-hour workweek to attend more kids' events or family holidays, or to take a break from the bodily demands of working 24 hours straight.

"I'm pretty assured we'll be able to keep these spots full," Sergeant said.

Those accepting the eight-hour shifts will make a one-year commitment. Those with most seniority will be given priority each year during a union bidding process for who will fill the spots.

The new staffing plan is not designed to cut costs but to keep them stable. The four firefighters switching to the shifted hours will continue to be paid their regular salaries.

"We know that having the same number of employees on the clock for 24 hours straight isn't optimal, and we also know service cuts or increasing overtime isn't right for our community," Puknaitis said. "By having four employees transition to this schedule, we meet our need for service when it is greatest without incurring additional costs."

APPENDIX 11

On-duty personnel can cut response times



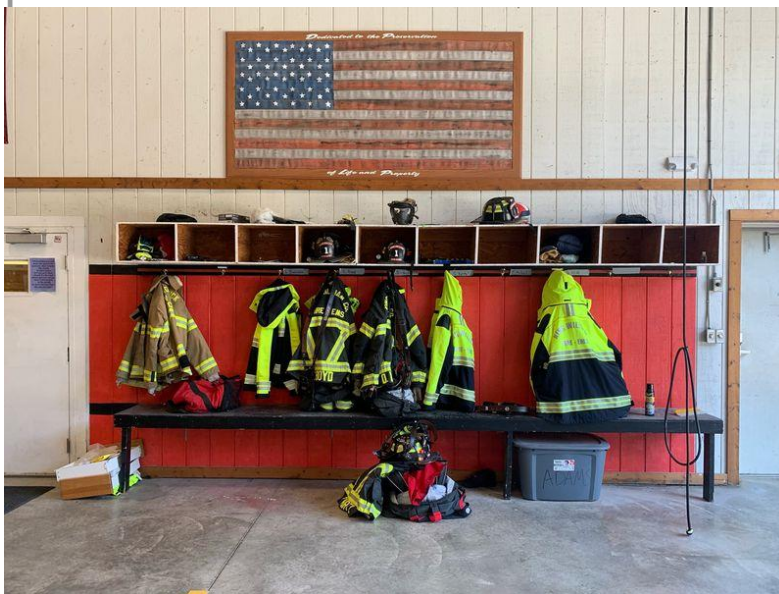
THE VIRGINIA GAZETTE

King William Fire Department continues evaluation, focuses on taking 911 calls but doesn't track response times

By **Steve Roberts Jr** and **SaraRose Martin**
Virginia Gazette |

Sep 10, 2019 | 9:05 AM

| KING WILLIAM COUNTY



The King William County Fire Department does not have an average response time goal at the moment, according to Fire Chief Laura Nunnally. The department has put the focus on taking all of its emergency calls. (Virginia Gazette)

Fire departments across the country set benchmarks for how long it takes to respond to fires, car crashes and other incidents to track progress and hold themselves accountable, but King William County Fire Chief Laura Nunnally said setting a response time goal for the county's fire department is not realistic -- yet.

Response times for the King William County Fire Department, West Point Volunteer Fire Department and the Mangohick Volunteer Fire Department are logged with the county's emergency communications center.

King William's five-and-a-half-year response time average is about 13 and a half minutes, but between July 2018 and June 2019, that average fell dramatically and the department reported taking an average of about five minutes to respond to an incident.

In July 2018 the department hired six full-time firefighter medics, according to records provided by King William County to the Tidewater Review through a Freedom of Information Act Request.

"Three years ago it was all volunteers, the tracking system was different, we didn't have 24-hour coverage anywhere. Now at least we have 24-hour coverage here to get us started and that's going to change everyone's data," Nunnally said. "In today's day and age the first and second call we're pretty much guaranteed to answer. And that's going to change our data."

But the data for all three departments is incomplete and missing key information, such as the time a unit arrived at the scene of an incident, according to records provided to the Tidewater Review.

Of 6,755 calls for service to the departments, 37.2% lacked complete information used to calculate response times, such as the time a unit arrived at an incident. Of 2,891 calls for service for the King William County Fire Department, 1,085 lacked complete information. For Mangohick, 474 calls for service out of 1,099 lacked complete information. For West Point, 954 calls for service out of 2,765 lacked complete information.

The best data KW has

The dispatch records are the best the county has, according to Loretta Collier, the records manager for the King William County Sheriff's Office and Nunnally. **But response times continue to be haphazardly tracked.**

In the last five years, the King William County fire department's average response time was about 13 and a half minutes, according to dispatch data.

But the data ranges from response times that took 0 minutes to nearly six hours.

[\[Top stories\] Police body cameras are capturing so much footage it's driving some defense attorneys to quit »](#)

The data includes all fire department calls and some EMS calls when a fire truck and EMS responded to a scene together. Response time is the amount of time it takes from when a person calls 911 to when the fire department arrives.

The National Fire Protection Agency, a nonprofit organization dedicated to reducing the losses associated with fire-related disasters, set a guideline of as much as four minutes of travel time to an incident, which starts when a unit is en route, and recommends another 80 seconds between receiving a call and leaving.

Mangohick Volunteer Fire Department, a volunteer department that covers the upper-central county on weekends, responded to calls for service in 22 minutes and 28 seconds on average over the last five and a half years. West Point responded on average in 12 minutes and 55 seconds in the same time period. West Point is a hybrid department with staff and volunteer firefighters. It covers the town of West Point and surrounding areas 24 hours a day.

King William's response times can fluctuate because of its expansive and rural coverage area, but the response times have fluctuated at a faster rate month to month than in Mangohick or West Point, according to the data. "Are there average response times in the fire service? Yes, absolutely," Nunnally said. "If you take me and drop me in the City of Richmond, those firehouses have a district and because they're in, they have a response time they can hit it in. But (in) a rural EMS, average response time is not as easy to get."

Dispatch records

King William County uses a computer-aided dispatch system to track response times, and while it's the best the county has, the data comes with caveats, according to Collier.

There can be human error introduced by firefighters and dispatchers, she said.

Dispatchers call firefighters over the radio to alert them to an incident the firefighters need to respond to and they record the time, according to King William County Sheriff's Office Emergency Dispatch supervisor Sherry Lipscomb. The time is recorded again when fire units mark that they are en route and again when the firefighters tell dispatchers they've arrived on the scene.

Advertisement

The holes in the data result when either firefighters don't let dispatchers know they'd arrived at an incident, the dispatchers can't make out the mark-ins due to too much conversation over the radios, or the dispatchers don't mark the time, Lipscomb said.

In addition to human error, in King William County dead zones can affect whether calls are marked correctly, Nunnally said.

3h

"You will get to a certain area in this county and they can't hear us and we can't hear them. So that will play into it. When it's a dead area for the radio it's usually a dead area for the cell phone, too," Nunnally said.

But if dispatch doesn't receive a call from a unit en route, they call until they get a response, she said.

The department will continue to evaluate and assess its needs for personnel and equipment, which includes reviewing years of the same dispatch data provided to the Tidewater Review.

But the King William Fire Department's immediate goal is to respond to all of the emergency calls it receives before it begins to set response time goals, Nunnally said.

". . . (W)e have to get more paid personnel in place," Nunnally said.

"Because as long as I don't have personnel that can immediately answer the 911 calls, then we're never going to be able to get an average (response time goal)."

APPENDIX 12

ISO Report for EJFD

November, 2018





1000 Bishops Gate Blvd. Ste 300
Mt. Laurel, NJ 08054-5404

t1.800.444.4554 Opt.2
f1.800.777.3929

November 19, 2018

Mr. John Darko, Mayor
Eagle Joine FPSA
220 West Liberty St
Hubbard, Ohio, 44425

RE: Eagle Joint Fpsa, Trumbull County, Ohio
Public Protection Classification: 05/5Y
Effective Date: March 01, 2019

Dear Mr. John Darko,

We wish to thank you and Chief Ron Stanish for your cooperation during our recent Public Protection Classification (PPC) survey. ISO has completed its analysis of the structural fire suppression delivery system provided in your community. The resulting classification is indicated above.

If you would like to know more about your community's PPC classification, or if you would like to learn about the potential effect of proposed changes to your fire suppression delivery system, please call us at the phone number listed below.

ISO's Public Protection Classification Program (PPC) plays an important role in the underwriting process at insurance companies. In fact, most U.S. insurers – including the largest ones – use PPC information as part of their decision-making when deciding what business to write, coverage's to offer or prices to charge for personal or commercial property insurance.

Each insurance company independently determines the premiums it charges its policyholders. The way an insurer uses ISO's information on public fire protection may depend on several things – the company's fire-loss experience, ratemaking methodology, underwriting guidelines, and its marketing strategy.

Through ongoing research and loss experience analysis, we identified additional differentiation in fire loss experience within our PPC program, which resulted in the revised classifications. We based the differing fire loss experience on the fire suppression capabilities of each community. The new classifications will improve the predictive value for insurers while benefiting both commercial and residential property owners. We've published the new classifications as "X" and "Y" – formerly the "9" and "8B" portion of the split classification, respectively. For example:

- A community currently graded as a split 6/9 classification will now be a split 6/6X classification; with the "6X" denoting what was formerly classified as "9."
- Similarly, a community currently graded as a split 6/8B classification will now be a split 6/6Y classification, the "6Y" denoting what was formerly classified as "8B."

**Public Protection Classification
(PPC™)
Summary Report**

Eagle Joint FPSA

OHIO

Prepared by

**Insurance Services Office, Inc.
1000 Bishops Gate Blvd., Ste. 300
P.O. Box 5404
Mt. Laurel, New Jersey 08054-5404
1-800-444-4554**

**Report Created November 2018
Effective March 1, 2019**

PPC is a registered trademark of Insurance Services Office, Inc.

Data Collection and Analysis

ISO has evaluated and classified over 46,000 fire protection areas across the United States using its FSRS. A combination of meetings between trained ISO field representatives and the dispatch center coordinator, community fire official, and water superintendent is used in conjunction with a comprehensive questionnaire to collect the data necessary to determine the PPC grade. In order for a community to obtain a grade better than a Class 9, three elements of fire suppression features are reviewed. These three elements are Emergency Communications, Fire Department, and Water Supply.

A review of the **Emergency Communications** accounts for 10% of the total classification. This section is weighted at **10 points**, as follows:

- Emergency Reporting 3 points
- Telecommunicators 4 points
- Dispatch Circuits 3 points

A review of the **Fire Department** accounts for 50% of the total classification. ISO focuses on a fire department's first alarm response and initial attack to minimize potential loss. The fire department section is weighted at **50 points**, as follows:

- Engine Companies 6 points
- Reserve Pumpers 0.5 points
- Pump Capacity 3 points
- Ladder/Service Companies 4 points
- Reserve Ladder/Service Trucks 0.5 points
- Deployment Analysis 10 points
- Company Personnel 15 points
- Training 9 points
- Operational considerations 2 points
- Community Risk Reduction 5.5 points (in addition to the 50 points above)

A review of the **Water Supply** system accounts for 40% of the total classification. ISO reviews the water supply a community uses to determine the adequacy for fire suppression purposes. The water supply system is weighted at **40 points**, as follows:

- Credit for Supply System 30 points
- Hydrant Size, Type & Installation 3 points
- Inspection & Flow Testing of Hydrants 7 points

Background Information

Introduction

ISO collects and evaluates information from communities in the United States on their structure fire suppression capabilities. The data is analyzed using our Fire Suppression Rating Schedule (FSRS) and then a Public Protection Classification (PPC™) grade is assigned to the community. The surveys are conducted whenever it appears that there is a possibility of a PPC change. As such, the PPC program provides important, up-to-date information about fire protection services throughout the country.

The FSRS recognizes fire protection features only as they relate to suppression of first alarm structure fires. In many communities, fire suppression may be only a small part of the fire department's overall responsibility. ISO recognizes the dynamic and comprehensive duties of a community's fire service, and understands the complex decisions a community must make in planning and delivering emergency services. However, in developing a community's PPC grade, only features related to reducing property losses from structural fires are evaluated. Multiple alarms, simultaneous incidents and life safety are not considered in this evaluation. The PPC program evaluates the fire protection for small to average size buildings. Specific properties with a Needed Fire Flow in excess of 3,500 gpm are evaluated separately and assigned an individual PPC grade.

A community's investment in fire mitigation is a proven and reliable predictor of future fire losses. Statistical data on insurance losses bears out the relationship between excellent fire protection – as measured by the PPC program – and low fire losses. So, insurance companies use PPC information for marketing, underwriting, and to help establish fair premiums for homeowners and commercial fire insurance. In general, the price of fire insurance in a community with a good PPC grade is substantially lower than in a community with a poor PPC grade, assuming all other factors are equal.

ISO is an independent company that serves insurance companies, communities, fire departments, insurance regulators, and others by providing information about risk. ISO's expert staff collects information about municipal fire suppression efforts in communities throughout the United States. In each of those communities, ISO analyzes the relevant data and assigns a PPC grade – a number from 1 to 10. Class 1 represents an exemplary fire suppression program, and Class 10 indicates that the area's fire suppression program does not meet ISO's minimum criteria.

ISO's PPC program evaluates communities according to a uniform set of criteria, incorporating nationally recognized standards developed by the National Fire Protection Association and the American Water Works Association. A community's PPC grade depends on:

- **Needed Fire Flows**, which are representative building locations used to determine the theoretical amount of water necessary for fire suppression purposes.
- **Emergency Communications**, including emergency reporting, telecommunicators, and dispatching systems.
- **Fire Department**, including equipment, staffing, training, geographic distribution of fire companies, operational considerations, and community risk reduction.
- **Water Supply**, including inspection and flow testing of hydrants, alternative water supply operations, and a careful evaluation of the amount of available water compared with the amount needed to suppress fires up to 3,500 gpm.

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New PPC program changes effective July 1, 2014

We have revised the PPC program to capture the effects of enhanced fire protection capabilities that reduce fire loss and fire severity in Split Class 9 and Split Class 8B areas (as outlined below). This new structure benefits the fire service, community, and property owner.

New classifications

Through ongoing research and loss experience analysis, we identified additional differentiation in fire loss experience within our PPC program, which resulted in the revised classifications. We based the differing fire loss experience on the fire suppression capabilities of each community. The new PPC classes will improve the predictive value for insurers while benefiting both commercial and residential property owners. Here are the new classifications and what they mean.

Split classifications

When we develop a split classification for a community — for example 5/9 — the first number is the class that applies to properties within 5 road miles of the responding fire station and 1,000 feet of a creditable water supply, such as a fire hydrant, suction point, or dry hydrant. The second number is the class that applies to properties within 5 road miles of a fire station but beyond 1,000 feet of a creditable water supply. We have revised the classification to reflect more precisely the risk of loss in a community, replacing Class 9 and 8B in the second part of a split classification with revised designations.

What's changed with the new classifications?

We've published the new classifications as "X" and "Y" — formerly the "9" and "8B" portion of the split classification, respectively. For example:

- A community currently displayed as a split 6/9 classification will now be a split 6/6X classification; with the "6X" denoting what was formerly classified as "9".
- Similarly, a community currently graded as a split 6/8B classification will now be a split 6/6Y classification, the "6Y" denoting what was formerly classified as "8B".
- Communities graded with single "9" or "8B" classifications will remain intact.

Prior Classification	New Classification
1/9	1/1X
2/9	2/2X
3/9	3/3X
4/9	4/4X
5/9	5/5X
6/9	6/6X
7/9	7/7X
8/9	8/8X
9	9

Prior Classification	New Classification
1/8B	1/1Y
2/8B	2/2Y
3/8B	3/3Y
4/8B	4/4Y
5/8B	5/5Y
6/8B	6/6Y
7/8B	7/7Y
8/8B	8/8Y
8B	8B

There is one additional factor considered in calculating the final score – **Divergence**.

Even the best fire department will be less than fully effective if it has an inadequate water supply. Similarly, even a superior water supply will be less than fully effective if the fire department lacks the equipment or personnel to use the water. The FSRS score is subject to modification by a divergence factor, which recognizes disparity between the effectiveness of the fire department and the water supply.

The Divergence factor mathematically reduces the score based upon the relative difference between the fire department and water supply scores. The factor is introduced in the final equation.

PPC Grade

The PPC grade assigned to the community will depend on the community's score on a 100-point scale:

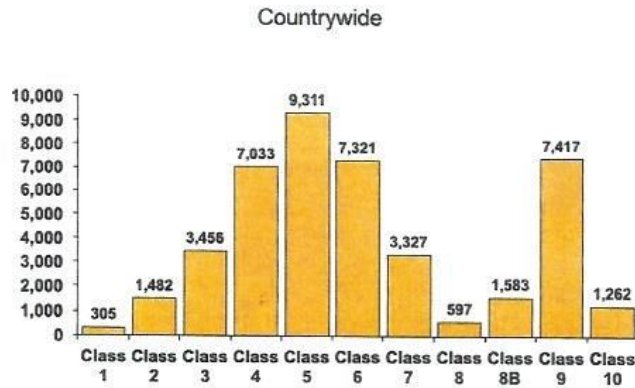
PPC	Points
1	90.00 or more
2	80.00 to 89.99
3	70.00 to 79.99
4	60.00 to 69.99
5	50.00 to 59.99
6	40.00 to 49.99
7	30.00 to 39.99
8	20.00 to 29.99
9	10.00 to 19.99
10	0.00 to 9.99

The classification numbers are interpreted as follows:

- Class 1 through (and including) Class 8 represents a fire suppression system that includes an FSRS creditable dispatch center, fire department, and water supply.
- Class 8B is a special classification that recognizes a superior level of fire protection in otherwise Class 9 areas. It is designed to represent a fire protection delivery system that is superior except for a lack of a water supply system capable of the minimum FSRS fire flow criteria of 250 gpm for 2 hours.
- Class 9 is a fire suppression system that includes a creditable dispatch center, fire department but no FSRS creditable water supply.
- Class 10 does not meet minimum FSRS criteria for recognition, including areas that are beyond five road miles of a recognized fire station.

Distribution of PPC Grades

The 2017 published countrywide distribution of communities by the PPC grade is as follows:



Assistance

The PPC program offers help to communities, fire departments, and other public officials as they plan for, budget, and justify improvements. ISO is also available to assist in the understanding of the details of this evaluation.

The PPC program representatives can be reached by telephone at (800) 444-4554. The technical specialists at this telephone number have access to the details of this evaluation and can effectively speak with you about your questions regarding the PPC program. What's more, we can be reached via the internet at www.isomitigation.com/talk/.

We also have a website dedicated to our Community Hazard Mitigation Classification programs at www.isomitigation.com. Here, fire chiefs, building code officials, community leaders and other interested citizens can access a wealth of data describing the criteria used in evaluating how cities and towns are protecting residents from fire and other natural hazards. This website will allow you to learn more about the PPC program. The website provides important background information, insights about the PPC grading processes and technical documents. ISO is also pleased to offer Fire Chiefs Online — a special, secured website with information and features that can help improve your PPC grade, including a list of the Needed Fire Flows for all the commercial occupancies ISO has on file for your community. Visitors to the site can download information, see statistical results and also contact ISO for assistance.

In addition, on-line access to the FSRS and its commentaries is available to registered customers for a fee. However, fire chiefs and community chief administrative officials are given access privileges to this information without charge.

To become a registered fire chief or community chief administrative official, register at www.isomitigation.com.

PPC Review

What's changed?

As you can see, we're still maintaining split classes, but it's how we represent them to insurers that's changed. The new designations reflect a reduction in fire severity and loss and have the potential to reduce property insurance premiums.

Benefits of the revised split class designations

- To the fire service, the revised designations identify enhanced fire suppression capabilities used throughout the fire protection area
- To the community, the new classes reward a community's fire suppression efforts by showing a more reflective designation
- To the individual property owner, the revisions offer the potential for decreased property insurance premiums

New water class

Our data also shows that risks located more than 5 but less than 7 road miles from a responding fire station with a creditable water source within 1,000 feet had better loss experience than those farther than 5 road miles from a responding fire station with no creditable water source. We've introduced a new classification —10W— to recognize the reduced loss potential of such properties.

What's changed with Class 10W?

Class 10W is property-specific. Not all properties in the 5-to-7-mile area around the responding fire station will qualify. The difference between Class 10 and 10W is that the 10W-graded risk or property is within 1,000 feet of a creditable water supply. Creditable water supplies include fire protection systems using hauled water in any of the split classification areas.

What's the benefit of Class 10W?

10W gives credit to risks within 5 to 7 road miles of the responding fire station and within 1,000 feet of a creditable water supply. That's reflective of the potential for reduced property insurance premiums.

What does the fire chief have to do?

Fire chiefs don't have to do anything at all. The revised classifications went in place automatically effective July 1, 2014 (July 1, 2015 for Texas).

What if I have additional questions?

Feel free to contact ISO at 800.444.4554 or email us at PPC-Cust-Serv@iso.com.

ISO concluded its review of the fire suppression features being provided for Eagle Joint FPSA. The resulting community classification is **Class 05/5Y**.

If the classification is a single class, the classification applies to properties with a Needed Fire Flow of 3,500 gpm or less in the community. If the classification is a split class (e.g., 6/XX):

- The first class (e.g., "6" in a 6/XX) applies to properties within 5 road miles of a recognized fire station and within 1,000 feet of a fire hydrant or alternate water supply.
- The second class (XX or XY) applies to properties beyond 1,000 feet of a fire hydrant but within 5 road miles of a recognized fire station.
- Alternative Water Supply: The first class (e.g., "6" in a 6/10) applies to properties within 5 road miles of a recognized fire station with no hydrant distance requirement.
- Class 10 applies to properties over 5 road miles of a recognized fire station.
- Class 10W applies to properties within 5 to 7 road miles of a recognized fire station with a recognized water supply within 1,000 feet.
- Specific properties with a Needed Fire Flow in excess of 3,500 gpm are evaluated separately and assigned an individual classification.

FSRS Feature	Earned Credit	Credit Available
Emergency Communications		
414. Credit for Emergency Reporting	2.10	3
422. Credit for Telecommunicators	4.00	4
432. Credit for Dispatch Circuits	2.25	3
440. Credit for Emergency Communications	8.35	10
Fire Department		
513. Credit for Engine Companies	6.00	6
523. Credit for Reserve Pumpers	0.34	0.50
532. Credit for Pump Capacity	3.00	3
549. Credit for Ladder Service	1.52	4
553. Credit for Reserve Ladder and Service Trucks	0.00	0.50
561. Credit for Deployment Analysis	5.17	10
571. Credit for Company Personnel	5.36	15
581. Credit for Training	2.26	9
730. Credit for Operational Considerations	2.00	2
590. Credit for Fire Department	25.65	50
Water Supply		
616. Credit for Supply System	17.75	30
621. Credit for Hydrants	2.93	3
631. Credit for Inspection and Flow Testing	3.20	7
640. Credit for Water Supply	23.88	40
Divergence	-1.68	-
1050. Community Risk Reduction	3.46	5.50
Total Credit	59.66	105.50

Emergency Communications

Ten percent of a community's overall score is based on how well the communications center receives and dispatches fire alarms. Our field representative evaluated:

- Communications facilities provided for the general public to report structure fires
- Enhanced 9-1-1 Telephone Service including wireless
- Computer-aided dispatch (CAD) facilities
- Alarm receipt and processing at the communication center
- Training and certification of telecommunicators
- Facilities used to dispatch fire department companies to reported structure fires

	Earned Credit	Credit Available
414. Credit Emergency Reporting	2.10	3
422. Credit for Telecommunicators	4.00	4
432. Credit for Dispatch Circuits	2.25	3
Item 440. Credit for Emergency Communications:	8.35	10

Item 414 - Credit for Emergency Reporting (3 points)

The first item reviewed is Item 414 "Credit for Emergency Reporting (CER)". This item reviews the emergency communication center facilities provided for the public to report fires including 911 systems (Basic or Enhanced), Wireless Phase I and Phase II, Voice over Internet Protocol, Computer Aided Dispatch and Geographic Information Systems for automatic vehicle location. ISO uses National Fire Protection Association (NFPA) 1221, *Standard for the Installation, Maintenance and Use of Emergency Services Communications Systems* as the reference for this section.

Fire Department

Fifty percent of a community's overall score is based upon the fire department's structure fire suppression system. ISO's field representative evaluated:

- Engine and ladder/service vehicles including reserve apparatus
- Equipment carried
- Response to reported structure fires
- Deployment analysis of companies
- Available and/or responding firefighters
- Training

	Earned Credit	Credit Available
513. Credit for Engine Companies	6.00	6
523. Credit for Reserve Pumpers	0.34	0.5
532. Credit for Pumper Capacity	3.00	3
549. Credit for Ladder Service	1.52	4
553. Credit for Reserve Ladder and Service Trucks	0.00	0.5
561. Credit for Deployment Analysis	5.17	10
571. Credit for Company Personnel	5.36	15
581. Credit for Training	2.26	9
730. Credit for Operational Considerations	2.00	2
Item 590. Credit for Fire Department:	25.65	50

Basic Fire Flow

The Basic Fire Flow for the community is determined by the review of the Needed Fire Flows for selected buildings in the community. The fifth largest Needed Fire Flow is determined to be the Basic Fire Flow. The Basic Fire Flow has been determined to be 3500 gpm.

Item 513 - Credit for Engine Companies (6 points)

The first item reviewed is Item 513 "Credit for Engine Companies (CEC)". This item reviews the number of engine companies, their pump capacity, hose testing, pump testing and the equipment carried on the in-service pumpers. To be recognized, pumper apparatus must meet the general criteria of NFPA 1901, *Standard for Automotive Fire Apparatus* which include a minimum 250 gpm pump, an emergency warning system, a 300 gallon water tank, and hose. At least 1 apparatus must have a permanently mounted pump rated at 750 gpm or more at 150 psi.

The review of the number of needed pumpers considers the response distance to built-upon areas; the Basic Fire Flow; and the method of operation. Multiple alarms, simultaneous incidents, and life safety are not considered.

The greatest value of A, B, or C below is needed in the fire district to suppress fires in structures with a Needed Fire Flow of 3,500 gpm or less: **3 engine companies**

- a) **1 engine companies** to provide fire suppression services to areas to meet NFPA 1710 criteria or within 1½ miles.
- b) **3 engine companies** to support a Basic Fire Flow of 3500 gpm.
- c) **3 engine companies** based upon the fire department's method of operation to provide a minimum two engine response to all first alarm structure fires.

The FSRS recognizes that there are **3 engine companies** in service.

The FSRS also reviews Automatic Aid. Automatic Aid is considered in the review as assistance dispatched automatically by contractual agreement between two communities or fire districts. That differs from mutual aid or assistance arranged case by case. ISO will recognize an Automatic Aid plan under the following conditions:

- It must be prearranged for first alarm response according to a definite plan. It is preferable to have a written agreement, but ISO may recognize demonstrated performance.
- The aid must be dispatched to all reported structure fires on the initial alarm.
- The aid must be provided 24 hours a day, 365 days a year.

FSRS Item 512.D "Automatic Aid Engine Companies" responding on first alarm and meeting the needs of the city for basic fire flow and/or distribution of companies are factored based upon the value of the Automatic Aid plan (up to 1.00 can be used as the factor). The Automatic Aid factor is determined by a review of the Automatic Aid provider's communication facilities, how they receive alarms from the graded area, inter-department training between fire departments, and the fire ground communications capability between departments.

For each engine company, the credited Pump Capacity (PC), the Hose Carried (HC), the Equipment Carried (EC) all contribute to the calculation for the percent of credit the FSRS provides to that engine company.

Item 513 "Credit for Engine Companies (CEC)" = 6.00 points

Item 730 – Operational Considerations (2 points)

Item 730 "Credit for Operational Considerations (COC)" evaluates fire department standard operating procedures and incident management systems for emergency operations involving structure fires.

Operational Considerations	Earned Credit	Credit Available
Standard Operating Procedures The department should have established SOPs for fire department general emergency operations	50	50
Incident Management Systems The department should use an established incident management system (IMS)	50	50
Operational Considerations total:	100	100

Item 730 "Credit for Operational Considerations (COC)" = 2.00 points

Water Supply

Forty percent of a community's overall score is based on the adequacy of the water supply system. The ISO field representative evaluated:

- the capability of the water distribution system to meet the Needed Fire Flows at selected locations up to 3,500 gpm.
- size, type and installation of fire hydrants.
- inspection and flow testing of fire hydrants.

	Earned Credit	Credit Available
616. Credit for Supply System	17.75	30
621. Credit for Hydrants	2.93	3
631. Credit for Inspection and Flow Testing	3.20	7
Item 640. Credit for Water Supply:	23.88	40

Item 581 – Credit for Training (9 points)

Training	Earned Credit	Credit Available
<p>A. Facilities, and Use For maximum credit, each firefighter should receive 18 hours per year in structure fire related subjects as outlined in NFPA 1001.</p>	0.00	35
<p>B. Company Training For maximum credit, each firefighter should receive 16 hours per month in structure fire related subjects as outlined in NFPA 1001.</p>	11.59	25
<p>C. Classes for Officers For maximum credit, each officer should be certified in accordance with the general criteria of NFPA 1021. Additionally, each officer should receive 12 hours of continuing education on or off site.</p>	0.00	12
<p>D. New Driver and Operator Training For maximum credit, each new driver and operator should receive 60 hours of driver/operator training per year in accordance with NFPA 1002 and NFPA 1451.</p>	2.50	5
<p>E. Existing Driver and Operator Training For maximum credit, each existing driver and operator should receive 12 hours of driver/operator training per year in accordance with NFPA 1002 and NFPA 1451.</p>	5.00	5
<p>F. Training on Hazardous Materials For maximum credit, each firefighter should receive 6 hours of training for incidents involving hazardous materials in accordance with NFPA 472.</p>	1.00	1
<p>G. Recruit Training For maximum credit, each firefighter should receive 240 hours of structure fire related training in accordance with NFPA 1001 within the first year of employment or tenure.</p>	5.00	5
<p>H. Pre-Fire Planning Inspections For maximum credit, pre-fire planning inspections of each commercial, industrial, institutional, and other similar type building (all buildings except 1-4 family dwellings) should be made annually by company members. Records of inspections should include up-to date notes and sketches.</p>	0.00	12

Item 580 “Credit for Training (CT)” = 2.26 points

Item 616 – Credit for Supply System (30 points)

The first item reviewed is Item 616 "Credit for Supply System (CSS)". This item reviews the rate of flow that can be credited at each of the Needed Fire Flow test locations considering the supply works capacity, the main capacity and the hydrant distribution. The lowest flow rate of these items is credited for each representative location. A water system capable of delivering 250 gpm or more for a period of two hours plus consumption at the maximum daily rate at the fire location is considered minimum in the ISO review.

Where there are 2 or more systems or services distributing water at the same location, credit is given on the basis of the joint protection provided by all systems and services available.

The supply works capacity is calculated for each representative Needed Fire Flow test location, considering a variety of water supply sources. These include public water supplies, emergency supplies (usually accessed from neighboring water systems), suction supplies (usually evidenced by dry hydrant installations near a river, lake or other body of water), and supplies developed by a fire department using large diameter hose or vehicles to shuttle water from a source of supply to a fire site. The result is expressed in gallons per minute (gpm).

The normal ability of the distribution system to deliver Needed Fire Flows at the selected building locations is reviewed. The results of a flow test at a representative test location will indicate the ability of the water mains (or fire department in the case of fire department supplies) to carry water to that location.

The hydrant distribution is reviewed within 1,000 feet of representative test locations measured as hose can be laid by apparatus.

For maximum credit, the Needed Fire Flows should be available at each location in the district. Needed Fire Flows of 2,500 gpm or less should be available for 2 hours; and Needed Fire Flows of 3,000 and 3,500 gpm should be obtainable for 3 hours.

Item 616 "Credit for Supply System (CSS)" = 17.75 points

Item 730 – Operational Considerations (2 points)

Item 730 "Credit for Operational Considerations (COC)" evaluates fire department standard operating procedures and incident management systems for emergency operations involving structure fires.

Operational Considerations	Earned Credit	Credit Available
Standard Operating Procedures The department should have established SOPs for fire department general emergency operations	50	50
Incident Management Systems The department should use an established incident management system (IMS)	50	50
Operational Considerations total:	100	100

Item 730 "Credit for Operational Considerations (COC)" = 2.00 points

Water Supply

Forty percent of a community's overall score is based on the adequacy of the water supply system. The ISO field representative evaluated:

- the capability of the water distribution system to meet the Needed Fire Flows at selected locations up to 3,500 gpm.
- size, type and installation of fire hydrants.
- inspection and flow testing of fire hydrants.

	Earned Credit	Credit Available
616. Credit for Supply System	17.75	30
621. Credit for Hydrants	2.93	3
631. Credit for Inspection and Flow Testing	3.20	7
Item 640. Credit for Water Supply:	23.88	40

Frequency of Fire Flow Testing (FF): Average interval between the 3 most recent inspections.

Frequency	Points
5 years	40
6 years	30
7 years	20
8 years	10
9 years	5
10 years or more	No Credit

Total points for Fire Flow Testing = 0.00 points

Item 631 "Credit for Inspection and Fire Flow Testing (CIT)" = 3.20 points

Divergence = -1.68

The Divergence factor mathematically reduces the score based upon the relative difference between the fire department and water supply scores. The factor is introduced in the final equation.

Community Risk Reduction

	Earned Credit	Credit Available
1025. Credit for Fire Prevention and Code Enforcement (CPCE)	1.53	2.2
1033. Credit for Public Fire Safety Education (CFSE)	1.18	2.2
1044. Credit for Fire Investigation Programs (CIP)	0.75	1.1
Item 1050. Credit for Community Risk Reduction	3.46	5.50

Item 621 – Credit for Hydrants (3 points)

The second item reviewed is Item 621 "Credit for Hydrants (CH)". This item reviews the number of fire hydrants of each type compared with the total number of hydrants.

There are a total of 412 hydrants in the graded area.

620. Hydrants, - Size, Type and Installation	Number of Hydrants
A. With a 6 -inch or larger branch and a pumper outlet with or without 2½ -inch outlets	397
B. With a 6 -inch or larger branch and no pumper outlet but two or more 2½ -inch outlets, or with a small foot valve, or with a small barrel	3
C./D. With only a 2½ -inch outlet or with less than a 6 -inch branch	12
E./F. Flush Type, Cistern, or Suction Point	0

Item 621 "Credit for Hydrants (CH)" = 2.93 points

Item 630 – Credit for Inspection and Flow Testing (7 points)

The third item reviewed is Item 630 "Credit for Inspection and Flow Testing (CIT)". This item reviews the fire hydrant inspection frequency, and the completeness of the inspections. Inspection of hydrants should be in accordance with AWWA M-17, *Installation, Field Testing and Maintenance of Fire Hydrants*.

Frequency of Inspection (FI): Average interval between the 3 most recent inspections.

Frequency	Points
1 year	30
2 years	20
3 years	10
4 years	5
5 years or more	No Credit

Note: The points for inspection frequency are reduced by 10 points if the inspections are incomplete or do not include a flushing program. An additional reduction of 10 points are made if hydrants are not subjected to full system pressure during inspections. If the inspection of cisterns or suction points does not include actual drafting with a pumper, or back-flushing for dry hydrants, 20 points are deducted.

Total points for Inspections = 3.20 points

Item 1025 – Credit for Fire Prevention Code Adoption and Enforcement (2.2 points)	Earned Credit	Credit Available
Fire Prevention Code Regulations (PCR) Evaluation of fire prevention code regulations in effect.	8.60	10
Fire Prevention Staffing (PS) Evaluation of staffing for fire prevention activities.	0.66	8
Fire Prevention Certification and Training (PCT) Evaluation of the certification and training of fire prevention code enforcement personnel.	3.57	6
Fire Prevention Programs (PCP) Evaluation of fire prevention programs.	15.00	16
Review of Fire Prevention Code and Enforcement (CPCE) subtotal:	27.83	40

Item 1033 – Credit for Public Fire Safety Education (2.2 points)	Earned Credit	Credit Available
Public Fire Safety Educators Qualifications and Training (FSQT) Evaluation of public fire safety education personnel training and qualification as specified by the authority having jurisdiction.	9.00	10
Public Fire Safety Education Programs (FSP) Evaluation of programs for public fire safety education.	12.50	30
Review of Public Safety Education Programs (CFSE) subtotal:	21.50	40

Item 1044 – Credit for Fire Investigation Programs (1.1 points)	Earned Credit	Credit Available
Fire Investigation Organization and Staffing (IOS) Evaluation of organization and staffing for fire investigations.	4.00	8
Fire Investigator Certification and Training (IQT) Evaluation of fire investigator certification and training.	3.60	6
Use of National Fire Incident Reporting System (IRS) Evaluation of the use of the National Fire Incident Reporting System (NFIRS) for the 3 years before the evaluation.	6.00	6
Review of Fire Investigation Programs (CIP) subtotal:	13.60	20

Summary of PPC Review

for

Eagle Joint FPSA

FIRS Item	Earned Credit	Credit Available
Emergency Communications		
414. Credit for Emergency Reporting	2.10	3
422. Credit for Telecommunicators	4.00	4
432. Credit for Dispatch Circuits	2.25	3
440. Credit for Emergency Communications	8.35	10
Fire Department		
513. Credit for Engine Companies	6.00	6
523. Credit for Reserve Pumpers	0.34	0.5
532. Credit for Pumper Capacity	3.00	3
549. Credit for Ladder Service	1.52	4
553. Credit for Reserve Ladder and Service Trucks	0.00	0.5
561. Credit for Deployment Analysis	5.17	10
571. Credit for Company Personnel	5.36	15
581. Credit for Training	2.26	9
730. Credit for Operational Considerations	2.00	2
590. Credit for Fire Department	25.65	50
Water Supply		
616. Credit for Supply System	17.75	30
621. Credit for Hydrants	2.93	3
631. Credit for Inspection and Flow Testing	3.20	7
640. Credit for Water Supply	23.88	40
Divergence		
	-1.68	-
1050. Community Risk Reduction	3.46	5.50
Total Credit	59.66	105.5

Final Community Classification = 05/5Y

INSURANCE SERVICES OFFICE, INC.
HYDRANT FLOW DATA SUMMARY

City: Eagle Joint Fpsa State: OHIO (34) Witnessed by: Hubbard Water Department Date: Nov 25, 2013
 County: Ohio (Trumbull)

TEST NO.	TYPE DIST.*	TEST LOCATION	SERVICE	FLOW - GPM $Q=(29.83/C(P^2)^{0.5})$		PRESSURE PSI	FLOW -AT 20 PSI		REMARKS**	MODEL TYPE
				INDIVIDUAL HYDRANTS	TOTAL		NEEDED **	AVAIL.		
1.0		Hall & Clingan	Hubbard Water Department, Main	810	0	63	44	4500	1300	(D)-(3837 gpm)
1.1		Hall & Clingan	Hubbard Water Department, Main	810	0	63	44	4000	1300	(D)-(3837 gpm)
1.2		Hall & Clingan	Hubbard Water Department, Main	810	0	63	44	1750	1300	
10.0		Masury Rd @ Yellow Freight	Hubbard Water Department, Main	0	0	0	0	8000	1050	(D)-(3837 gpm)
10.1		Masury Rd @ Yellow Freight	Hubbard Water Department, Main	0	0	0	0	7000	1050	(D)-(3837 gpm)
10.2		Masury Rd @ Yellow Freight	Hubbard Water Department, Main	0	0	0	0	5000	1050	(D)-(3837 gpm)
10.3		Masury Rd @ Yellow Freight	Hubbard Water Department, Main	0	0	0	0	5000	1050	(D)-(3837 gpm)
10.4		Masury Rd @ Yellow Freight	Hubbard Water Department, Main	0	0	0	0	2500	1050	
2.0		S. Main & Church	Hubbard Water Department, Main	530	0	90	47	2500	700	
3.0		S. Main & Church	Hubbard Water Department, Main	530	0	90	47	1750	700	
4.0		S. Main & Church	Hubbard Water Department, Main	530	0	90	47	1750	700	
5.0		S. Main & Church	Hubbard Water Department, Main	530	0	90	47	2250	700	
6.0		N Main & Moore	Hubbard Water Department, Main	1860	0	114	96	1750	4500	
7.0		N Main & Moore	Hubbard Water Department, Main	1860	0	114	96	1500	4500	
8.0		Myron & Gladys	Hubbard Water Department, Main	1270	0	112	92	5500	2900	(D)-(3837 gpm)
8.1		Myron & Gladys	Hubbard Water Department, Main	1270	0	112	92	5000	2900	(D)-(3837 gpm)

THE ABOVE LISTED NEEDED FIRE FLOWS ARE FOR PROPERTY INSURANCE PREMIUM CALCULATIONS ONLY AND ARE NOT INTENDED TO PREDICT THE MAXIMUM AMOUNT OF WATER REQUIRED FOR A LARGE SCALE FIRE CONDITION.

THE AVAILABLE FLOWS ONLY INDICATE THE CONDITIONS THAT EXISTED AT THE TIME AND AT THE LOCATION WHERE TESTS WERE WITNESSED.

*Comm = Commercial; Res = Residential.

**Needed is the rate of flow for a specific duration for a full credit condition. Needed Fire Flows greater than 3,500 gpm are not considered in determining the classification of the city when using the Fire Suppression Rating Schedule.

** (A)-Limited by available hydrants to gpm shown. Available facilities limit flow to gpm shown plus consumption for the needed duration of (B)-2 hours, (C)-3 hours or (D)-4 hours.

APPENDIX 13

ISO Rating Improvement in Prairie Township, OH



Prairie Township (OH) Fire Department earns higher ISO rating

By KELLEY YOUMAN, THISWEEKNEWS.COM
Wednesday

Posted Nov 21, 2018 at 5:05 PM
Updated Nov 23, 2018 at 10:23 AM

Prairie Township residents could see their homeowners' insurance premiums drop next year after the fire department earned a higher score on a national rating scale.

The department underwent an audit by the Insurance Services Office, which upgraded Prairie Township's public-protection classification for the first time in seven years. The classification looks at factors that include emergency communications, fire department operations and water supply.

The ISO is a business that provides statistical information and some advisory services to other businesses, mostly insurance companies, which use the data to set rates based on projections of future losses.

According to the ISO, insurance companies generally offer lower premiums in communities with better protection.

"It basically is an evaluation of the fire department and the property in its jurisdiction," said Allen Scott, Prairie Township's assistant fire chief, who oversaw the audit process. "Pretty much every insurance company in the country uses an ISO rating in one way or another.

"We can't tell you how it's going to affect your insurance, but I'm confident that everyone should see some really good numbers," he said. "On average, for every \$100 spent on property insurance, about \$70 is based on the (fire department's) ISO rating.

The township's overall rating has improved from 5/8b in 2011 to 2/2y this year."

"What that meant is the fire department (in 2011) essentially got a 5 out of 10," Scott said. "Earning a 1 is the best you can possibly get. In 2011, after we got the audit, some things were changed."

The township entered into an automatic aid agreement with the Columbus Division of Fire and contracted with the Ohio Fire Academy to provide online training for personnel.

Last December, Prairie Township turned over dispatching services to Grove City, paying the city \$168,540 annually. Previously, the township employed four full-time dispatchers and was spending more than \$300,000 a year to operate aging technology.

"In 2017, there were only 77 departments in the state of Ohio out of about 2,300 that have a rating of 2," Scott said.

Nationwide, that figure stands at about 1,500 out of 43,000 departments, he said.

"We're about top 3.5 percent in the state and the nation," he said.

The new ISO rating takes effect Feb. 1, 2019.

For more information, go to isomitigation.com.

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APPENDIX 14

Marion, OH awarded SAFER Grant



Marion wins \$830,000 grant to hire six more firefighters

[Sarah Volpenhein](#), Marion Star Published 3:59 p.m. ET Sept. 13, 2019



Marion city's newest fire engine pulls out of Station 3 on Jefferson Street. The city recently won a grant to hire six new firefighters. (Photo: Hasan Karim/Marion Star)

MARION — The city of Marion has been awarded an \$830,000 grant to hire six more firefighters, according to the Federal Emergency Management Agency.

City officials were notified Wednesday that [the city was awarded \\$830,346.60](#) over three years from the Staffing for Adequate Fire and Emergency Response, or SAFER, Grant, said Marion City Fire Chief Chuck Deem.

The money will bring the Marion City Fire Department's staffing levels from 57 to 63 and will allow the city to staff an emergency squad at each of the city's three fire stations, Deem said. Currently, the fire department has two emergency squads stationed at the city's main fire station.

"That should reduce response times for each district," Deem said.

More: [City firefighters say they are stretched thin](#)

It will also allow the fire department to bring minimum staffing levels at the two other fire stations, on Bellefontaine Avenue and Jefferson Street, from two to four, Deem said.

In the event of a fire call, that will allow all four firefighters to respond, instead of just two, he said.

"The standard is we're supposed to have four people on scene before we enter a burning building," unless they know someone is trapped inside, Deem said. "This is going to allow our guys to attack the fire that much faster."

The fire chief hopes the extra manpower will also help alleviate added pressure on city firefighters from rising call volumes in recent years.

"The last I looked at the numbers, we're on pace to have about 200 more calls than we did last year," when overall calls were a record-breaking 7,576, he told the Star.

Given the increase in call volume, city firefighters sometimes must call on other fire departments to answer EMS or other calls within the city when they are tied up with existing calls, Deem has said.

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"This increased call volume is not only straining MFD's limited resources, but also its mutual/automatic aid partners," reads the city fire department's SAFER grant application, a copy of which was obtained by the Star.

More: [Marion fire officials say overstretched firefighters not helped by annexations](#)

The application says the Marion City Fire Department received aid from other fire departments 188 times in 2018, more than double that in 2016.

Deem told the Star the extra firefighters facilitated by the grant "allows us to pick up more of our own calls and rely on other departments less."

The grant will cover about 75 percent of the six firefighters' salaries and benefits during the first two years of the grant, Deem said. In the third year, the grant covers about 35 percent of their salaries and benefits, he said. The city will pitch in the rest, he said.

"Over the three-year period, if you average it out, we'll be getting six firefighters for the cost of two," Deem said. "At the end of the three-year grant, my hope is we can hold onto as many of them as possible."

A total of about \$350 million will be awarded this year in SAFER grants, said FEMA spokesperson Cassie Ringsdorf.

As of Friday, nearly \$68.3 million worth of SAFER grants had been awarded to 152 entities, according to [a list of award announcements on FEMA's website](#).

The SAFER Grant provides funding to fire departments and volunteer firefighter interest organizations to help them increase or maintain the number of trained, "front line" firefighters in communities, [according to FEMA](#).

The grant is meant to help local fire departments comply with staffing, [response and operational standards](#) established by the National Fire Protection Association, according to FEMA.

APPENDIX 15

SAFER Grant Funding Application Pointers



Getting Grants



with [Jerry Brant](#)

Don't confuse Uncle Sam with Santa Claus when applying for grants

Perform market research to identify the potential costs of the equipment you hope to purchase with firefighting grants

Dec. 11, 2018 at 9:25 AM

The song lyrics say, "It's the most wonderful time of the year." So maybe it's an appropriate time to talk about [grant seekers](#) that confuse Uncle Sam, the personification of the American government, with Santa Claus. That jolly old guy in a red suit, with a big belly, white hair, who knows all and sees all – no, that's not your chief – that's Santa Claus. He gives presents and fulfills requests for those who deserve them.

WHERE THE CONFUSION CAN START

How many times have we heard someone say, "Oh don't worry about how much it costs it's a grant application." Or, "ask for everything you can because it's a grant." We in the grant field like to refer to this practice as confusing Santa with Uncle Sam, and it could doom your application. This philosophy holds true for both federal grant applications as well as private foundation requests.

Maybe it's time to talk about grant seekers that confuse Uncle Sam, the personification of the American government, with Santa Claus. (Photo/Flickr)

RELATED ARTICLES

[Never miss another fire grant application period](#)

Are you eligible for AFG funding?

The importance of data in framing a winning fire grant application



When your grant is received by the funding agency, it is scored by a panel of reviewers. Individuals chosen for these panels are representatives of the fire service or personnel familiar with its operations. Reviewers work using a score sheet that breaks out the program priorities. They assess each application's merits based on the narrative statements for the requested activity. Panelists independently score each requested activity within the application, discuss the

merits and/or shortcomings of the application with their peers and document the findings. One particular area they focus on is the budget for the proposed project and the cost/benefit of the request. This is where confusing Santa and Uncle Sam can cause problems. Funding agencies have a limited budget for grant activities. They also have peer reviewers and professional staff that know how much items normally cost. Applying for items and inflating their cost (or not doing market research) will set up a red flag with reviewers. Reviewers know the average cost of SCBA, portable radios or a section of hose. They also know what makes up a compliant set of rescue tools. You are only fooling yourself if you think you can pull one over on the reviewers.

If your application lacks solid cost estimates, you could also get caught in a situation where you are awarded funding but it isn't sufficient to complete your project. In this case, you may have to turn down your award, which could impact any future applications with a foundation or private funder.

STAY COMPLIANT WITH 2 CFR WITH A WRITTEN PROCUREMENT POLICY

In recent years, departments and vendors have been overly cautious when dealing with cost estimates because of a fear of violating 2 CFR. This has caused departments to play guessing games with their project budgets.

To avoid potential conflicts with 2 CFR, the first item your department needs to develop is a written procurement policy. This policy can be no less restrictive than the federal policy. If you don't already have a policy that meets this requirement, the simplest thing to do is adopt the federal policy by resolution at your next meeting.

Next, to get a price estimate to use for your grant application, contact a vendor and ask for a price on the item. Ask for nothing more and nothing less. The vendor can supply you with a price and remain eligible to compete in your procurement process if you are awarded funding.

You can also get prices from vendor catalogues or websites. You can pick up literature and price lists at trade shows. You can also speak with other departments that have purchased similar items recently. All of these are eligible ways to get prices for your project and stay compliant with 2 CFR.

About the author

Jerry Brant is a senior grant consultant and grant writer with [FireGrantsHelp](#) and [EMSGrantsHelp](#). He has 46 years of experience as a volunteer firefighter in West-Central Pennsylvania. He is a life member of the Hope Fire Company of Northern Cambria, where he served as chief for 15 years. He is an active member of the Patton Fire Company 1 and serves as safety officer. Jerry graduated from Saint Francis University with a bachelor's degree in political science. In 2003 he was awarded a James A Johnson Fellowship by the FannieMae Foundation for his accomplishments in community development. He has successfully written more than \$70 million in grant applications. Jerry can be reached at Jerry.Brant@FireGrantsHelp.com.

SAFER 2019

2/7/2019 Hello everyone,

I am assuming that if the government does not shut down again soon, FEMA will be opening the FY 2018 SAFER program. This program is funded at \$345 million and can be used for the recruitment and retention of volunteers or the hiring of career staff.

Scoring is based on your compliance with staffing levels dictated in NFPA 1720 and 1710. Volunteer programs are 100% funded and can last up to 4 years, hire programs are around 66% funded and can last up to 3 years.

If you are interested in discussing this opportunity please get back to me no later than 2-16-2019 so we can do some research about your needs prior to the program opening.

Sincerely, **Michael Penzotti**

Grantmasters Inc.
Fax: 716-754-2538
4523 Porter Center Road
Lewiston, NY 14092
www.grantmastersinc.com
716-531-0888

APPENDIX 16

Grant Funding Stories from Four Different Smaller Departments



Local *DVM.com* (Hagerstown, MD.)

Washington County Fire and Rescue asks for Safer Grant

"We need assistance"

By: [Caroline Morse](#)

Posted: Feb 05, 2019 05:38 PM EST

Updated: Feb 05, 2019 05:38 PM EST

WASHINGTON COUNTY, Va. - Washington County's Fire and Rescue is struggling to maintain volunteers and is seeking to request support from the safer grant program.

Several key representatives from the surrounding fire departments gathered at the Board of County Commissioners meeting Tuesday morning to request additional funds and support for the Safer Grant.

The grant provides funds for fire departments and volunteer firefighters to help increase the number of trained-front line firefighters available to their communities.

"You can see the patches on my sleeve, I don't care," Director of Emergency Services, David Hayes said. "I simply don't care. We're all one team. The success of the team is not on any one individual not the Department of Emergency Services, not the volunteers, so we have to work together to bring emergency services back up to a sustainable capacity."

Board of County Commissioners agreed to meet again with a more specific outline of requests, but Board President Jeff Cline said that he's ready to get the ball rolling for the fire departments.

The Herald Republican

Angola, Fremont get firefighting grants

- KPC News Service
- Jul 24, 2019

ANGOLA — Angola and Fremont fire departments were among 71 rural and volunteer departments from 46 counties that have been awarded more than \$297,000 in Volunteer Fire Assistance grants from the Indiana Department of Natural Resources, it was announced Wednesday.

The grants, announced by DNR director Cameron Clark, are administered by the DNR Division of Forestry and made available through the U.S. Department of Agriculture Forest Service.

Forestry staff at the DNR reviewed grant applications and selected recipients on the basis of population density, acres of public wildlands protected and wildland fire reporting to DNR Fire Control Headquarters.

Grants may be used for training, installation of dry hydrants, or to purchase necessary firefighting equipment and gear to combat wildland fires. As in past years, the wildland fire category was highlighted. The awarded grants range from \$1,500 to \$5,000.

Angola (\$1,500) and Fremont (\$2,498) received wildland fire grants.

Fire departments interested in applying for VFA grants should contact Mark Huter, assistant state fire coordinator, Fire Control Headquarters, 6220 Forest Road, Martinsville, IN 46151, or call 765-792-4654.



\$1.5M in federal funding announced for Virginia fire departments

By Staff

Wed 2:17 PM, Sep 04, 2019

WASHINGTON, DC (WDBJ7) - U.S. Senators Mark Warner and Tim Kaine (D-VA) have announced \$1,455,722.85 in federal funding for fire departments in Lexington, Manassas, Bristol, and Portsmouth.



The funding will be awarded through the Federal Emergency Management Agency (FEMA) Assistance to Firefighters Grant (AFG) program.

"It's crucial for firefighters to have the tools necessary to best serve their communities," the Senators said. "We're pleased to announce this funding to help local fire

departments across Virginia purchase equipment to enhance public safety."

The following Virginia fire departments will receive funding under the AFG program:

- The City of Lexington Fire Department will receive \$88,460.95 to purchase equipment.
- The City of Manassas Fire Department will receive \$332,500 to purchase personal protective equipment.
- The City of Bristol Fire Department will receive \$404,761.90 to purchase communications equipment.
- The City of Portsmouth Fire Department will receive \$630,000 to purchase equipment.

According to a release by the senators, "FEMA's AFG program works to strengthen the safety of the public and firefighters by providing direct financial assistance to eligible fire departments, nonaffiliated Emergency Medical Services organizations, and State Fire Training Academies for critically-needed resources."



THE VOICE OF BRANCH COUNTY

Coldwater Fire Department gets grant for new gear

The Rewarding Responders grants are awarded by Michigan Gas Utilities

Wednesday, September 11, 2019 3 a.m. EDT by Ken Delaney

The Coldwater Fire Department is one of three southern Michigan fire departments who will be receiving new safety equipment this fall, thanks to Rewarding Responders grants that have been awarded by Michigan Gas Utilities.

The grant for the Coldwater Fire Department will be used to purchase new firefighting nozzles.

Other grants were awarded to the Hillsdale City Fire Department and the Dundee Township Fire Department.

MGU offers the grants to help emergency response agencies improve public safety in their communities.

Coldwater Fire Chief Dave Schmaltz says “we are incredibly pleased to receive this grant, as it will allow us to purchase equipment that normally would not have been covered by our budget”.

He added, “firefighting nozzles might not seem significant, but every little cog in the wheel allows us to operate and keep our community safe.”

Since the grant’s inception in 2015, Michigan Gas Utilities has donated nearly \$40,000 to help first responders

APPENDIX 17

New Funding from Billing: Two stories



Fire Department to bill insurance companies

By [Derrick Mason](#) Staff writer

Mar 11, 2019

FREEPORT — The Freeport City Council on Monday discussed a potential ordinance change that would allow the Fire Department to bill insurance companies for auto accidents.

If approved, the Fire Department would start billing the responsible driver's insurance company \$500 for every accident that firefighters are dispatched to and \$1,400 if the driver is extricated from the vehicle. The insurance company would also be charged \$675 for a vehicle fire.

The Fire Department does not respond to minor accidents, such as fender benders, Fire Chief Todd Allen said. "If they know there's a potential injury or that there are fluids on the ground because the radiator broke, well then the Fire Department is going to get automatically dispatched," Allen said. "Anything with entrapment or potential entrapment, the Fire Department is going to respond."

Allen said the ordinance change would generate a conservative estimate of about \$60,000 per year in revenue, after Andres Medical Billing, the company that would handle the billing process, takes its 20 percent commission. Andres currently handles the billing on similar accident fees for 104 fire departments in Illinois.

In 2018, the Fire Department responded to 135 vehicle accidents, six vehicle extractions and eight vehicle fires, according to city documents.

Funds the Fire Department raise through fees go into a capital improvement fund.

"What we try to do with those funds is fund big-ticket items that are going to be expensive down the road," Allen said. "For instance, our air packs, the air we breathe when we go into fires, those have a 15-year lifespan on them but when you go to replace them, they are \$7,000 to \$8,000 per unit."

A "soft-billing" process would ensure that the city would never charge a driver directly. The fees are already built into auto insurance companies' policies, according to city documents. If a driver did not have insurance, Andres would not bill the driver.

"It's on every vehicle owner's insurance policy," Allen said. "By not going after it, we're leaving money on the table essentially."

Alderman Tom Klemm, 1st Ward, said during the meeting that he supported moving the proposed ordinance forward. The City Council will discuss the fees again at an upcoming meeting.

"It does take and provide, even at the lowest figures you put out, \$24,000 toward police and fire, a police car or something," Klemm said. "If you put it in that perspective, you're going to get something out of here and we're very restricted on where we can get additional funding."

Derrick Mason: 815-232-013 derrick.mason@journalstandard.com

Volunteer EMS outfits seek right to send bills

PUBLIC SAFETY: Change in state law sought to help volunteer companies recoup ambulance costs.

- **By Connor Hoffman connor.hoffman@niagara-gazette.com**
- **Apr 21, 2019**
-

Volunteer firefighting companies are calling on the state legislature to pass a law that would allow them to charge for the ambulance services that they provide.

Last week, the Firemen's Association of the State of New York and its members held a legislative outreach event at the Cambria Volunteer Fire Hall to vouch for such a bill. Assembly Member Michael Norris and Sen. Rob Ortt were both present at the event.

Ed Tase of Lockport, second vice chair of FASNY, said about 90 percent of the calls fielded by volunteer fire services are ambulance-related.

Tase said volunteer fire companies foot the bill for everything associated with an ambulance, which he estimated comes in between \$160,000 and \$200,000. Fire companies would just like to recoup their costs, he said.

"The supplies for an ambulance are expensive," Tase said.

Currently, volunteer fire companies are covering their ambulance costs through fundraisers. One of the biggest fundraisers, gun raffle, may be outlawed by New York State, according to Tase.

Tase believes the state will understand the value that volunteer fire companies provide and adopt legislation to help them. He pointed to a 2015 study by FASNY that found it would cost \$3.3 billion in taxes to replace the services provided by volunteer companies.

"So we do have a value to the state and we're just asking for some help to keep us afloat," Tase said.

Ambulance services such as Twin City Ambulance do service rural areas, but they charge more than volunteer fire companies would like, Tase said. He estimates their average bill runs between \$700 and \$1,000.

"Our numbers wouldn't be that high," Tase said. "We're just trying to recoup our costs, so we don't have to constantly have these chicken barbecues and what not."

Tase, a member of South Lockport Volunteer Fire Company, said that company used to own two ambulances, but had to get rid of one because of the cost to operate it.

Both Norris and Ortt have expressed their support for a measure allowing volunteer fire companies to bill for ambulance service.

Norris is a cosponsor of Assembly bill A01778, introduced this past January, which would authorize EMS-providing fire companies to establish fees and charges for services and allow health insurer payments to non-preferred ambulance service providers.

Ortt signaled his support in a prepared statement that linked the issue with other proposed state legislation that would prohibit the award of firearms, as well as alcoholic beverages, as prizes in games of chance.

"Volunteer fire companies and EMS providers are the lifelines in many rural parts of western New York. With the recruitment and retention of volunteers becoming more difficult, we must find a way to allow these fire companies to remain viable," Ortt said. "At a time when New York Democrats are looking to cripple volunteer fundraising efforts through anti-gun raffle legislation, allowing volunteer companies to bill insurance agencies for the medical services they provide would create a new and vital source of revenue."

APPENDIX 18

Private Ambulance Company Shuts Down in Six States



NBCNews.com December 10, 2013

Major ambulance service shuts down without notice in six states



First Med EMS, based in Wilmington, N.C., served hospitals and other medical facilities in more than 70 municipalities in Kentucky, North Carolina, Ohio, South Carolina, Virginia and West Virginia. It operated under the names TransMed, Life Ambulance and MedCorp.

By M. Alex Johnson, Staff Writer, NBC News

A private ambulance service that transported more than a half-million patients a year in six states abruptly shut down without explanation, leaving dozens of cities and towns scrambling for medical transportation options this week without a word of warning.

First Med EMS, based in Wilmington, N.C., served hospitals and other medical facilities in more than 70 municipalities in Kentucky, North Carolina, Ohio, South Carolina, Virginia and West Virginia. It operated under the names TransMed, Life Ambulance and MedCorp, boasting in publicity materials: "We take pride in our performance and the safety of our patients. We refuse to compromise on this."

First Med's website was inaccessible Tuesday, and calls to corporate offices either reached disconnected lines or weren't answered. Company workers said in Facebook posts and tweets that they were told the corporation had declared bankruptcy, but no bankruptcy documents were yet on file in U.S. Bankruptcy Court for the Eastern District of North Carolina.

[Related: Lawsuit filed against shuttered ambulance service that stranded hospitals in six states](#)

First Med was the largest EMS service in Ohio, where at least 1,500 paramedics and other medical workers were left jobless in Cleveland, Columbus, Dayton, Toledo, Cincinnati, Youngstown and numerous smaller towns.

First Med also provided services in Richmond, Norfolk and Newport News in Virginia, as well as Wilmington, N.C.

Much of First Med's business was "non-emergent" transportation — such as taking dialysis patients to their weekly treatments and shuttling nursing home patients to doctors' appointments — and officials in some cities said there should be little impact on patient treatment.

"The unfortunate thing was lack of notice," Larry Stephens, ambulance service director for Camden Clark Medical Center in Parkersburg, W.Va., [told NBC station WTAP](#). "They closed up shop on Friday, and people were scrambling to get to their appointments all weekend, plus early this week."

Many of the company's approximately 2,300 employees learned about the shutdown from colleagues. When they tried to show up for work Saturday, they found locked doors.

"I found out on Facebook and from a co-worker that I no longer had a job," Stacey Carpenter, a First Med dispatcher in Wilmington, [told NBC station WECT](#). "I am absolutely devastated. I don't know what I am going to do."

Dispatch services in several cities reported that First Med called them Friday night and Saturday to stop all requests for emergency runs. Workers who were in the middle of their shifts were told to turn around and go home.

"We didn't know what to do," Derek Griffin, an emergency medical technician in Hopewell, Va., [told NBC station WWBT of Richmond](#).

"They told us to turn our truck in, to turn our equipment in. That was it," he said. "It was done so shadily and so behind closed doors."

Medical facilities said the shutdown took them by surprise, too, and at least one county — Bertie County, N.C. — declared a state of emergency at noon Monday. The county board of commissioners said in a statement that it would pursue legal claims against First Med.

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