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Analysis of **Fire Protection and EMS Service**

FINAL REPORT

VILLAGE OF MARIEMONT, HAMILTON COUNTY, OHIO



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VILLAGE OF MARIEMONT, HAMILTON COUNTY OHIO

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FOREWORD

In the Summer of 2021 Consultants William Kramer and Michelle Harrell of the firm ***Kramer and Associates*** worked with a variety of interest groups to study the state of fire and EMS protection in the Village of Mariemont. The goal was to guarantee an affordable sustainable level of fire service and EMS protection in the Village by examining alternatives and choosing the best path forward. (Consultant Resumes are found in **Appendix 1**)

The consultant worked with Village Officials, Mariemont Fire Department Leadership, Little Miami Fire District Leadership and a pro-active group of Mariemont citizens in conducting a study regarding the state of fire protection in Village.

We thank Mayor William Brown and Councilman Rob Bartlett who commissioned this study with a primary objective of service to citizens. They are dedicated public servants, who show a genuine interest in meeting the needs of their constituency. All of the Village Councilmembers want to ensure that residents receive the best fire and EMS service within the budget constraints of the Village. The following members of Council also voted to support this study: Avia Graves, Marcy Lewis, Maggie Palazzolo and Kelly Rankin.

Councilmember Rob Bartlett was especially diligent in making sure the village explored all alternatives to see if quality Fire Protection and Emergency Medical Service could be delivered in any less expensive manner. A series of email inquiries and explanations between Mr. Bartlett and the consultant totaled over 20 pages, as Mr. Bartlett wanted to be sure we explored all options on behalf of the Village. A sampling of these are found in **Appendix 2**.

With William Kramer, hereinafter referred to as “consultant” personally conducting the majority of the study, the consultants (William Kramer and Michelle Harrell) performed an analysis to determine various scenarios in which two fire departments, Mariemont and Little Miami Fire District, or perhaps others, could work in unison to deliver necessary fire protection and emergency medical service, both now and into the future. Staffing, Organizational Structuring, Fire Station locations and similar factors were studied in detail. In particular the consultant tried to determine whether or not it is advisable to retain a fire station central to the Village of Mariemont.

A complete analysis is a complex undertaking where a change in one factor has a ripple effect changing all others. For example, the types of fire apparatus and medical emergency response vehicles determine the size needs of a given station. The frequency with which service is demanded must be balanced with reasonable response times which vary from one portion of a community to another. The consultants have worked diligently to balance all of these factors in presenting a blueprint for the future of Mariemont.

The Village of Mariemont deserves credit for seeking a neutral opinion regarding the Fire Department and EMS Operations since these are among the most vital and expensive of Village services. In discussions with governmental leaders, fire officials, and ordinary citizens, the consultant found appreciation for the work done by the Mariemont Fire Department and a desire to preserve quality protection. The citizen input showed a clear preference to retain a central Mariemont Fire Station,

Chief Terry Timmers of the Little Miami Fire District, Asst. Chief Dan Copeland and former Asst. Chief Tim Feichtner of Mariemont all assisted the consultant as requested, and the consultant welcomed ongoing input at any time from either department.

Part-time fire fighters, which have so ably served Mariemont, are becoming scarce in some communities and officials must find creative ways to pay for full-time personnel, or gain efficiencies through shared services with adjacent communities. We will in this report examine various combinations of these options. Increasingly scarce tax dollars mean that 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 staffing. Hence a facility must be affordable, not just for the building but for the equipment and personnel.

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 Mariemont officials to arrange for adequate and timely fire and EMS protection. As a planned community in Hamilton County, the relatively small Village of Mariemont has a unique challenge in providing services but corresponding opportunities for creative service delivery.

The consultant had meetings and phone calls with council members and all were eager to serve their constituency by providing the very best affordable fire and EMS service. Likewise the consultant had numerous email and phone exchanges, and a few meetings, with spirited Fire/EMS Resident Committee members.

The resident committee was drafted into service by the Village (See next Page) and were quite diligent in providing a sense of what the community desires, and all were interested in having quality and timely Fire and EMS service in Mariemont. Their contributions helped shape the final conclusions reached.

Sincere thanks to all of the following:

<u>VILLAGE COUNCIL</u>	<u>FIRE/EMS RESIDENT COMMITTEE</u>	
	<u>Steering Committee</u>	<u>Additional Members</u>
Bill Brown, Mayor Rob Bartlett Avia Graves Marcy Lewis Maggie Palazzolo Kelly Rankin	Tracie Wichman, Chair Matt Ayer Dennis Wolter Bill Herkamp Tom Boucher Steve Lewis Katie Mace	Steve Spooner Kim Beach Karen Fallon Ken Hake Bill Lichter Tim Wiley Ken White

FIRE/EMS RESIDENT COMMITTEE

Would you be interested in serving on a Mariemont resident committee to review Fire/EMS proposals?

The Village is looking at potentially developing shared services for Fire and EMS between Mariemont and the Little Miami Fire Department (LMFD) while still providing the same or improved level of protection.

We are seeking 5-7 Village of Mariemont residents who would like to participate in a committee to help review Fire/EMS proposals, work directly with the consultant company, Kramer & Associates, and provide resident input, concerns, recommendations, and/or suggestions as to how the Village should proceed with our Fire/EMS Department. Ideally this committee will be comprised of a diverse group of residents from various parts of the Village who are interested in objectively assessing the different options available to us regarding Fire/EMS services. The committee will have access to whatever resources are necessary, including a Fire/EMS consultant (Kramer & Associates).

Click [HERE](#) to review the proposal from Kramer & Associates. Please note that Mr. Kramer will be presenting an update on his work in progress at the Council meeting on June 28, 2021 at 6:30 pm.

What are the roles and responsibilities of this resident committee?

The committee will provide their recommendations and suggestions on how we should proceed with our Fire/EMS Department. While the final decision rests with Council, resident input will factor into that decision.

Committee members would be expected to be available for meetings and to provide a final written recommendation to the Mayor and Council on how the Village should proceed with its Fire/EMS Department, included with supporting factors for their recommendation.

I am interested! Now what?

Please submit your first and last name, phone number, address, and a brief summary of why you are interested in participating as a member of the Fire/EMS resident committee to info@mariemont.org before June 25, 2021.

KEY ISSUES FROM COUNCIL

As the consultant originally embarked upon this project, the Village of Mariemont, through its fire officials, handed over a list of six key topics around which the study was originally to be performed. As requested by the Village of Mariemont, the Consultant will specifically address the following concerns:

1. The consultant will assess current status quo in Mariemont; i.e.: 4 per shift 24x7, all part-time employees including the Assistant Fire Chief. The consultant will review the Pros and cons of having a combined Police and Fire Chief. The consultant will provide a list of recommendations that would assist Mariemont enact improvements that could be made to the status quo from a safety or cost standpoint.
2. The consultant will assess a future state proposed by Mariemont Assistant Fire Chief and LMFD Fire Chief: 7 to 8 per shift 24x7, all in one location, or in a split location utilizing both Mariemont and LMFR locations. For both options. Every shift would have 3 full time and 4 part time. The use of a full-time chief in this model is anticipated. The consultant will provide the Pros and cons of these possible configurations. The consultant will provide a list of recommendations that would assist Mariemont enact improvements with these models that could be made from a safety or cost standpoint.
3. The consultant will advise if there any other configurations or arrangements for Fire and EMS service involving Mariemont that could be recommended? Pros and cons of other alternatives will be provided. Cost estimates compared will be provided and compared to current budget expenditures.
4. The consultant will provide an estimate of what it would cost to modify the Mariemont fire station so it could accommodate the future state proposed by the Mariemont Assistant Fire Chief and the LMFD Fire Chief. The consultant will provide the Pros and cons of Little Miami contracting with Mariemont for these services versus Mariemont contracting from Little Miami.
5. The consultant agrees to provide a list of similar sized Fire/EMS departments in Hamilton County, including square miles and population covered. He will show how each is staffed. For each the consultant will analyze response times and distances from the closest fire station.
6. The consultant will identify any other communities in Hamilton County that contract for their Fire/EMS, as for example, Newtown contracting with Anderson Township). The consultant will provide any knowledge of why they have chosen to contract for these services versus joining a fire district or providing their own fire/EMS service.

In “Cliff notes” fashion here are brief responses from the consultant in bold italics to the key issues, all of which will be elaborated upon in greater detail throughout the report.

1a. The consultant will assess current status quo in Mariemont; i.e.: 4 per shift 24x7, all part-time employees including the Assistant Fire Chief.

- *With some tweaking the status quo can work since it has proven to be one of the more successful part-time systems in Hamilton County.*

1b. The consultant will review the Pros and cons of a combined Police and Fire Chief.

- *If Mariemont retains its own independent operation, there may be some administrative savings with a combined Safety Chief, but the Consultant feels that the ranking member in the Fire Department should be “Fire Chief” performing just as the “Asst. Chief” is now, on duty every third shift as a “Working Foreman” and part of the response crew. Captains and Lieutenants would round out leadership and coordinate activities with the Chief. Mariemont should have a “Fire Chief,” but it does not have to be full time.*

1c. The consultant will provide a list of recommendations that would assist Mariemont enact improvements that could be made to the status quo from a safety or cost standpoint.

- *Numerous recommendations are made throughout the report, many with no required additional funding and others requiring investment, all with an eye toward preserving quality Fire and EMS service to the Mariemont residents, visitors and business personnel.*

2a. The consultant will assess a future state proposed by Mariemont Assistant Fire Chief and LMFD Fire Chief: 7 to 8 per shift 24 x7, all in one location, or in a split location utilizing both Mariemont and LMFR locations.

- *The consultant feels that 7 to 8 personnel across both organizations is sufficient and affordable but, in the interest of the village, prefers maintaining two service distribution points, Mariemont and Fairfax.*

2b. For both options. Every shift would have 3 full time and 4 part time. The use of a full-time chief in this model is anticipated. The consultant will provide the Pros and cons of these possible configurations.

- *Even though the two stations are about a mile apart, traffic in either direction can be slow at times. Since the cost of staffing dwarfs the cost of facilities, a distributed service that reaches the majority of residents quickly is worth the marginal cost of maintaining both fire stations. I would not be in favour of abandoning the Mariemont Station, in any scenario.*

2c. The consultant will provide a list of recommendations that would assist Mariemont enact improvements with these models that could be made from a safety or cost standpoint.

- *Throughout the report numerous options are presented, with cost/benefit portrayed. The Pros and cons of various alternatives are provided always with the primary objective being to preserve quality Fire and EMS service in Mariemont, and the secondary objective of strengthening area partnerships.*

3 The consultant will advise if there any other configurations or arrangements for Fire and EMS service involving Mariemont that could be recommended?

- *As requested by the Village of Mariemont, pros and cons of other alternatives will be provided. Cost and benefit estimates will be provided and compared to current budget expenditures.*

4a. The consultant will provide an estimate of what it would cost to modify the Mariemont fire station so it could accommodate the future state proposed by the Mariemont Assistant Fire Chief and the LMFD Fire Chief.

- *In light of the fact that the consultant recommends maintaining both the Mariemont and Fairfax stations, whether they are combined into a joint district or remain separate entities, there is no need for major expansion or renovation to the Mariemont facility. Nonetheless Architect Tim Wiley has prepared an architectural analysis.*

4b. The consultant will provide the Pros and cons of Little Miami contracting with Mariemont for these services versus Mariemont contracting from Little Miami.

- *There may be some benefits of contracting for services, usually to save money, but future costs are less certain than with local control and self-operation. The City of Ottawa Hills, OH merged its single fire station into the adjacent Toledo Fire Department and began contracting in a cost-saving endeavour. Several years later, Toledo closed the Ottawa Hills station “Temporarily” retaining the contract fees and serving that community from more remote locations. Contracting to provide service from Mariemont to others would be advised for the Village. Contracting to receive service might work if a central station within the village is guaranteed into perpetuity*

5a. The consultant agrees to provide a list of similar sized Fire/EMS departments in Hamilton County, including square miles and population covered. He will show how each is staffed.

- *The consultant has had about a dozen local clients, all with different populations and different demographics, and all working with different models. We compare and contrast these and show how Mariemont has a superb operation in terms of quick response to all parts of the village.*

5b. For each the consultant will analyse response times and distances from the closest fire station.

- *The consultant will create time and distance polygon mapping for Mariemont and LMFR and show what can normally and probably be expected in terms of response time and distances. These color-coded polygons provide a solid visual image of coverage data.*

6a. The consultant will identify any other communities in Hamilton County that contract for their Fire/EMS, as for example, Newtown contracting with Anderson Township.

- *The consultant is familiar with various contractual arrangements that are working but believes that there are better alternatives for Mariemont.*

6b. The consultant will provide any knowledge of why they have chosen to contract for these services versus joining a fire district or providing their own fire/EMS service.

- *Mariemont could consider being a contracting agent and cover the existing territory covered by LMFR if the Fairfax station is ever decommissioned, but this is unlikely. At that time there would be a need to expand the facilities at the Mariemont Fire station, but this would be a whole additional study. Mariemont could also contract to cover the adjacent portion Of Columbia Township if it ever ceased to be part of LMFR.*

ISSUES FROM MARIEMONT RESIDENTS' FIRE/EMS COMMITTEE

The Mariemont Residents' Fire/EMS Committee requested that the following topics be addressed specifically in Kramer Associates' report.

- Potential consequences or remediation regarding a loss of local control if there is no Mariemont Board representation on the merged Board, as is currently proposed
- Merger proposal relies upon the best-case scenario (retention of experienced Mariemont fire fighters, etc.) How realistic is this expectation? What kind of unintended or unforeseen consequences typically unfold in merger situations, based on past experience?
- Is Mariemont's municipality status at risk if the Village no longer provides emergency Fire/EMS services?
- In the event of a large-scale, sustained emergency situation, is Mariemont at risk for losing the protection of the current Fire/EMS team, given their PT status? Specifically, can their FT departments compel them to serve in such a situation, leaving Mariemont without any coverage?
- Does the Village have a reasonable succession plan for Chief Hines, given his position as both Fire and Police Chief?

- Is it prudent or possible to require that an “exit strategy” be documented and/ or codified to protect Mariemont in case the Village is dissatisfied and wants to dissolve any merged arrangement? What should be cared for in such a strategy?
- What is the condition of Little Miami’s life safety equipment? Financial position? Are there other conditions that should be factored into Mariemont’s assessment of fitness of Little Miami as a partner?

Once again, here are brief responses from the consultant in bold italics to the key issues, all of which will be elaborated upon in greater detail throughout the report.

- Potential consequences or remediation regarding a loss of local control if there is no Mariemont Board representation on the merged Board, as is currently proposed.
 - *The Village should not, under any circumstances be involved in a joint district without having board representation equal to that of any other participating political subdivision.*
- Merger proposal relies upon the best-case scenario (retention of experienced Mariemont fire fighters, etc.) How realistic is this expectation? What kind of unintended or unforeseen consequences typically unfold in merger situations, based on past experience?
 - *In a merger, it is unlikely that many of the Mariemont firefighters would remain. Several who have worked for both LMFR and Mariemont have stated that they prefer Mariemont, even though the LMFR pay is better.*
 - *Some joint districts work out well; others prove to be problematic. In Appendix 2 where we have Rob Bartlett’s detailed input, we will see how the Deer Park-Silverton Joint Fire District cost each Community more but provided better service.*
 - *In Appendix 3 s a series of email exchanges between member Matt Ayer of the Residents’ Fire/EMS Steering committee, explaining some current issues in the Little Miami Fire Rescue District (LMFR), which might be problematic.*
 - *Once a community agrees to a merger, they sacrifice the community identity and face an uncertain future, but if there are true savings, a merger may be preferred by taxpayers.*

- Is Mariemont's municipality status at risk if the Village no longer provides emergency Fire/EMS services?

➤ *There is no danger to Mariemont's municipality status if it contracts for fire service or uses a district to provide it.*

- In the event of a large-scale, sustained emergency situation, is Mariemont at risk for losing the protection of the current Fire/EMS team, given their PT status? Specifically, can their FT departments compel them to serve in such a situation, leaving Mariemont without any coverage?

➤ *Mariemont has employees from a variety of other fire departments and it is highly unlikely that all would be needed simultaneously. There is a state-wide mutual -aid network that would come into play for any prolonged or widespread emergency. One way or another, Mariemont will have protection. This should not be a deciding criterion.*

- Does the Village have a reasonable succession plan for Chief Hines, given his position as both Fire and Police Chief?

➤ *The consultant sees many bright minds in both the Police and Fire Departments. Since the Police Chief is only an administrative leader for the fire department and not involved in fire department field deployment, this should not pose a difficulty.*

- Is it prudent or possible to require that an "exit strategy" be documented and/ or codified to protect Mariemont in case the Village is dissatisfied and wants to dissolve any merged arrangement? What should be cared for in such a strategy?

➤ *The consultant would recommend that in any merger, the Village would retain title to all rolling stock, equipment and facilities, and require that its central station be perpetually staffed as part of any charter agreement.*

- What is the condition of Little Miami's life safety equipment? Financial position? Are there other conditions that should be factored into Mariemont's assessment of fitness of Little Miami as a partner?

➤ *The current difficulties regarding a "divorce" from Golf Manor are a public record. Its rolling stock is, on average, not as new as that in Mariemont.*

OVERVIEW

A comprehensive analysis was performed to determine the capability of the fire and EMS units, currently serving the Village of Mariemont, individually and collectively to deliver necessary fire protection, EMS and other emergency services, both now and into the future. This synopsis summarizes the detail to follow in the report. gives a brief overview of findings.

The consultant reviewed all aspects of the Mariemont and Little Miami Fire District Fire Departments in detail. During numerous sites visits the consultant interviewed key personnel from Government and the two Fire Departments. Statistical data items were reviewed, collated and reduced to summary tables in this report. The Consultant at all times strove for detailed factual data.

Mission:

The report analyzes services provided now and those in an expanded role to address any “gaps” in emergency services. To their credit Chiefs Timmers, Copeland and previously Feichtner supported and continue to support interjurisdictional cooperation and response, thus benefiting Mariemont, Fairfax and Columbia Township. They are professionals who see the need to put citizen safety ahead of their personal desires.

We examined the existing missions of the Mariemont and Little Miami Fire District Fire Departments during the analysis and found them both to be full-service fire departments delivering all forms of expected emergency response including medical transport. The Fire Departments together help each other meet national standards for staffing and response times and both could use additional personnel to be more standard compliant. Few departments nationwide, however, can afford total compliance.

Staffing: Mariemont and Little Miami Fire District

The consultant found above-average energy and enthusiasm in the Mariemont Fire Department and overall professionals in which the Village can have confidence. Staffing levels, while not in total compliance with national standards, are actually greater than those in most communities of similar size, and as part-time personnel disappear, more full-time personnel may be necessary. The study will include a comparison of Mariemont with similar sized fire departments regarding the structuring and staffing of Fire Departments

Fire Apparatus and Equipment:

The rolling stock, or more commonly called fire apparatus units, now serving Mariemont were analyzed and found to be of high quality. Pump and ladder tests are current in both Mariemont and LMFR, but the apparatus and rolling stock are newer in Mariemont.

Projected space needs for active and reserve equipment of the two departments are analyzed from both architectural and deployment perspectives. Impetus is given to the adapting of new technology in apparatus and to the removal of obsolete apparatus from fleet.

Fire stations:

The two existing fire departments suit most of the Village well as one is in the heart of Mariemont and the other reasonably close for immediate back up. Operating a fire station may seem to be an expensive proposition but the cost of the facility is a mere fraction of the investment in salaries for the personnel which will staff the station over its lifetime. The importance of a quality location is shown to be an investment far beyond facility costs.

Run Data, Fire Suppression, Fire Prevention and Balance in functions:

The report analyzes run data and response times. One key National Standard calls for a first arriving unit within four minutes of the station alarm. This is essentially met throughout Mariemont. A portion of Mariemont, namely the industrial zone to the southwest remains outside the limits of the National Fire Protection Association (NFPA) 1710 recommended travel times, but are easily reached from the LMFR Fairfax station within four minutes via the automatic aid agreement.

Topography and Demographics

The study provides an overview of the Village of Mariemont as a community, including topography, demographics, special hazards, target zones, and other unique characteristics that impact upon fire and emergency response. It analyzes unique corporate citizens and their corresponding resource demands for the Mariemont and Little Miami Fire District Fire Departments. The study analyzes the community in light of new demands placed on the modern fire service, including emergency management and homeland security. See **Appendix 4** for the demographics that were used as a backdrop for this study.

Standards, Comparisons

In analyzing call volume and response times, the report references national standards for performance and staffing recommendations, such as National Fire Protection Association (NFPA) Standard 1710, and analyzes the present and future ability of the two fire departments, individually and as a group, to comply with the standards.

Insurance Services Offices

The report shows the requirements necessary to maintain or improve district ratings by ISO (Insurance Services Office), which actually will have no real impact on fire insurance costs for homes or businesses. It is, however, the definitive third-party measure of how well a fire department can control fires. At this point Mariemont is one rank better than LMFR on a one-to-ten scale.

Dual-trained personnel

When communities pay for full-time persons to staff fire stations, or even to guarantee that there will be a response, there is an efficiency gained if the persons can serve as both Firefighters and EMTs or Paramedics as is the case here, where the two departments both provide fire protection and transporting ambulance service.

The fire companies co-respond with the medic units to assist when appropriate. Mariemont and Little Miami Fire District Fire Department personnel are versatile and any of the on-duty shifts can address the first emergency first--be it fire, EMS, rescue, HAZMAT, or other. Any future arrangement should retain this dual-function capability.

Funding, Budgets:

Funds provided by Mariemont for fire and EMS service, including both capital and operating budgets, are limited and the village should be prepared to operate with moderate increases. In light of the fact that paid personnel usually consume most of a fire department budget, any personnel additions would have to be off-set with new revenues, new staffing schedule efficiencies or other creative funding alternatives. A gradual conversion to full-time personnel should be possible with some funding coming from grants or other sources.

Water Supply:

The consultant analyzed the water system and found a quality water system operated by Cincinnati Water Works. The Mariemont and Little Miami Fire District Fire Departments can usually provide adequate water from tanks on the pumpers that respond so that sufficient water is available to control a room and contents fire. The gridded fire hydrant system is solid in Mariemont, Fairfax and Columbia Township.

Joining or Creating a Fire District

As the Village of Mariemont tries to provide adequate response for its residents one option, recently explored, would be a joining with the adjacent Little Miami Fire District which protects neighboring Fairfax to the west and Columbia Township to the east. A more likely scenario would be some sort of partnership or “shared service” agreement so that Mariemont could retain the identity, control, and rapid response it enjoys with its own central fire department. The pros and cons of fire districts are provided along with the various administrative and legal steps necessary to make it happen. An implementation guide line is included. The consultant cautions all clients about sacrificing their sovereignty for savings which may or may not be actual.

Report Contents

The pages of this report will provide more specific and detailed information for each of the six targeted categories as further elaborated upon in this overview section. and will provide the logic and rationale behind the findings and suggestions. The report does not follow the same exact order as the topics above, since many of the subjects are interrelated, and are often cross-referenced in different contexts.

ALTERNATIVES FOR MARIEMONT

We have already provided various ideas about the future of the Mariemont Fire Department and we will elaborate on some of these alternatives. The Village of Mariemont officials are charged with providing Fire and EMS service to all of their residents, regardless of the location of the residents or of the delivering fire/EMS department.

The Village is either going to have to spend a lot of money for its own fire and EMS protection, or spend a lot of money to let some other entity provide it. Currently about 18% of the general fund goes to fire/EMS operations. A similar significant sum will be paid, regardless of the option chosen. Projected savings must be weighed against what is sacrificed. Mariemont has options, including as listed below:

- The status quo can continue, and Mariemont would maintain both fire and EMS response capabilities. The part-time staffing model may someday have to give way, perhaps to a more costly full-time model, it works for now. Mariemont is perceived by those who work there as a desirable assignment in an upscale community. An excellent cadre of personnel serve in Mariemont. (See **Appendix 5** for current Rosters)
- Mariemont could maintain a separate Medical Response unit only in the Village and contract with LMFR for fire coverage, but then it sacrifices immediate response from a central point for one of the primary roles of fire department, and diminishes the value of an on-duty crew.
- Mariemont could contract for all services but it would give up control and identity and face an unknown future as contract prices could rise. A return to self-control is difficult, especially if rolling stock has been ceded to another entity. (On the next page is an inset showing what happened in Ottawa Hills, OH.) Some communities, nonetheless, do cede their protection to an outside source. See **Appendix 6** for a story about Beech Grove, adjacent to Indianapolis, handing its fire protection over to the larger city.
- Mariemont can seek to become a contracting agency, expand personnel and equipment to become a regional force, but only if the Little Miami Fire District is dissolved and the Fairfax station decommissioned. This is not a likely scenario, but if Mariemont is the lessor it retains control, and an enlarged Fire/EMS force remains in the heart of the village
- Mariemont could join the existing Little Miami Joint Fire Rescue District, currently serving the surrounding area, and it would have a seat on the Board of Directors, but not have total control over Village fire and EMS service.
- Mariemont could become a member of a newly-created fire district or “fire and ambulance” district, independent of the political subdivisions. This would likely include Mariemont, Fairfax and Columbia Township. This would be preferred to joining the existing district since Mariemont could help shape the Charter and have a more favorable ability to guarantee that its interests are considered.
- Many hybrid combinations of the above options are really possible and each of these have found a way to work in other jurisdictions.

Of the various options above, the consultant would now recommend tweaking and preserving the status quo while planning for internal ways to economize and ensure a viable financial future for a Mariemont-centered emergency service, even if that includes a tax hike to be presented to the voters. Mariemont could also become the service provider for Columbia Township, providing much more proximate protection. Regardless, any option should include the retention of both the Fire and EMS functions in the Village. Once central control is gone, the future is uncertain. (See the next page.

In 2011 The Village of Ottawa Hills, Ohio, much like Mariemont with its charm, decided to contract with adjacent Toledo to run the single fire station in the community. A merger took place and all Ottawa Hills fire personnel became Toledo Firefighters.

Over the years there have been several attempts by Toledo to eliminate this station, while continuing to collect a fee that would have permitted the Village to retain its own department. A “pilot program” can easily become permanent.

See the story below, found in its entirety in Appendix 7.

Exhortation from the consultant: “Don’t give up your sovereignty.”



Plan in the works to close Ottawa Hills fire station temporarily

(WDBJ) By Shaun Hegarty

Published: Aug. 22, 2018

A plan is in the works to temporarily shut down the fire station in Ottawa Hills and it is being done all in the name of safety.

Toledo firefighters currently staff the station on Richards Road but a pilot program may change that all.

Toledo firefighters working in Ottawa Hills dates back to an agreement reached in 2011. A new plan on the table would have everyone out of the building but officials say it will not change the response to anyone who calls 911.

When the city of Toledo struck that deal with Ottawa Hills in 2011 to provide fire service to the village, it called for Toledo firefighters to staff the Ottawa Hills station. Now an agreement would have those firefighters reassigned to other Toledo stations in a 6-month pilot program.

See this full story and one other in Appendix 7.

AUTO ACCIDENT ON WOOSTER AT PLEASANT 9/26/21

The consultant was able to view first-hand how quick response from within the Village can be life-saving. In this auto accident at the corner of Wooster Rd. and Pleasant Ave., the Mariemont Police arrive and control the scene, while both the Paramedic Ambulance and All-purpose Quint 67 from the Mariemont station arrive quickly. In all, three medic units were used, (Mariemont, LMFR and Anderson Township from the Newtown Station.)



All-Purpose Quint 67 on the scene



Medic 22 from Anderson Twp. Summoned for Mutual Aid



Right: After all patients are cared for and transported, vehicles are cleared.

“Best of Care Anywhere.”



RESIDENTS' COMMITTEE INPUT

Throughout the study, the consultant accepted on-going emails and phone calls from various members on the Resident Fire/EMS Committee. A large portion of the input could be represented by a communique sent by Matt Ayer. This information represents Matt Ayer's opinion and is not to be considered an official opinion from the Steering Committee. I include a summary here, with the entire text of his message included in **Appendix 8**.

Notes from Matt Ayer -- Condensed

Matt Ayer had the pleasure of visiting with Assistant Fire Chief Dan Copeland and toured the Fire/EMS facility, met a few of our firefighters/paramedics, and had a wrap-up with Chief Hines.

We covered a number of topics that included:

Facilities

Finances

Intangibles

Communication with Residents

My Personal Observations

- Looking for cost savings in our village is admirable, and I genuinely appreciate our Council's Finance Committee taking a "deep dive" into our operations and considering options. I am also grateful to be able to participate in this process. I see it as healthy.
- We will not find another FD in Hamilton County like Mariemont. I have checked (I don't know if I'll get through every one of them), starting with a list of provided by our County 911 Service Center, with some help from Bill Kramer. Operating a professional FD is an expensive proposition, primarily in highly trained staff but also in significant capital needs. Some notes when comparing nearby fire districts:
 - There is only one other bedroom community as small as Mariemont that has its own professional FD... Amberley Village – a "special" model (one of only 2 in Ohio) in which their PD are cross-trained as firefighters. Much credit to them... but a transition to a similar model would be a long-range project and may not even be a good fit for our village... obviously, it is very rare. Their overall PD+FD cost is in line with ours, they got there via a different route.
 - Glendale, Terrace Park and Greenhills maintain the tradition and associated cost savings of a volunteer FD. I give them tremendous credit for doing so. However, I do not believe it's practical or desirable to consider transitioning to a volunteer unit for our village.
 - Several small, bedroom communities (either villages or very small cities) no longer have their own FDs. It's not because they didn't "want" a FD or have a preference for some type of sharing model, but for the primary reason of costs. Examples: Silverton/Deer Park; Woodlawn/Lincoln Heights; Fairfax/Southern CT.

- Large suburban townships benefit from economies of scale and have much lower costs per resident or per household. It's much different to operate a FD for 50,000 residents than it is for a small village of 3,500. (Examples: Anderson Township, Colerain Township, Delhi Township).
- There's no real comparison to communities with vast commercial/industrial bases such as Blue Ash, Sharonville, Evendale.
- St Bernard has 100% professional, union, fulltime firefighters/paramedic, for a community that has recently transitioned from a "city" to a "village." (<5,000 residents). Operating costs for Fire/EMS are approximately 3X Mariemont, plus the debt service for their new (Dec 2014) Safety Services facility. Their department is substantially subsidized by local industries.
- Some small communities get by with a combination professional/volunteer FD, in some cases with grant subsidies based on need (e.g., Elmwood Place, Cheviot).
- The unique aspect to our Fire/EMS is the 100 percent staffing with highly qualified professionals who have full-time jobs with nearby fire districts. My first reaction to this model was "red flag." We are "an outlier." I had also heard a quote from our former Assistant Chief questioning the long-range sustainability of this model. For me personally, that aspect to this evaluation was a primary concern.
 - Consistent with comments from Tim Wiley, Ken White and Tom Boecher that I've been reading; and the more I talk to Dan Copeland and Chief Hines, and Bill Kramer, the more this concern has been allayed. I came in "concerned" and left "appreciative."
 - We do have a special, unique arrangement with our Fire/EMS staff, but I'm not seeing signs that it has some longer-term "instability." I'm getting the opposite impression the more I look at things. Our FD is a cohesive unit. We attract and retain top professionals. They enjoy working here.
 - As a community, we receive remarkable, even unparalleled, benefit in capabilities from a highly-trained, experienced staff.
- In terms of the alternative model to contract services from LMJFR:
 - I feel that as a representative (did I mention "senior citizen") of the far eastern edge of the Village (that would also include Spring Hill; the new, high-end condos going in at the old Steam Plant site; and MHS), a switch from MFD service is a "non-starter," as, according to Mr. Kramer, we would no longer meet national standards for response time. A minor cost savings is irrelevant to our family. This is the overwhelming reason I strongly favor maintaining our local FD.
 - I've compared our FD costs-per-resident with other bedroom communities. We are getting premium services at standard prices. We are not "out of line" at all in our annual costs. Of course, we benefit from our unique model. The part I didn't really understand is that it's not just Mariemont that benefits from this model, but our professional staff perceives benefits from working here. I had to see it to believe it

- I have some doubts about the long-range benefits of contracting services. The above two reasons are really the key factors for me, personally, but I would like to point out:
 - The contracted services model presumes that LMJFD will convert to a substantially higher proportion of part-time professionals. They are unproven in successfully implementing that model.
 - If there's an entity with some longer-term stability questions, it is more likely to be LMJFD, based on their history.
 - According to Bill Kramer, cases abound of "buyer's remorse" for communities opting for losing local control, presuming long-range savings that later evaporate.
 - The list of "intangibles" provide value to the quality of life here... I don't know how to put a dollar number on them but believe that the "pulse" of the community is to maintain a local FD if it's reasonably practicable. I don't see any reason why it's not.

In summary, I am sure there are many aspects to this evaluation that will be covered in the Consultant's Report, and I'm looking forward to seeing this come together. Same with additional work coming from this committee. Thanks for reading this far, if you did, and allowing me to get on my personal soapbox.

POSSIBLE FUTURE NEED FOR A "FIRE AND AMBULANCE DISTRICT"

In all parts of the country, including southern Ohio, fire departments are prepared more than ever to respond automatically into one another's jurisdictions. This has led to the creation of various alliances and mergers, including the creation of fire districts where a complete merger makes sense. Local officials are justifiably trying to address the immediate needs of the Village of Mariemont. ***While not recommended now, participation in a district could make sense down the line at a time when there is new federal funding or other incentives for regionalization.***

The "Fire and Ambulance" terminology was adopted by Ohio lawmakers to eliminate confusion when departments without EMS merged with those who did provide this service. This form of district provides more latitude than a strict "Fire District." A "joint fire and ambulance district" is independent of the political subdivisions. A new governmental entity is formed whereby city and township borders are dissolved for fire protection purposes and the larger fire district becomes its own entity protecting all political subdivisions or parts thereof which have entered the partnership.

Village council members and township trustees can use a joint resolution approved by a majority of the members of each of the legislative boards to create a joint fire district. Such a district usually is comprised of a municipal government such as Mariemont and/or Fairfax and all or any portions of townships such as Columbia.

The name of a new district cannot be the same as any one member, although it may contain the names of all members. Earlier in this report we cited an example of the “Deer Park Silverton Fire District” formed between these two small adjacent cities north of Cincinnati. In light of the fact that membership could change in any given district, and has changed several times in LMFR, a more generic name is the norm.

The governing body of the joint fire district becomes a board of fire district trustees, which includes at least one representative from each board of township trustees and at least one representative from the legislative authority of each municipal corporation in the district. Financial, Planning and Legal professionals from the community can round out board membership, thus making it a viable policy setting body.

Two primary reasons often cited for the creation for a fire and ambulance district are:

- Enhance service delivery (*Usually Does*)
- Reduce costs (*Usually Doesn't*)

When Fire Chief David Schmaltz of Defiance, Ohio investigated the formation of a Fire District that would include the City of Defiance and several surrounding townships, he identified several positive characteristics as listed on the next page.

Positives with a Fire District:

- Enhanced service delivery
- Revenue and expenses are distributed over a larger area
- Increased flexibility in staffing
- Broader Fire and EMS coverage
- Better response times
- Elimination of redundant resources like apparatus, record keeping, and equipment
- Standardized training along with policies and procedures
- Improved Fire Code enforcement and public education
- Insurance savings through ISO
- Increased opportunities for participation (rope, water, HazMat.)

On the next page is some information that Matt Ayer obtained through David Kubicki that shows how this the Deer Park/Silverton district serves the two communities efficiently and with fewer personnel on duty than the combined Mariemont and LMFR Departments. This is true but that district does work closely with Sycamore Township, Blue Ash, Montgomery and other staffed fire departments, so a true analysis would have to include other departments.

If we are to compare its strength to a combined Mariemont-LMFR force, then we need to figure what adjacent departmental strength would need to be added in to the Deer-Park Silverton model. Also, Strength in personnel should be measured for what it can achieve for each incident, rather than for the frequency of incidents. In Cincinnati there was a time when Engine 5 in Over-the-Rhine was the busiest company in the U.S.A. with about 6400 runs a year. It was staffed with the same number of personnel as Engine 50 in Sayler Park which made about 200 runs a year. When people anywhere dial 911, however infrequent they don't expect to be short-changed.

Two pages hence we show how a Fire District might make sense where several adjacent communities can fund personnel for a joint venture, as did Silverton and Deer Park, if neither of them alone can afford on-duty staffing to replace vanishing volunteers.

<p>From Matt Ayer: There is a good “cost effectiveness” case made below by Dave Kubicki for how Deer Park and Silverton operate their Fire and EMS services. Their budget seems to bear out a highly cost-efficient model as well, see attached, with link to their 2019 Annual Report.</p> <p>Matt</p>	<p>Deer Park-Silverton</p> <table> <tr> <td>2.136</td><td>budget 2019</td></tr> <tr> <td>0.375</td><td>EMS billing</td></tr> <tr> <td></td><td>Net Cost</td></tr> <tr> <td>1.761</td><td>(millions)</td></tr> <tr> <td>\$ 1,761,000</td><td></td></tr> <tr> <td></td><td>Population Deer</td></tr> <tr> <td>5599</td><td>Park</td></tr> <tr> <td></td><td>Population</td></tr> <tr> <td>4760</td><td>Silverton</td></tr> <tr> <td>10359</td><td>Residents Total</td></tr> <tr> <td>\$ 170.00</td><td>Cost per resident</td></tr> </table>	2.136	budget 2019	0.375	EMS billing		Net Cost	1.761	(millions)	\$ 1,761,000			Population Deer	5599	Park		Population	4760	Silverton	10359	Residents Total	\$ 170.00	Cost per resident
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	Population Deer																						
5599	Park																						
	Population																						
4760	Silverton																						
10359	Residents Total																						
\$ 170.00	Cost per resident																						

David,

This is the info you requested. Sorry for the delay but I had trouble getting the Mariemont numbers.

	2020 Runs (Fire & EMS)	Staffing
Mariemont	568	4 PT FF/shift
LMJFRD (Station 66)	748	3.5 (1FT & 2-3 PT)/shift
DPS	1725	5 / shift*

* 4 during days plus chief or asst. chief as 5th person, 5 evenings and weekend (combined FT/PT)

Note that DPS makes more runs than LM and MM combined but with 5 people. LM and MM makes 23.7% fewer runs than DPS but with 7.7-8 people combined.

Excerpt Below; Source: WFMJ, Trumbull County, Ohio



Several Trumbull County communities may establish joint fire district

Posted: February 7, 2019 10:11 AM EST

By Chris Cerenelli, WFMJ Weekend Today Weather Anchor/Multi Media Journalist

JOHNSTON TWP., Ohio - The small townships and communities of northern Trumbull County are certainly unique. "The lack of volunteers is a national, a state and a local problem," said Chief David Comstock of the Western Reserve Joint Fire District.

But an ever-pressing problem they all face is not so unique. "In 2030 there will be more people over the age of 65 than there will be under 18," Comstock said. Comstock, also a lawyer, is talking about what he described as a tsunami of EMS calls. There are more of them each year as the population ages.

"If you think it's bad now, it's going to get a lot worse," he said. "There's a demand for medical response but they don't always have the EMT or paramedics to do it."

Part of that has to do with more stringent state certification standards and partly to do with pay. A fix for that problem in many communities, including areas of northeast Ohio, is establishing joint districts for EMS, fire, or both.

Wednesday night was the first chance for first responders and residents in Kinsman, Greene, Gustavus, Vernon, and Johnston townships to learn about the pros and cons of a joint district of their own.

"The leaders all have to agree and sign a joint resolution that will be the framework upon which they'll all operate," Comstock said. The questions were legitimate and many. But Comstock, who has helped establish other similar districts in the past, said it's truly a sign of the times.

"If you want that level of service you have to be willing to pay for it. People are understanding the benefit of working together," Comstock said. Creating a joint district would also require residents passing a levy to pay for it all.

Comstock believes it'll be an easy sell since most of the population is getting older and would be the ones benefiting most from the move. There are more meetings with residents and elected officials planned down the road.

One of the benefits of a district is that taxation and service is more evenly distributed throughout the service area. In our current consideration, either the Village of Mariemont or Fairfax could be subsidizing the other, but a board of directors with equal representation could make things work.

Some economy of scale is usually realized in a District but this is offset by the sacrificing of local control and the embarkation on an unknown future. Protection is generally improved overall, but might be less in one jurisdiction or another.

Since Mariemont and LMFR have similar ISO scores, we shouldn't dwell too much on this factor. The importance of the ISO (Insurance Services Office) rating does become relevant when multiple jurisdictions with a wide variance in scores attempt to merge.

Let's use in the following ***HYPOTHETICAL example***:

Four adjacent communities form a district; Here are the before and after ISO ratings:
(Lower ratings are better on a 1-to-10 scale)

Prior to a district:		After District:	
Village A	2	Village A	4
Village B:	4	Village B:	4
Township A:	7	Township A:	4
<u>Township B</u>	<u>7</u>	<u>Township B:</u>	<u>4</u>
AVERAGE	5	AVERAGE	4

In the above hypothetical example, the overall fire protection rating is improved with the creation of a district while it suffers a degradation in one of the villages. This isn't necessarily a deal breaker, however. City Manager Jeff Leonard, of the City of Defiance, when evaluating the formation of a Fire District with Defiance Township, Richland Township and Noble Township stated: ***“We have a sense of Community here. I don’t necessarily mind subsidizing our neighbors. I would hope that if Defiance residents are seriously injured in an accident outside the city limits, they would still get quality care.”***

The above would have to carry the day in Mariemont in light of the fact that would be “disproportionately contributing” to a district. Districts aren't always the best for a given community. We note the withdrawal of both Newtown and Golf Manor from the Little Miami Joint Fire Rescue District. See also **Appendix 9** which describes a “Divorce” in Grand Blanc.

Some drawbacks to a Fire District are:

- Not much savings up front, costs might actually increase
- Who is going to be in charge?
- Loss of identity by individual departments
- Possible loss of volunteer membership in those communities still using volunteers
- Inability to recruit enough part-time / auxiliary personnel
- Overcoming cultural differences

Districts work well in many areas, as can be seen from the information from Attorney and Fire Chief David Comstock, previous page, who has been instrumental in forming other districts. Specific legal details that are involved in the formation of a District are provided by ***“Law Writer”*** in **Appendix 10**.

See **Appendix 11** for a District Implementation Guide if this option ever needs to be explored

MARIEMONT FIRE DEPARTMENT – A PROUD LEGACY

On this and the following page is an insert from the Mariemont Fire Department. This is a quality Fire/EMS service that is hard to replicate in any other model. In just 5 years this fire department celebrates its centennial. It should remain to serve those five years and beyond.



Mariemont Fire Department

Non-Emergency phone: [\(513\) 271-3246](tel:5132713246).

Assistant Fire Chief Dan Copeland

e-mail: dcopeland@mariemont.org

The Mariemont Fire Department offers full-time firefighting and paramedic services for residents of the Village of Mariemont. We are one of only three departments in Hamilton County to have earned a Class 2 ISO Rating.

The Mariemont Fire and EMS staff has full-time/career, part-time and volunteer firefighters and paramedics. All personnel are cross-trained in multiple areas. EMT's and paramedics are all trained as firefighters. All personnel are trained as fire safety inspectors, hazardous materials technicians, and basic rescue and water rescue technicians. Some staff members are also trained as Public Safety Instructors, Certified Child Safety Seat Inspectors, CPR Instructors (certified through the American Heart Association) and Certified Fire Investigators (certified through the State of Ohio). All personnel must complete a mandatory four to six hours of continuing education each year. Additionally, our staff is thoroughly trained in Disaster Management, Community Fire Defense Planning and Medical Disaster Service.

How We Work

The Mariemont Fire Department work schedule is based on a three-unit concept. Full-time fire and EMS personnel work a 24-hour shift and are then off work for the next 48 hours. Part-time personnel work either a 12 or 24-hour shift. A full-time officer manages each shift. The normal staff for any 24-hour period is made up of 4 people.

What We Do

In addition to responding to emergency calls, the Mariemont Fire Department offers many services designed to keep our community safe, promote fire safety awareness and enhance public relations

In helping to ensure the safety of our community, the Mariemont Fire Department has a Village Disaster Evacuation Plan and an Emergency Operation Plan,

Both the Disaster Evacuation Plan and an Emergency Operation Plan have been certified by the Hamilton County Emergency Management Agency. All equipment is consistently checked and maintained to ensure it will be fully operational when an emergency arises.

We have several programs to teach residents about fire safety and help them be better prepared for emergencies. These programs also give you a chance to get to know your Fire Department a little better and for us to get to know you.

For instance, each Fall, we participate in the Fire Prevention Week program. During this time, the Fire Department visits schools to teach fire prevention and safety. At the end of the week, we have an Open House and Fire Expo at the Fire Station, giving everyone the opportunity to see a firefighting demonstration, experience what it's like to be in a smoke-filled structure, and interact with paramedics as they explain the equipment they use. There are always plenty of refreshments, too!

Contact us for more information on any of the following services:

- Free smoke alarms, carbon monoxide detectors and batteries
- Free CPR classes, blood pressure checks, and fire safety inspections for your home
- "Shelter-In-Place"
- Younger residents are always welcome to tour the Fire Station and equipment. We would be happy to bring a fire truck to a child's party or a block party.
- NOTE: We are no longer able to offer child safety seat installation. Firefighters/Paramedics must take a special training class to receive certification to install safety seats. With the exception of our Fire Chief and Assistant Fire Chief, all Fire Department personnel work on a part-time basis and, therefore, cannot be required to take that class as they would have to do so at their own expense.

Professional Opportunities

We are always happy to speak with anyone wishing to become a volunteer or join our part-time workforce. If interested, please contact [Assistant Chief Dan Copeland](#).



Village of Mariemont

6907 Wooster Pike

Mariemont, Ohio 45227

E-Mail: info@mariemont.org

Main Number: 513.271.3246

SUBCOMMITTEE: HISTORIC/CHARM

Among the many factors to be considered by the Village is the Legacy role of the Fire Department. A subgroup of the Fire/EMS Citizens' Committee, led by Ms. Katie Mace, explored this subject from various angles and reported the following:

Date: Sunday, August 15 3:00-5:00 PM

Attendees: Katie Mace, Kim Beach, Janet Setchell

Historical

How would historical status be affected by changes:

- The MPF chronological files from late 2008 and all of 2009 were reviewed. No information was found that indicated removing/changing the Fire Department would affect the Historical Landmark status of the village.
- Mariemont's Historic Landmark application was reviewed and no information was found to how changes to firehouse would affect the status.
- Mariemont was designated as a National Historic Landmark community in 2007.
- MFD was founded in 1924.

Mariemont's current firehouse was built in 1962.

Charm

How would charm be affected by changes:

- Currently, part of the Mariemont kindergarten curriculum is a field trip to MFD.
- Ability to know firemen
- Ability to tour Mariemont firehouse
- Block parties that work with MFD for street closures
- Village events (Luminaria, Warrior Run, etc.)

Questions:

What else has been outsourced that removed charm? (Dale Park?)

What are we grateful for because of the charm it provides? Subcommittee: Historic/Charm

Date: Sunday, August 20 10:30-11:30

Attendees: Katie Mace, Aileen Beatty

Historical

How would historical status be affected by changes:

- We discussed that moving the MFD out of Mariemont would not affect the historical status of the Village.

Charm

How would charm be affected by changes:

- Impact the character of the community/village.
 - Services are currently all in one place
 - Sense of Community having own FD and knowing firemen
 - Removing MFD could lessen the desirability to live here

We discussed it may be helpful to ask residents to send in testimonials about how the MFD has helped them in the past.

See **Appendix 12** for citizen testimonials regarding the value of the Mariemont Fire Department.



Both departments are part of a Hamilton-County mutual aid network and go elsewhere at times.

Here a Little Miami Paramedic Unit at the scene of a serious house fire in Norwood on Ross Avenue in August, 2021

One of the options listed on Page 17, often explored, and seemingly a sensible one on the surface, is to simply have Mariemont join the existing LMFR District whose protected territory surrounds Mariemont. We have pointed out the pros and cons already and here is an article about one community which did join an existing Fire District. See the story below from Hillsboro, Ohio. The entire article is reproduced in **Appendix 13**

The Times Gazette

POSTED ON **NOVEMBER 14, 2018** BY **DAVID WRIGHT**

Hillsboro City Council votes to join Paint Creek Joint EMS/Fire District

Negotiation stalemate stymies membership

By David Wright - dwright@timesgazette.com



Shown from left are Hillsboro City Council members Justin Harsha, Mary Stanforth, Claudia Klein, Ann Morris, Wendy Culbreath, Brandon Leeth and Adam Wilkin. Also shown in the background is Council President Lee Koogler.

Hillsboro City Council on Tuesday unanimously approved a resolution to join the Paint Creek Joint EMS/Fire District as a member, but the city remains in a stalemate with Paint Creek over the sale of Hillsboro's North East Street fire house, and Paint Creek has suspended its offer for Hillsboro to join until a real estate deal has been sealed.

As previously reported, council has been debating for some time on whether to join the district as a member or continue utilizing its services on a contract basis. Last week, Paint Creek suspended its offer for Hillsboro to join until the city agrees to sell the North East Street building, which Paint Creek currently occupies. The district also last week sent a proposal that increases Hillsboro's contract price by about \$100,000 per year. Hillsboro's current contract with Paint Creek, for which the city pays roughly \$570,000 per year from its general fund, expires at the end of the year **(Entire Article in Appendix 13)**

COMMUNITY RISK ASSESSMENT

Each department progresses through an evolutionary cycle for its types of staffing. Most departments will transition in the following fashion:



Both Mariemont and LMFR now have on-duty crews. While Mariemont is able to use all part-time personnel, LMFR has a mixture of both full-time and part-time.

According to the National Fire Protection Association's *U.S. Fire Department Profile Through 2005*, "Small communities (those under 10,000) across the United States are typically protected by all volunteer departments. Mid-Sized communities (those with a population over 10,000) are typically served by a combination of volunteer and paid departments. Large communities (those with populations over 100,000) are protected by departments that consist primarily of paid staff".

Although EMS constitutes the majority of the calls for the two fire departments, the fire suppression role remains the most labor-intensive service when needed. If we measure annual person hours expended in fire control against those needed in EMS, the ratio between EMS and Fire narrows considerably.

The village of Mariemont is 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 strip malls and similar structures tend to off-set these gains, replacing old challenges in firefighting with new.

There are two opposing arguments regarding the fire protection and emergency medical protection:

- **Argument No. 1:** Each and every citizen and business occupant within the Village of Mariemont deserves response times for Fire and EMS protection that are within national standard guidelines and therefore, regardless of how expensive and regardless of the infrequency of runs, enough firefighter/medics will be stationed in Mariemont to guarantee immediate response with a sufficient crew to meet national standards.
- **Argument No. 2:** An opposing argument is that the funding devoted to fire and EMS units must logically include the demand for the services from that facility, and include deference to the affordability factor.

Some sort of balance must be struck between these two arguments. Currently the village is covered well, since the Mariemont and LMFR stations, from which protection is delivered, are in and near Mariemont, respectively.

The mapping to follow later in this report will show the areas to which the two stations are providing service with response times within four minutes or less. These computer-generated maps show fire stations as they exist, and as they will likely remain for the foreseeable future.

There are many reasons which can delay the response from the closest unit, usually because of the times when units are busy with other calls. ***Ordinarily and probably*** fire and EMS units are available and ***ordinarily and probably*** response is swift in the village. For our clients, this is the condition upon which fire department operations must depend, and upon which sound fiscal policy must be established. One can always say “What if...” but this must be trumped with sound risk-management principles.

While taxpayers should not have to fund redundant fire and EMS protection for the rare occurrences when units are unavailable, but sound back-up procedures need to be in place. They are in Mariemont. Citizens should not have to fund a second fire department to cover them when units are busy for an extended period at a time-consuming event such as a structure fire.

Both Mariemont and Little Miami Fire District Fire Departments have mutual aid, personnel recall and other back-ups and these types of contingency plans can be improved and updated. Community Risk Assessment is a term relevant for Mariemont. While the two opposing arguments on the preceding page are valid, the reality of fire protection coverage in a community is that certain properties present larger life safety, property loss and fire spread possibilities than others.

Many of the older commercial buildings in Mariemont date to a period in which the fire code did not require sprinklers, and fortunately the number of such is small and a few have been retrofitted with sprinkler systems and/or fire alarms. Chief Copeland reports that any significant remodeling, requires the installation of fire sprinklers. Overall, however, throughout the Village of Mariemont most homes and businesses still rely completely on traditional fire suppression delivered to the scene on fire trucks. The following sections show how some types of properties can be labor-intensive when they become involved in fire.

Tall buildings:

Though not common in Mariemont, tall buildings such as those of three stories or more are an increased hazard when considering traditional fire protection because of the set up or reaction time that must occur when the fire department arrives. This time is calculated from the time the fire department arrives at the scene until the water is applied to the fire.

Accessing fires on upper floors of tall buildings requires firefighters to ascend stairs to access the fire. While citizens can ride elevators during a fire, this is discouraged. Nonetheless many do, thus hindering the firefighter’s ability to use the elevators, even though fire departments should have override keys. Often firefighters must take the stairs and usually begin to assemble equipment on a floor below the fire.

In multi-story buildings the fire department must construct the hand lines that are used to extinguish the fire due to the distance. During these operations, multiple firefighters must carry hose on their shoulders and air tanks to move the hose to the proper location. At times this can take 5-10 minutes to completely set up the hand line. During this time the fire continues to grow. Standpipes, built-in vertical piping with outlets on each level, can speed this operation.

Later we will show a calculation of 29 required firefighters for high hazard buildings while additional buildings on fire due to fire extension can exponentially increase this number. As noted elsewhere, the mutual aid from surrounding Hamilton County Fire Departments come into play. The assembly of an adequate fire force quickly for these types of buildings is essential even if there is built-in fire protection through automatic fire sprinkler systems.



Left: Best Western Premier Hotel in Mariemont

Built-in fire protection, as is present in hotels and newer commercial properties is the best possible defense against a major fire that could place a burden on not only the business, but the property tax collection for the township.

In the industrial portions of Fairfax some warehouse buildings are equipped with ESFR (**Early Suppression Fast Response**) Sprinklers, which will produce a great volume of water due to the height and amount of commodity stored in the building.

Apartments, Condos and Hotels

These two occupancies have increased hazard ratings due to the number of occupant units within one building. Based on the potential for an average of two occupants per unit, occupancy approaches 20 or more people in a small hotel or apartment building to upwards of 100 in larger buildings. While fire codes do provide safeguards, such as self-closing doors and sprinklers, it is the increased number of occupants and their actions that are key factors.

The most prevalent fire in these types of occupancies is a cooking related fire. According to NFPA, “In 2010-2014, U.S. fire departments responded to an average of 166,100 structure fires that involved cooking equipment per year. These fires caused an average of 480 civilian fire deaths, 5,540 civilian fire injuries, and \$1.1 billion in direct property damage.” (1). Additionally, NFPA reports that in the year 2016 more than 95,000 apartment fires occurred in the United States resulting in 325 civilian deaths and 3,375 civilian injuries. (2)

Civilian actions that increase the fire damage after ignition include the removal of smoke detectors, removal or alteration of automatic door closures, and tampering with fire extinguishers. The removal of smoke detectors can delay the reporting of a fire. With a few exceptions, fire alarm systems in apartments are automatic and require a monitoring company, which make it important for residents to hear the smoke detector and call 911.

One fire prevention tactic that can help lessen the size of an apartment and/or hotel fire is the use of Stove Top Fire Stop (<https://stovetopfirestop.com/>) or similar device that mounts above a stove and will dispense fire extinguishment automatically if a fire occurs. A cursory internet search shows these units can cost around \$55.00 per unit.

1 NFPA (2018). Reports and statistics about cooking fires and safety. Retrieved from <https://www.nfpa.org/Public-Education/By-topic/Top-causes-of-fire/Cooking/Reports-and-statistics-about-cooking-fires-and-safety>

2 NFPA (2018). Apartment structure fires. Retrieved from <https://www.nfpa.org/News-and-Research/Fire-statistics-and-reports/Fire-statistics/Fires-by-property-type/Residential/Apartment-structure-fires>



Above: Emery Park at corner of West and Madisonville

Senior Living Facilities

Senior living facilities have many of the same hazards as hotels and apartments, as there are many occupants per building, often housed in individual units. In addition, senior living facilities contain occupants that may not be able to evacuate themselves. This is a significant increase in hazard, as the occupants rely on building and fire protection features to protect them from the fire until staff and firefighting forces can move them from harm.

Mariemont has been pro-active with internal fire safety features for their senior living facilities. This type of occupancy will increase in numbers over the next decade as the baby boomers continue to age and need skilled nursing care.

Another consideration for fire protection in this type of facility is the training of staff members. The staff are the true first responders and their actions/inactions can have a large bearing on the success of the fire department's operations. Once initial training occurs, the fire department should conduct joint exercises with the facility.

From a manual fire suppression standpoint, large number of firefighting forces are needed to evacuate and rescue occupants that are not under their own power. Depending on the size and configuration of the building, large numbers of personnel are needed to build and place firefighting hand lines, as locations within the buildings can be 300-500 feet from an access door that can accommodate firefighting equipment. These types of events can require greater than 50 personnel even if the fire remains small.

Additionally, the need for EMS service at these types of events is great, as any residents that are not able to be on the built-in oxygen system or other care mechanisms within the facility will need cared for by EMS until they can reoccupy the facility or be located to another facility.

A SMALL BUT EFFECTIVE WORKFORCE

Mariemont currently operates a single station providing both Fire and EMS protection. Fire Crews are unavailable if they are busy with an EMS response, and visa-versa. This spreads the workforce thin, but since it operates from the heart of the village, response is swift and back-up is near.

In Little Miami Fire District, staffing is similarly limited, and both Mariemont and Little Miami, even jointly, barely meet NFPA (National Fire Protection Association) standards such as minimum crew sizes, (Recommend four [4] per apparatus.) Since there limited on-duty personnel, this reality strengthens the need for partnership with LMFR,

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. In the Mariemont area automatic response to and from adjacent fire department areas helps with standard compliance.

One factor remains clear. The Village of Mariemont is fortunate to have on-duty crews at its own department ready to respond instantly. The population in the township is still below 5000. There are 171,450 communities in the 2500 to 4999 population range nationwide, and while there are 5500 communities in this size range with career (staffed) departments, there is a much larger number (165,950) of departments still operating with volunteer forces. **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	45,200	79,200
5,000 to 9,999	17,000	109,000
2,500 to 4,999 (Mariemont: 3,518)	5,500	165,950
under 2,500	8,050	429,550

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

BALANCING FIRE AND EMERGENCY MEDICAL RESPONSES

The departments serving the Village of Mariemont run integrated fire/emergency medical service systems. All across the country in communities large and small this has proven to be an efficient model adding considerable value to the service provided to the community.

As previously noted, mutual-aid units are also dual trained and can back one another. It is not unusual for the Village of Mariemont to experience simultaneous emergency medical runs. When this occurs, firefighting resources become depleted in direct proportion to the escalating number of emergencies. Likewise, a serious fire would utilize any on-duty personnel and EMS runs would have to be handled by mutual aid units.

This happens in communities of all sizes all the time. A fire department can only afford to staff and equip itself for the ordinary and probable, not the unusual times when resources become totally depleted and calls are “stacked.” Assistance is available from other communities which can handle additional calls as well as backfill stations during prolonged emergencies. EMS transports by ambulance do provide revenue to the village through insurance providers.

The attractive income dollars from EMS transports can be relied upon and factored into the pay-back for personnel. See **Appendix 14**, for example, where a recent article depicts how congress has protected such funding. New funding will be available for non-transport EMS runs and inter-facility transports.

In **Appendix 15** we include information from Plano, Texas on a new concept called “Community Paramedicine,” which is designed to substitute “wellness checks” or house calls to reduce needless uses of the 911 transports. This is a possible new role for Mariemont and/or Little Miami Fire District firefighters, even though it would require specialized paramedic training. We mention this since it is a potential new revenue source. Since there is a severe penalty in the Medicare reimbursement rates to hospitals for readmissions, the wellness checks can preserve large revenue dollars. In Texas the Hospitals have reimbursed fire departments up to \$200 per hour for Community Paramedicine efforts.

There is a tremendous “can-do” attitude among the Mariemont and Little Miami Fire District Fire Departments, even when stretched thin. In both departments the fire department at times sends an engine to accompany an ambulance on medical emergencies, causing well-intentioned citizens to question whether this is a waste of resources. It is actually sensible since the largest budget item is personnel, and these costs are invested across a larger number of calls

The Mariemont and Little Miami Fire District Fire Departments have adopted a reasonable response policy putting citizen welfare as a priority and sending adequate size crews to handle medical emergencies, even when some crew members arrive on a fire fighting vehicle.

In effect nearly 90% of the total fire budgets are payroll expenses. The other 10% or so pays utilities, supplies and so forth. While at first blush it may seem extravagant to have a full-size pumper truck 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.

The total fuel expense for an entire fire department fleet is a small fraction of the total budget. Hence if fire vehicles make four times as many emergency medical runs as fire runs a 400% increase in the return on the huge salary investment is given to the community. Sending an accompanying engine to EMS calls causes the fuel to increase by \$3,000 to \$6,000 and we factor in the wear and tear and depreciation on apparatus perhaps we would have as much as a \$15,000 per year total investment in the fire companies making EMS runs, exclusive of the salaries.

Hence by sending these engines, the fuel and maintenance budget increases by about 60% but the total fire department budget increases only by about 6%. In exchange for this 6% we have this tremendous four-fold return on the major investment of salaries.

Photo of Combination pumper-ambulance used by Sycamore Township in Hamilton County, Ohio. This has merit in some departments and a similar vehicle, perhaps smaller, would allow quick response for Fire or EMS in the Village of Mariemont. This is not really recommended as long as the station has a staff of 4.



CONTRACTING FOR SERVICE

One option for Mariemont is to contract for Fire and EMS protection, as is done in Newtown, Ohio. There Anderson Township staffs a fairly new facility in the heart of the Village, once occupied by Little Miami Fire District before their membership in the District was terminated.

Contracting is not recommended if the same funding can support a centrally owned and controlled emergency service. One Newtown official confided recently that the Anderson Township contract is rising in cost at an unexpected pace.

On the next page is an example of partnership among communities.

Akron Beacon Journal

Macedonia/Sagamore fire/EMS, dispatching pacts in place

Ken Lahmers
Special to the News-Leader

Sept. 20, 2021



MACEDONIA – A 15-year fire/emergency medical services contract and a five-year extension of the current dispatching contract with Sagamore Hills Township will go into effect following City Council's approval at its Sept. 9 session.

Sagamore Hills Township trustees approved the contracts Sept. 2. They both will run until Dec. 31, 2036.

In 2022, the township will pay the city a minimum of \$926,000 for fire/EMS coverage. That will increase to a minimum

of \$1.45 million in 2036. Dispatching services will cost \$90,042 in 2022, rising to \$114,054 in 2030. The annual cost from 2031 to 2036 will be determined later.

The parties will mutually review the fire services amounts on a quarterly basis and adjust payments for additional costs compared to the prior year and additional costs associated with an increase in call volume.

RESPONSE TIME DATA

Numbers do not lie. Below are some key statistics, actual run time data that Councilmember Rob Bartlett collected from the Hamilton County Call Center covering the years from 2017 to the end of 2020 (4 years of data): These illustrate the quick response enjoyed in Mariemont, both for fire and EMS calls

Below are **Tables B and C**, the statistical data for the Mariemont Fire Department and on the next page are **Tables D and E**, similar mutual-aid data involving LMFR

Table B.
Mariemont EMS runs within Mariemont

<u>Average Elapsed Time</u>				# Mercy St. Theresa runs	# Industrial Zone runs
<u>year</u>	<u># Runs</u>	<u>Call to Enroute</u>	<u>Enroute to on Scene</u>	<u>Total Time</u>	
2017	282	2:01	2:37	4:38	92 15
2018	269	1:59	2:37	4:36	86 16
2019	312	1:43	2:45	4:28	105 8
2020	<u>262</u>	<u>1:47</u>	<u>2:59</u>	<u>4:46</u>	<u>101</u> <u>16</u>
Total	1125	1:52	2:44	4:36	384 55
EMS vs. Fire runs				% of total Mariemont runs	
	2.9			34.1%	4.9%
avg/year	281.25				

Table C
Mariemont FD runs within Mariemont

<u>Average Elapsed Time</u>				# structure fires	# Industrial Zone runs
<u>year</u>	<u># Runs</u>	<u>Call to Enroute</u>	<u>Enroute to on Scene</u>	<u>Total Time</u>	
2017	110	1:43	2:37	4:20	6 14
2018	91	2:05	3:02	5:07	3 9
2019	105	1:39	3:02	4:41	2 14
2020	<u>80</u>	<u>1:41</u>	<u>3:06</u>	<u>4:47</u>	<u>7</u> <u>14</u>
Total	386	1:46	2:56	4:42	18 51
				% of total Mariemont runs	
avg/year	96.5			4.7%	13.2%
				4.5	

Table D.
Little Miami FD Mutual Aid in Mariemont

<u>year</u>	<u># Runs</u>	<u>% of M'mont Total runs</u>	<u>Average Elapsed Time</u>		<u>Total Time</u>
			<u>Call to Enroute</u>	<u>Enroute to on Scene</u>	
2017	83	75.5%	1:58	2:27	4:25
2018	63	69.2%	2:12	2:43	4:55
2019	66	62.9%	1:50	2:52	4:42
2020	<u>61</u>	<u>76.3%</u>	<u>1:48</u>	<u>3:10</u>	<u>4:58</u>
Total	273	70.7%	1:57	2:46	4:43
avg/year	68.25				

Table E.
Mariemont Mutual Aid in Little Miami FD

<u>year</u>	<u># Runs</u>	<u>Average Elapsed Time</u>		<u>Total Time</u>
		<u>Call to Enroute</u>	<u>Enroute to on Scene</u>	
2017	38	1:44	2:50	4:34
2018	50	2:05	4:18	6:23
2019	43	1:49	3:32	5:21
2020*	<u>20</u>	<u>1:38</u>	<u>3:15</u>	<u>4:54</u>
Total	151	1:52	3:34	5:25
avg/year	37.75			

*data is only through July,
2020

Observations:

1. For Mariemont, # of EMS runs is 2.9 times that of Fire runs
2. For Mariemont, average just under 97 Fire runs/year, or once every ~4 days
3. For Mariemont, over 13% of Fire runs are to Industrial Zone
4. For Mariemont, only 4.7% of Fire runs involved a structure fire (~4.5/year)
5. LMFD provided mutual aid for 70.7% of Mariemont's fire runs
6. LMFD total run time for Mariemont mutual aid is 1 second longer than Mariemont total run time
7. Mariemont total run time for mutual aid to LMFD is 42 seconds longer than LMFD mutual aid to Mariemont

These numbers are as good as any seen by the consultant. Hence a desire to maintain the status quo for both fire and EMS. See the inset on the next page, from Cincinnati.com, which chronicles a fire in Mariemont, a fire quickly extinguished. Road time, as shown in the mapping section to follow is four minutes or less to all parts of the village. These times add in the in-station “turnout time” for donning gear, boarding apparatus, and assuring safe departure.

October, 2015

No injuries in Mariemont town home fire

Andrea Reeves

areeves@communitypress.com

A kitchen fire is likely the cause of a fire on Chestnut Street in the historic district of Mariemont around lunchtime, Monday, Oct. 19.

“When we got here, there were flames that were visible,” Mariemont Police and Fire Chief Rick Hines said.

“Luckily, it doesn’t appear there was anyone at the house at the time.”

The resident of 6754 Chestnut, the end unit of a row of historic townhomes, arrived home to smoke pouring out the windows of his home and fire crews lining Chestnut from Mariemont, Little Miami Fire Department, Anderson Township, Madeira/Indian Hill and Terrace Park.

Crews were dispatched at 12:56 p.m. The fire was quickly put out.

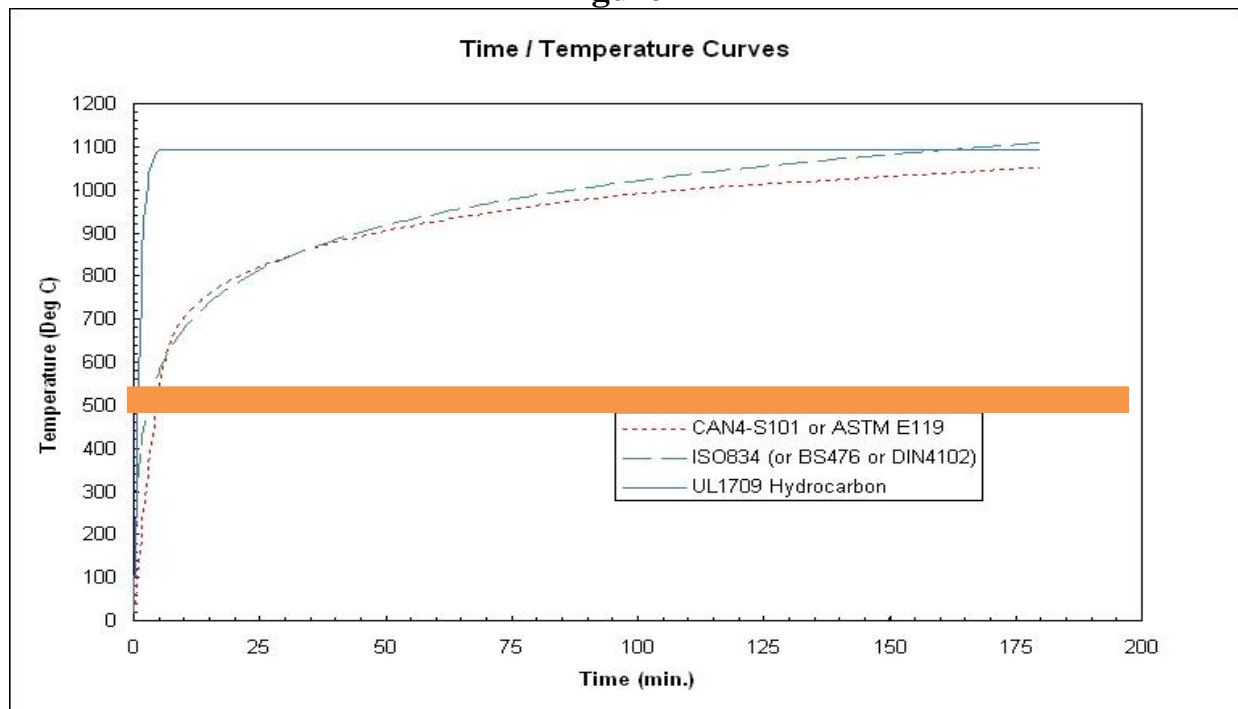
The exact cause of the fire is still unknown, according to Mariemont assistant Fire Chief Jason Kiefer, however, the fire left significant damage in the kitchen, and when crews arrived, smoke was pouring from the back kitchen door.

Firefighters found a light haze of smoke in the neighboring town home.

The walls of these historic town homes are made of plaster and lath, helping to prevent fire from spreading from unit to unit as rapidly as drywall would allow, Kiefer said.

During our site visits, consultants realized time savings are now realized by allowing on-duty personnel responding immediately. Even if they are insufficient to handle the total emergency at hand, they can provide valuable size-up information and initiate some life-saving or property-saving action. NFPA standards do recommend four personnel on responding apparatus, but the time temperature curve mentioned in NFPA 1710 as a measure of the escalating growth of fire, and provided in **Figure 2** indicates a quick response of at least 3 personnel is more important in saving lives and protecting property.

Figure 2



Time-Temperature Curve
(Courtesy of Wikipedia)

As noted in **Figure 2**, the temperature of a fire escalates quickly during the first minutes. If lives can be saved, rescues must be performed prior to an event known as flashover, which normally occurs at 500 degrees Celsius for normal residential combustibles. Although some local communities may not be able to afford more than a volunteer system, the need to awaiting personnel to respond from home can significantly reduce the probability of a successful rescue from a burning building. Likewise, a delay in response during rush hour from an entity outside the village, would be equally non-desirable.

When depth and/or additional resources are needed for major or simultaneous emergencies, neighboring fire departments and rescue units are available even though response times from some neighbors can be lengthy. Mariemont and Little Miami Fire District in turn, provide backup assistance to other Fire Departments. Chiefs Timmers and Copeland both work well with surrounding departments.

In **Appendix 16** is an NFPA bulletin showing how homes are actually more dangerous than their older counterparts, and showing how the home fire death rate is higher than in 1980. This bulletin is followed by an excerpt from the NFPA website advocating home sprinkler systems.

FOUR-MINUTE RESPONSE TIME MAPPING

Based on population, call volume, response times, and response coverage, the maintenance of a two-station option seems viable (Mariemont and LMFR) and is much preferred by the consultant to a combination under either roof. Overall protection remains uniform.

Dr. Jason McMullan, Medical Director for the Mariemont Fire Department, graciously shared his opinion about the superiority of Mariemont retaining its own EMS/Fire Protection within the heart of the Village: He specifically noted two key factors:

1. Life-saving potential from quicker response
2. Usual availability of Mariemont EMS due to low volume of calls in the Village

The NFPA (National Fire Protection Assn.) uses two benchmarks for ideal response time. Four minutes for a first arriving unit, and eight minutes for a full complement of fire suppression units. The American Medical Association (AMA) mirrors these same standards for quick response. We are going to analyze the Village of Mariemont using color-coded mapping with four-minute polygons. Most of the Village is within a four-minute zone, and the run data previously reviewed shows that Mariemont's response times are routinely at or close to the desired four-minutes. These are road times and the records will show slightly longer times because they include the "turnout time" that is needed for firefighters to get their gear on, board apparatus units, and leave the station.

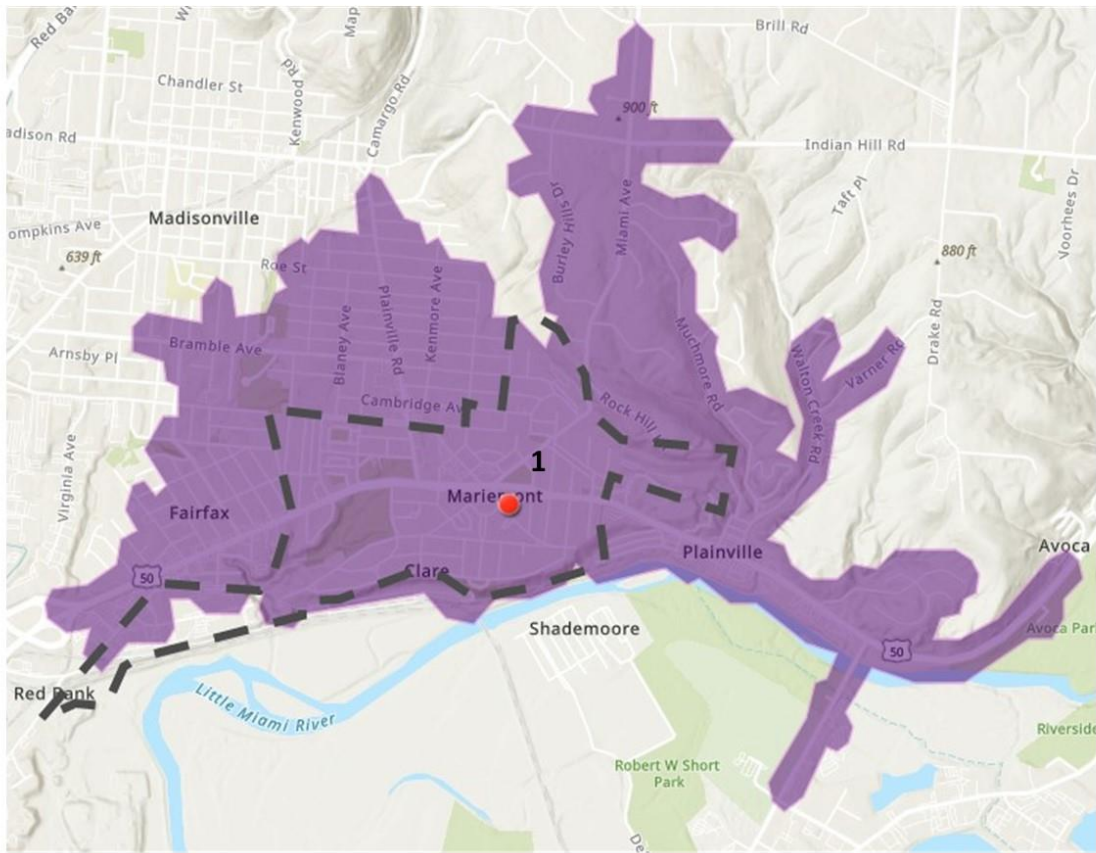
To produce the response time polygons, Kramer enlisted the assistance of the women-owned W5 architecture and design company who produced five maps on the following pages. Ms. Michelle Harrell RN, MSN, a principal in W5 firm, is the official cartographer. The listing below appears on the next 3 pages.

Map A: shows a map of Mariemont with the current location of the Mariemont Station and the four-minute response polygon encompassing all of the village.

Map B: shows a map of Fairfax area with the current location of the LMFR Station and the four-minute response polygon surrounding it.

Map C: shows the two locations identified above and shows overlap in the four-minute zones, portrayed by a darker shade.

MAP A



VILLAGE OF MARIEMONT

4-Minute Response Zone

July 16, 2021

LEGEND



1. MARIEMONT—6907 Wooster Pike

SERVICE AREA



4 Minutes*

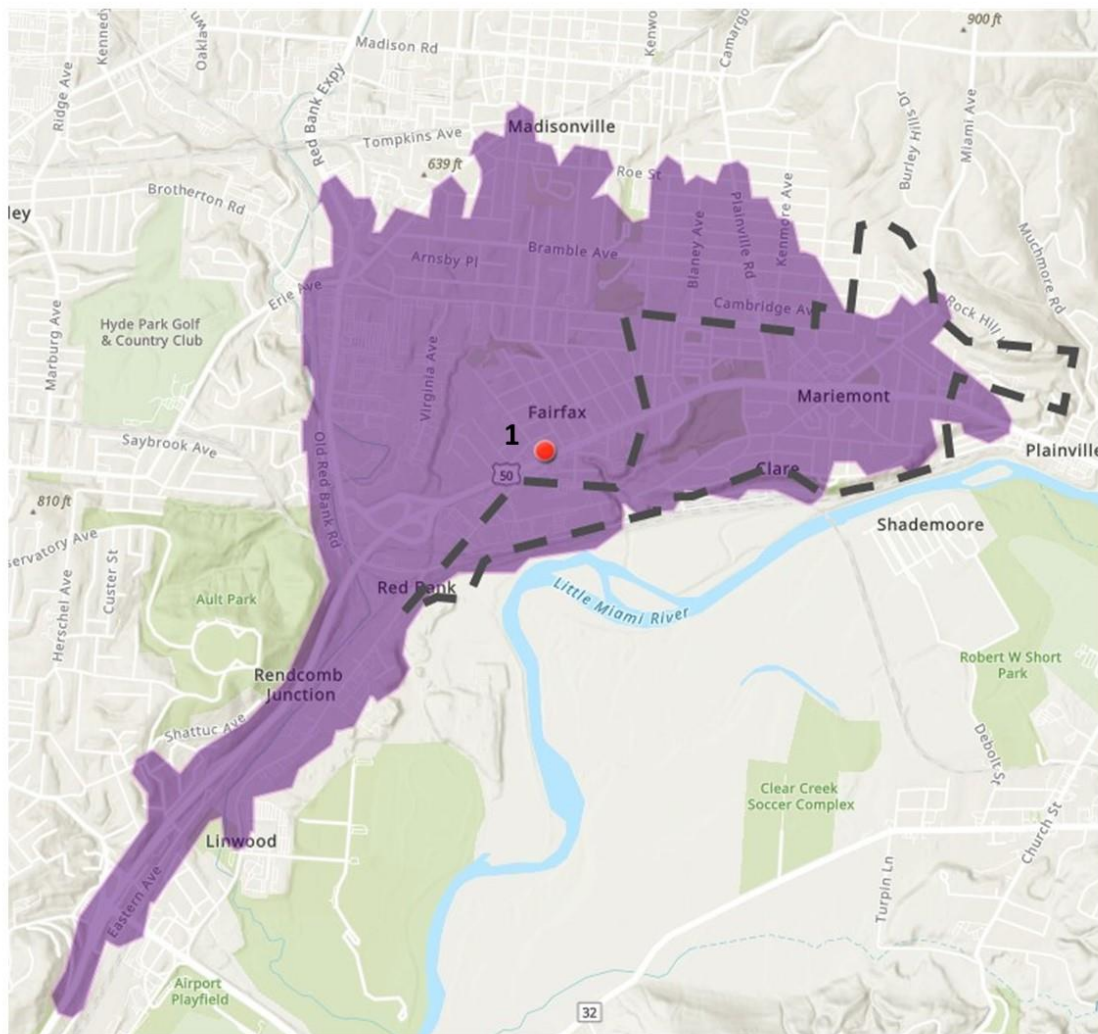


Approximate city limits

*This does not include dispatch or turnout time



MAP B



LITTLE MIAMI FIRE DEPARTMENT

4-Minute Response Zone

July 16, 2021

LEGEND

1. LITTLE MIAMI FIRE DEPARTMENT—
5800 Wooster Pike

SERVICE AREA



4 Minutes*

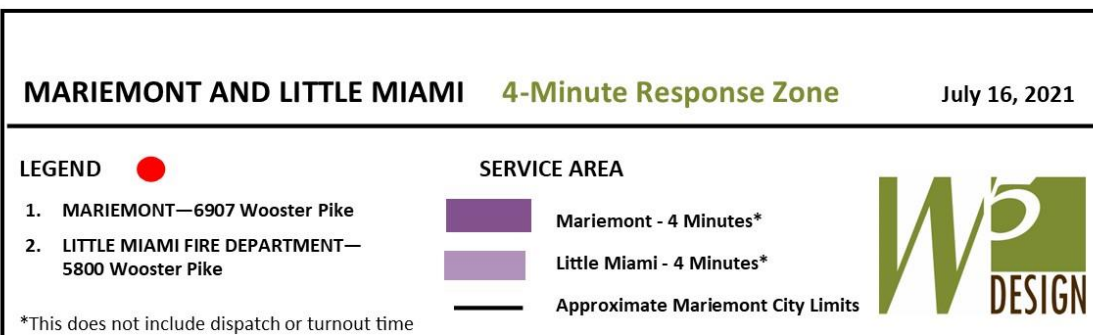
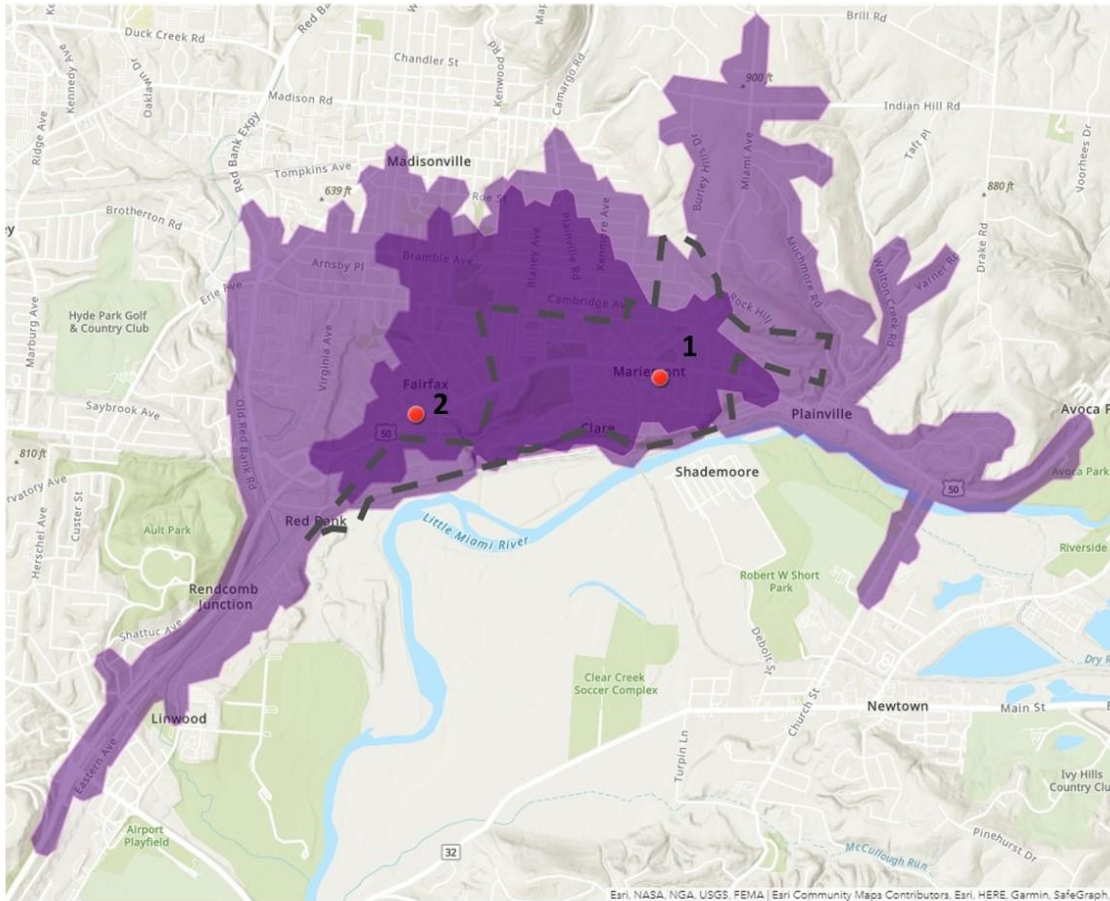


Mariemont City Limits

*This does not include dispatch or turnout time



MAP C



CAUTION: The mapping above does not account for the times when a single lane from Fairfax causes traffic congestion. Matt Ayer did confirm with Chief Hines that afternoon is significantly worse. He tells of a time when it took LMFR medics 10+ mins to get through one afternoon.

FIRE STATION FACILITIES

The consultant toured the Mariemont Fire station, as did many members of the Fire/EMS Citizen Committee, on several occasions. (See Architect Tim Wiley's Notes, next page). It is a stately building that has had various upgrades over the years. Since on-duty staffing remains a key factor, it is especially noteworthy that the station adequately accommodates the existing on-duty crews with no immediate need to add staff going forward. The consultant also visited the LMFR Station, relatively new and functioning well for the Little Miami Fire Rescue District.



Station for LMFR in Fairfax, OH

It should be noted that Little Miami Fire District and Mariemont work in unison and reinforce each other while doubling the immediate response points.



Mariemont Station Adequate to hold Quint 67 (Shown) plus Medic 57, and crews. (Engine 57 is stored elsewhere and is held in reserve)

In short, existing facilities are not an issue. Emergency power is a positive characteristic of both departments' facilities



Commercial Washer-Extractor and Dryer; now required to clean turn-out gear

Maintaining fire stations may seem expensive, but we can show mathematically how *inexpensive* the facilities are, compared to the personnel on duty. If the facilities are conducive to training, provide comfortable living standards, and improve morale, then a better-trained, more highly motivated employee is on duty.

NOTES FROM TIM WILEY

Tim Wiley's Notes from 8/19/21 Fire Station Tour

Bottom line up front: The facility (building only) is not up to today's station design standards but the department has created an environment that works extremely well for their needs and has developed a culture/community that is a big incentive when recruiting staff. The equipment (apparatus, life/safety, etc.) is in line or above today's Fire/EMS standards and the replacement planning (when specific equipment will need to be replaced) is known.

The building:

- General Layout:
 - Kitchen, Restrooms/Shower, Offices, – first floor
 - Bunk rooms, Day room, Turnout gear room, Storage (General and Police Evidence Storage), Mechanical Room – Basement
- Issues (list not in totality, just quick observations):
 - Bunk room/Day room in basement accessed by a narrow stair. This can delay response time. Ideally these functions are on the first floor closer to the bay.
 - Bunk room/Day room adjacent to police evidence storage causes odors from storage drifting to the Bunk and Day rooms. Police evidence storage should be located further away from the firefighters and contain a separate exhaust system.
 - No locker room(s). One female on staff.
 - Turnout gear room appears to have inadequate exhaust and is adjacent to the Bunk room/Day room. Turnout gear off-gassing is harmful to firefighters. Ideally the turnout gear storage is located near the bay with a separate exhaust system.
 - No separation (vestibule) between the app bay and the Kitchen/Offices. This allows vehicle exhaust to come into the living quarters and is harmful to the firefighters.
 - No vehicle exhaust system in the bay. Direct capture or CO sensed exhaust systems remove exhaust from the apparatus bay and keep from entering facility.
 - No PPE laundry or fitness room.
 - Storm Shelter not up to today's standards (ICC-500). Even though the basement used to be a bomb shelter, it is not equipped and does not meet ICC-500 storm shelter requirements.
 - Overall inadequate storage.

Potential long-term solutions could involve the addition/expansion of the second floor and/or an expansion to the east.

For those who attended, please feel free to add to these notes.

For more information on station design standards, see below and attached.

<https://www.wbdg.org/building-types/community-services/fire-station#bldgatt>

MARIEMONT AND LITTLE MIAMI FIRE RESCUE DISTRICT APPARATUS

The consultant reviewed the fleet of the Mariemont and Little Miami Fire District Fire Departments and found a serviceable inventory of front-line fire apparatus, matched well to community needs, but like all fleets both are continually aging. Mariemont does have newer equipment and protects this major investment with a quality maintenance program.

This consultant feels that replacement of vehicles in Mariemont has been aggressive, improving the front-line fire attack force and freeing more reliable vehicles for reserve status. Three factors are involved in the evaluation of the fleet:

1. Reliability
2. Liability
3. Serviceability

Fortunately, both Little Miami Fire District and Mariemont have adequate insurance if vehicles are involved in accidents or damaged.

While improvements are possible as new apparatus is introduced into the department, the existing equipment remains functional for the fire personnel, allowing them to fulfill their mission and address the job-related hazards found within the community.

In the future the Mariemont and Little Miami Fire District Fire Departments could expand their roles in specialty functions such as advanced technical rescue and haz-mat mitigation. If so, apparatus specifications should allow for adequate compartment space and other design configurations that will facilitate this broader role.

As apparatus is replaced some creative thinking may allow Mariemont to stretch its fleet purchasing budget. One example which may or may not be politically expedient would be to encourage Canadian manufacturers to bid on Apparatus. Currently the exchange rate between the Canadian and the US dollar can save as much as \$100,000 per unit. Canadian Apparatus makers like "Fort Garry" have a solid track record and offer warranties as good or better than US Manufacturers.

. We note that in smaller departments the consultants applaud the versatility of "Quints" already in service in Mariemont and Little Miami Fire District. (See inset, next page) This vehicle combines a pumper truck and aerial ladder and on one chassis can provide the following five functions:

1. Water
2. Pump
3. Hose
4. Aerial ladder
5. Ground ladders

Quint 67 in Mariemont has gained a reputation as a powerful firefighting tool among east-side fire agencies. The consultant also recommends the adoption of Class A Foam systems, for example, which nearly triple the firefighting capability of water carried on pumpers or quints.

The fleets are well maintained. The exterior paint on most vehicles appears to be in good condition barring small spots of electrolysis (corrosion) between dissimilar metals. The tires utilized on the frontline fleet also appear to be replaced regularly, maintaining good tread for serviceability and safety.

Tracking of the hours and mileage on all Fire Vehicles is important. They provide a means of planning approximate replacement dates. Specific circumstances must be weighed prior to any significant investment in rolling stock.

When maintenance costs for any one vehicle exceed what would be a lease payment for a new replacement, it is time to remove it from the fleet. There is always a balancing act between the ever-increasing maintenance costs of an aging vehicle and the large capital cost of a new one. Both departments seem to balance these well.

While the apparatus fleets are important, they offer nothing without the personnel who arrive with and operate them. In many parts of the country, with the shortage of volunteer firefighters, and limited budgets to pay on-duty personnel, many smaller departments are now apparatus rich and personnel poor. A large beautiful fleet is useless if there are no personnel to get the equipment on the road. That is not the case in Mariemont or LMFR where there is an excellent balance between vehicles and personnel.

Some Chiefs brag about their array of equipment but if they have only enough staffing on duty for one vehicle, their true measure of life-saving and property saving is the first vehicle rather than their large fleet. The additional vehicles are nice for large fires, but in the current era, additional vehicles from adjacent jurisdictions with staffing is a more common way to augment equipment and staffing. The consultant extracted the following figures from a proposed merger between Little Miami and Mariemont and cautions that these same savings are available if both departments agree to co-respond and each takes on part of the reduction.

Savings or Service Reductions?

TEN YEAR APPARATUS AND EQUIPMENT SAVINGS

COST OF LMJFRD CURRENT REPLACEMENT SCHEDULE

975,000

COST OF MARIEMONT CURRENT REPLACEMENT SCHEDULE

590,000

LESS COST OF COMBINED REPLACEMENT SCHEDULE

-507,500

TOTAL SAVINGS

1,057,500

The following two pages provide a listing of ancillary equipment that must be purchased, and the current costs and related replacement schedules.

Equipment Item	Cost	Replacement Date
Modems for MDC's		
Cradlepoint 01	\$819.18	Unknown
Cradlepoint 02	\$819.18	Unknown
Cradlepoint 04	\$819.18	Unknown
Cradlepoint 03	\$819.18	Unknown
Cradlepoint 05	\$819.18	Unknown
Cradlepoint Antenna 01	\$280.13	Unknown
Cradlepoint Antenna 02	\$280.13	Unknown
Cradlepoint Antenna 04	\$280.12	Unknown
Cradlepoint Antenna 03	\$280.13	Unknown
Cradlepoint Antenna 05	\$280.13	Unknown
	\$5,496.54	

Cardiac Monitors		
LP 15 Modem 01	\$35,000	Estimated 2025
LP 15 Modem 02	\$35,000	Estimated 2025
	\$70,000	

Lucas Equipment		
Lucas Battery 01	\$569.60	Estimated 2035
Lucas Battery 02	\$569.60	Estimated 2035
Lucas Power Supply 01	\$296.80	Estimated 2035
Lucas Desk Charger 01	\$936	Estimated 2035
Lucas Desk Charger 02	\$936	Estimated 2035
Lucas Battery 03	\$569.60	Estimated 2035
Lucas Battery 04	\$569.60	Estimated 2035
Lucas 02	\$13,079	Estimated 2035
Lucas Power Supply 02	\$296.80	Estimated 2035
Lucas 01	\$13,079	Estimated 2035
	\$30,902	

MDC Equipment		
MDC Dock 01	\$187.99	Estimated 2025

MDC Dock 04	\$187.99	Estimated 2025
MDC Dock 03	\$187.99	Estimated 2025
MDC Dock 05	\$187.99	Estimated 2025
MDC Dock 02	\$187.99	Estimated 2025
MDC 01	\$836.07	Estimated 2025
MDC 02	\$836.07	Estimated 2025
MDC 04	\$836.07	Estimated 2025
MDC 03	\$836.07	Estimated 2025
MDC 05	\$836.07	Estimated 2025
	\$5,120	

Extrication Equipment		
Extrication Pump	\$6,325	Unknown
Hydraulic Spreader	\$6,075	Unknown
Ram Kit	\$1,325	Unknown
Hydraulic Ram	\$2,560	Unknown
Hydraulic Hose	\$695	Unknown
Hydraulic Hose	\$650	Unknown
Kodiak Strut 01	\$1,595	Unknown
Kodiak Strut 02	\$1,595	Unknown
Hydraulic Cutter	\$6,995	Unknown
	\$27,815	

Meters		
Rae 4 Gas Meter	\$900	Unknown
Bacharach Explosive Gas Meter	\$300	Unknown
RAE 3 CO Meter	\$300	Unknown
HOT Stick	\$500	Unknown
MSA Thermal Imager	\$8,500	Unknown
	\$10,500	

House System Equipment		
HOUSE SYSTEM	\$12,000	Unknown
HOUSE SYSTEM RADIO	\$2,000	Unknown

** House System Radio Replaced in 2010;
Last Alerting System lasted 40 years.

BUDGETARY INFORMATION

On the next several pages we see budgetary figures for the operating costs of the existing Mariemont Fire Department for the previous five years. There was a meeting to gain consensus that these are the figures we will use for decision-making. Moderate increases have occurred and most notably there has been a yearly uptick in the staffing costs. We open with a quick refresher “Budgeting 101”

Three pages hence we will see in **Figure 3** how the Mariemont Fire Department has a sensible sustainable capital improvement plan. The next major expenditure is the refurbishment or replacement of Engine 67 in 2027. Even this can be eliminated whether or not there is a joint “savings venture” with LMFR. Back-up units are often borrowed from adjacent jurisdictions.

Fire Department Budgeting 101

DAVID HESSELMAYER

SEPT. 29, 2021 (ARTICLE ABBREVIATED)

Who needs a budget? Simply put...all of our departments do!

- First, it is important to understand budgets. A budget is a financial document that estimates the revenue that a department will earn/receive and details where that money will be spent.
- We look at the current budget. Where have we had to make changes?
- The document asks for what expense we would like to have considered, the approximate cost, and then how it will benefit our department?
- Now the chief or their designee has information on the current year's budget's strengths and weaknesses, ideas from members within the department and similar documentation. They will take all of this information and begin compiling the draft budget for the following fiscal year.
- Following this hard work, the budget office will begin review of the document.
- When this is complete, the authority having jurisdiction may have a budget retreat.
- Once the retreat is completed, the senior level administrator will present the budget to the elected officials where there is time for public comment and then a final vote to adopt the budget.
- Even when the budget is adopted, the process is not necessarily complete.
- Revisions will usually be made during the year if needs, priorities, revenues or expenses change.
- There are different processes for transferring funds from one line item to another or from one department to another if needed. Every agency has different rules defining how this can be done.

Description	Actual Budget Page 1 of 2					Tony	
	2016	2017	2018	2019	2020	2021	2021
SALARIES -FIRE	400	363	392	434	455	477	472
CARES Fire Salaries Reimb	-	-	-	-	22		
POLICE & FIRE PENSI	19	19	22	21	-		
HEALTH CARE -FIRE	8	8	8	7	-		
OTHER BENEFITS -FIR	11	11	24	4	7	7	7
FICA AND MEDICARE FOR PT EMPLOYEES	24	21	23	26	36	36	35
CONTRACTUAL DISPATC	3	2	2	2	2	2	1
OTHER CONTRACTUAL S	2	3	3	3	2	2	6
OFFICE SUPPLIES -FI	1	3	1	2	3	3	2
GASOLINE AND OIL -F	3	3	3	3	3	3	4
REPAIR/MAINT OF EQU	8	9	8	5	32	33	30
CARES Reimb Fire Other	-	-	-	-	20	-	
FEMA Reimb Fire Other	-	-	-	-	6	-	
OTHER -FIRE	24	27	35	29	14	14	26
FIRE SUBTOTAL	503	469	521	536	602	577	583

Actual Budget Page 2 of 2

SALARIES-PARAMEDIC	240	287	277	256	248	253	270
OTHER BENEFITS-PARA	-	7	7	2	5	5	2
FICA AND MEDICARE FOR PT	18	22	21	20	19	19	22
EMPLOYEES							
CONTRACTUAL DISPATC	4	4	4	4	2	2	2
OTHER CONTRACTUAL S	1	1	1	1	-		
GASOLINE AND OIL -	3	3	3	3	3	3	3
REPAIR/MAINT OF EQU	5	1	5	6	5	5	6
OTHER - FIRE	10	14	12	24	16	16	11
PARAMEDIC SUBTOTAL	281	339	330	316	298	303	316
FIRE AND PARAMEDIC TOTAL	785	808	852	852	900	881	899
Percent Change		3.0%	5.4%	0.1%	5.7%	-2.2%	-0.2%
PERMANENT IMPROVEMENT FIRE & PARAMEDIC							
RADIOS - 1/2 FIRE	-	20	-	11	-	-	
FIRE TURNOUT GEAR	-	16	16	17	15	17	17
FIRE EQUIPMENT & REPAIRS	9	31	9	7	11	-	
AMBULANCE EQUIPMENT	44	-	-	-	15	-	
AMBULANCE LOAN PAYOFF	-	-	-	-	51	51	51
FIRE STAFF VEHICLES	-	-	36	-	-	-	
Total Spending	838	875	913	887	992	949	967
Percent Increase		4.5%	4.3%	2.8%	11.9%	-4.4%	-2.6%

Figure 3 -- MARIEMONT CAPITAL IMPROVEMENT PURCHASES (10-YEAR PROJECTION)

Replacement / Purchase 2021	Cost
Turnout Gear and Equipment	\$17,500
Replacement / Purchase 2022	Cost
Turnout Gear and Equipment	\$17,500
Replacement / Purchase 2023	Cost
Turnout Gear and Equipment	\$18,000
Replacement Pick Up Truck For Utility Vehicle (Other Options Available)	\$50,000
Replacement / Purchase 2024	Cost
Turnout Gear and Equipment	\$18,000
Replacement / Purchase 2025	Cost
Turnout Gear and Equipment	\$18,500
Investigate Replacement of Cardiac Monitors (Moved From 2023)	\$65,000
Replacement / Purchase 2026	Cost
Turnout Gear and Equipment	\$18,500
Replacement / Purchase 2027	Cost
Turnout Gear and Equipment	\$19,000
Replacement of Engine 67 (Refrubishment) (Moved From 2022)	\$650,000 (\$75,000)
Replacement / Purchase 2028	Cost
Turnout Gear and Equipment	\$19,000
(Replacement of Assistant Chiefs Vehicle (Evaluate)	\$65,000
Replacement / Purchase 2029	Cost
Turnout Gear and Equipment	\$20,000
Evaluate Replacement of Ambulance (Remount)	\$265,000 (\$150,000)
Replacement / Purchase 2030	Cost
Turnout Gear and Equipment	\$20,000

Next, we put the Mariemont Fire Dept. budget in context. See the figures on this and next two pages,

MARIEMONT FIRE DEPARTMENT FINANCIAL OVERVIEW
2019 - 2021

	Projected 2021	Actual 2020	Actual 2019
<u>GENERAL FUND</u>			
General Fund Revenue (Fund balance excluded)	4,168,000	4,079,100	3,883,626
Total General Fund Expenditures	4,206,000	3,938,033	3,914,124
 <u>General Fund Expenditures for Fire</u>			
Salaries and Benefits	514,000	511,100	491,750
Operating Expenses	69,000	55,740	43,654
Total General Fund Expenditures for Fire	583,000	566,840	535,404
Percent Fire Expenditures Charged to General Fund	13.86%	14.39%	14%
 <u>PARAMEDIC SERVICES FUND</u>			
<u>Paramedic Services Fund Revenue</u>			
Real Estate Tax	205,000	203,882	198,454
R.E. Tax Allocation (rollback)	25,000	25,285	21,988
Ambulance Service Reimbursement	56,000	63,875	71,988
	286,000	293,043	292,430
 <u>Paramedic Services Fund Expenditures</u>			
Salaries and Benefits	294,000	272,460	278,000
Operating Expenses	22,000	30,695	42,096
Total Paramedic Services Fund Expenditures	316,000	303,155	320,096

	2021	2020	2019
<u>CORONAVIRUS RELIEF FUND</u>			
<u>Coronavirus Relief Fund Revenue</u>			
State of Ohio	---	219,640	---
<u>Coronavirus Relief Fund Expenditures for Fire Department</u>			
Salaries - Fire	---	13,176	---
Salaries - Paramedics	---	8,784	---
Equipment & Supplies	18,500	20,330	---
Total CRF Expenditures for Fire Department	18,500	42,290	
<u>FEMA GRANTS FUND</u>			
FEMA Grants Fund Revenue	---	133,329	---
<u>FEMA Grants Fund Expenditures for Fire Department</u>			
Fire	---	5,539	---
Paramedics	---	123,567	---
Total FEMA Grants Fund Expenditures for Fire Department		129,106	

The above figures regarding the FEMA funds may need to be tweaked but are accurate enough for decision-making.

MARIEMONT FIRE DEPARTMENT FINANCIAL OVERVIEW

2019 - 2021

	Projected 2021	Actual 2020	Actual 2019
<u>PERMANENT IMPROVEMENT FUND</u>			
<u>Permanent Improvement Fund Revenue</u>			
Real Estate Tax	360,000	360,714	349,270
Property Tax Rollback	40,000	41,747	37,372
Refunds & Reimbursements	60,000	168,509	21,701
Interest Earned	0	0	6,950
	<u>460,000</u>	<u>570,970</u>	<u>415,293</u>
<u>Permanent Improvement Fund Expenditures for Fire Department</u>			
Radios - 1/2 Fire	---	---	11,000
Fire Turnout Gear	17,000	16,527	16,943
Fire Equipment & Repairs	---	11,000	6,628
Ambulance Equipment	---	---	15,000
Ambulance Loan P&I	51,412	51,412	---
Total PIF Expenditures for Fire Department	<u>68,412</u>	<u>78,939</u>	<u>49,571</u>
TOTAL FIRE DEPARTMENT EXPENDITURES	985,912	1,120,330	905,071
LESS EXPENDITURES FROM NON-LOCAL FUNDING SOURCES	(18,500)	(171,398)	0
NET LOCAL EXPENDITURES TO OPERATE MFD	<u>967,412</u>	<u>948,932</u>	<u>905,071</u>

Page 3

MARIEMONT FIRE DEPARTMENT FINANCIAL OVERVIEW

2019 - 2021

NOTES:

General Fund

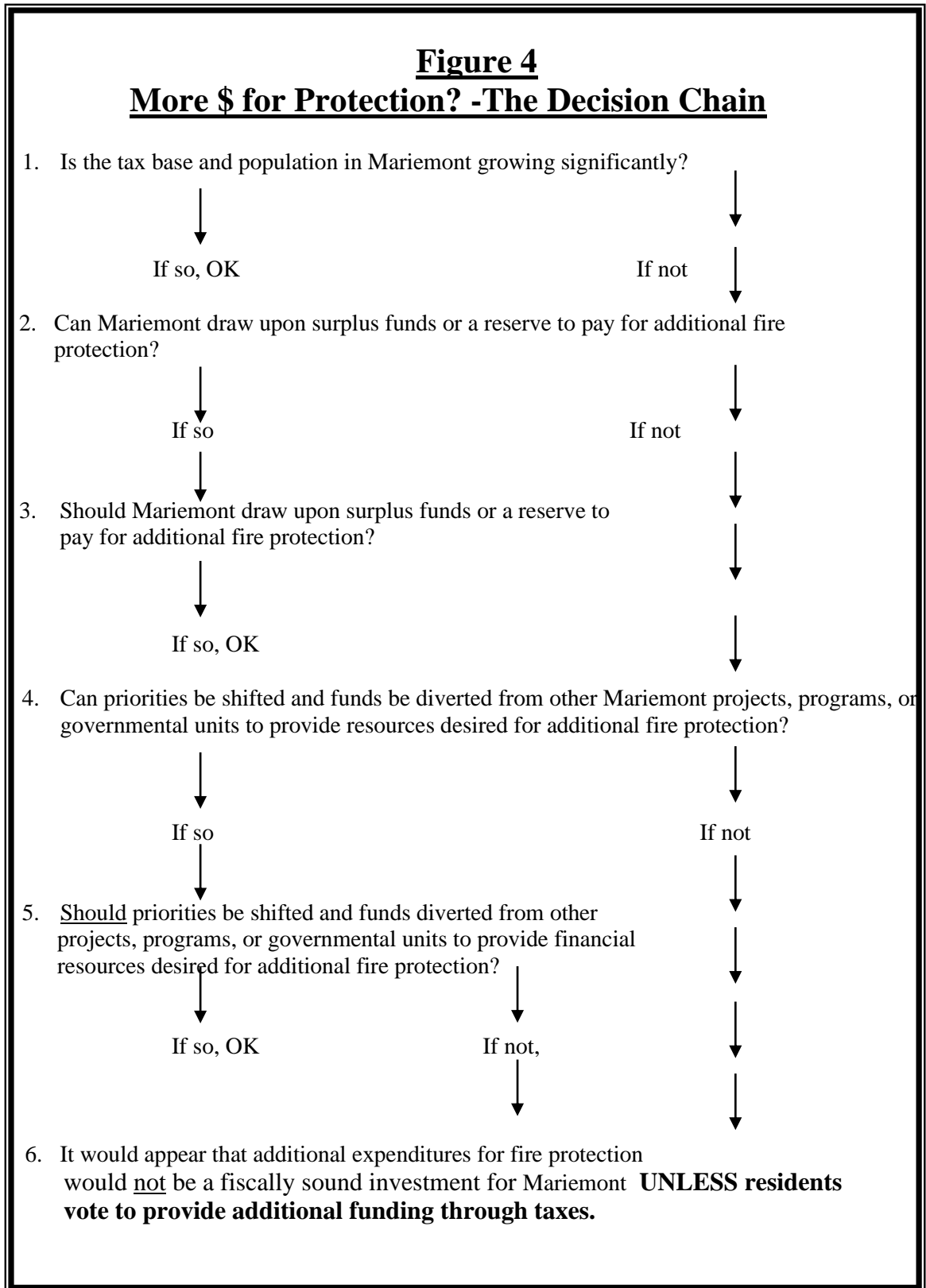
1. General Fund records unrestricted revenues and expenditures used for general operations of the Village
2. Revenue includes Real Estate Tax for Safety Services voter approved in 2017 (\$316,000 in 2021; \$311,162 in 2020; \$303,683 in 2019)
3. Fire Department expenditures represent approximately 14% of total General Fund expenses
4. Expenditures reflect FICA and Medicare paid out of Clerk/Treasurer account

Paramedic Services Fund

1. Real Estate Tax revenue reflects EMS/Paramedic levy voter approved in 2003
2. Ambulance Service Reimbursement reflects charges to private insurance companies

Page 4

One helpful technique to determine whether or not to expand the use of general fund monies for fire services (beyond both historical levels and beyond new funding provided by any new tax levy) is shown below in **Figure 4**.



Below we show projected operating savings calculated by a group of officials. The group includes Mariemont Mayor Bill Brown, Councilmember Rob Bartlett, Mayor Carson Shelton from Fairfax, (Former) Asst. Chief Tim Feichtner from MFD, Terry Timmers from LMJFD and Mike Lemon former Administrator for Columbia Township.

Just as with apparatus savings, if there is an overall area-wide reduction in personnel, then there is a degradation in service that comes with that savings. In other words, if LMFR and Mariemont are operating together now, and the total of that staffing is reduced in an organizational combination, then the total number of on-duty personnel to serve both communities is summarily reduced.

Mariemont Estimated Savings		3FT-4PT/Shift	3FT-5PT/Shift
Estimated Expenses 2021		\$ 980,000.00	\$ 980,000.00
Ambulance Loan Repayment		\$ (51,000.00)	\$ (51,000.00)
EMS Reimbursement Estimate		\$ (65,000.00)	\$ (65,000.00)
	Net	\$ 864,000.00	\$ 864,000.00
Inflation for 2022 (3.5%)		\$ 30,240.00	\$ 30,240.00
Estimated Expenses 2022	Total	\$ 894,240.00	\$ 894,240.00
Payment to LMJFRD to breakeven		\$ (612,230.66)	\$ (805,393.92)
Estimated Savings 2022		\$ 282,009.34	\$ 88,846.08
Payment to LMFJD if split savings 50/50		\$ 753,235.33	\$ 849,816.96
Utilization (Est. Runs)			
	Mariemont	35.0%	35.0%
	LMJFRD	65.0%	65.0%
Contribution (Fixed + Variable Cost)			
	Mariemont	29.7%	31.2%
	LMJFRD	70.3%	68.8%
Contribution (Variable Cost)			
	Mariemont	36.7%	37.8%
	LMJFRD	63.3%	62.2%
Expenses			
		\$ 2,533,671.35	\$ 2,726,834.61
	Admin. Costs	\$ (388,976.11)	\$ (388,976.11)
	Building Costs	\$ (91,000.00)	\$ (91,000.00)
	Net	\$ 2,053,695.24	\$ 2,246,858.50

Mr. Rob Bartlett who has the Village's financial stability at heart made the following observations after one of the meetings:

I didn't want to side track tonight's meeting, but there were a couple of things in your presentation on the financials of a potential joint Fire/EMS district with LMJFD that I would ask be corrected.

1. You did not mention at all the capital savings from having a joint fire district. From the spreadsheet that we went through together and that I emailed to you and Bill Herkamp, the final tab on the far right in the spreadsheet calculated the total capital savings from having a joint fire district at \$1,057,500 over 10 years. The savings are driven by 3 things:

a) the overall number of pieces of equipment would be reduced. For example, we would go from 5 fire trucks to 3 fire trucks and from 5 ambulances to 3 ambulances. So we would buy fewer pieces of equipment going forward.

b) by keeping the newest equipment, we could also push out the date when the combined equipment would need to be replaced. FYI, the capital savings of \$1,057,500 did not include any cash generated by selling the older, surplus equipment.

c) the agreement was that each of the 3 municipalities would share in the cost of any equipment equally. So when we need to replace our ambulance, we would pay only 33% of the cost versus 100%.

2. The operational savings in total is \$282,000 per year to be split between the two communities. You are correct that the original discussion was to share this savings 50/50 with LMJFD. However, when you, Bill Herkamp and I met, Bill Herkamp mentioned that we were in a stronger negotiating position and thus should not necessarily give up 50% of the savings. After our meeting, I met with Mike Lemon and pointed that out to him, and Mike agreed that how the savings would be split is still up for negotiation. Moreover, the majority of the capital savings are with LMJFD, so to offset that, I told Mike we should adjust how the operational savings are split, which he agreed to as well. Given that we don't know exactly how the operational savings are going to be split and that there is a strong case that more of this should go to Mariemont, my preference is at this time we quote the total savings and note that how the savings are split is still to be determined.

If you have any questions about the above items I have raised, I would be happy to meet with you and Bill Herkamp again. Also, as we discussed when we last met, in order to address some of the questions about LMJFD's finances, which are valid and should be addressed, I would strongly recommend that you and Bill Herkamp meet with Mike Lemon, as he is very familiar with the history of the LMJFD. I think we all would agree it is more appropriate to get the facts on this versus continuing to talk about impressions that people have about LMJFD's financials based on bits and pieces that various people have picked up.

Thanks, Rob

ADD-IN VALUE PROVIDED BY MARIEMONT'S FIRE DEPARTMENT

There are value items not visible in the budget which should be factored into any decision regarding the disbanding of the Mariemont Fire Department. The Consultant sees these figures as accurate, and actually a bit conservative.

EMS BILLING About \$65,000 Already added to previous figures:

OTHER:

Units	Est \$ Value Per Unit	Est \$ Value
Tree removal - on call	3 @ \$550	\$1,650
Snow plow driver - on call	2 @ \$1,000	\$2,000
Grounds Maintenance		\$3,000
Gutters		\$400
HVAC Routine Service	15 @ \$75	\$1,125
Cleaning /Janitorial	52 @ \$150	\$7,800
Generator Service	52 @ \$60	\$3,120
Electrical Work	8 @ \$80	\$640
Special Projects		\$7,500
Vehicle Maintenance	40 @ \$80	\$3,200
Painting	32 @ \$40	\$1,280
Painting Projects - Labor	20 @ \$40	\$800
Fireworks Fire Marshal		\$200
Misc. Events		
MHS football and other HS sports events		
1st Aid Classes		
CPR Certification		-----
Subtotal		\$32,715
Off Hours Non-Emergency Response		\$58,400
(SAVINGS WHICH ACCRUE DUE TO THE ELIMINATION OF THE NEED FOR A NIGHT CLERK)		
Overall Added Value:		----- \$91,115 =====



Left: Chief Dan Copeland and one of Mariemont’s Fine Captains examining the Air Packs during a mandated “bench check” process to ensure their reliability. This is done at no cost to Mariemont through the cooperation of the Anderson Township Fire Department and its testing equipment

REGIONAL STAFFING TRENDS

A visible trend is occurring in the Greater Cincinnati-Dayton area. This trend is that fire departments are moving toward a more career-based on duty force. There are many factors that are driving this trend. Some of the primary factors are:

1. Hundreds of communities within the region have their own independent fire department. While some areas of the country have a more regional fire and EMS system, the Greater Cincinnati-Dayton system is comprised of numerous single municipality-based systems, which equates to a larger number of departments needing personnel. There are around 40 departments in Hamilton County alone.
2. The career personnel that traditionally filled the part-time positions in neighboring departments has become limited due to a variety of factors. Often full-time wages have improved to the point in career departments so that personnel are better able to provide for a family, and are less likely to seek a part-time supplement.
3. The movement of the current generation to value work-life balance more than the previous generation. This is not surprising, as a career member that holds a part-time position would work in excess of 75 hours a week.

While the part-time system has existed in the greater Cincinnati-Dayton area for many decades, it has been through a series of changes through this period. The first change is the number of departments that are using the system. Many of the departments outside of the large cities and the neighboring jurisdictions were volunteer during the early days of the system.

The second change that occurred in most departments is the difficulties with ~~hard~~ scheduling of part-time personnel. During early 2000's and into the last decade, there was a rise in the part-time numbers. This allowed area fire chiefs to impose more structured rules on the part-time system in efforts to ensure a more constant staffing. The scheduling of personnel every 3rd day for 12 hours or every 6th day for a 24-hour shift was the prevalent choice of the chiefs. This now creates a schedule that requires a career firefighter that wants to work part-time to work some part of nearly every weekend

The third change is the race to employ full-time firefighter/paramedics. As many of the Greater Cincinnati-Dayton Department's race to fill open or diminishing ranks of part-time personnel with career personnel, the rate of hiring is continually shrinking the part-time pool. **Table F**, on the next two pages, shows the number of hires expected in the area, and the wage rates of full-time personnel.

Table F
Greater Cincinnati-Dayton
Number of Career Firefighter Positions Needed

Department	County	Number of Career Desired	Hiring Within	Starting Salary
Cincinnati	Hamilton	60	Next 1-2 mos.	\$ 64,945.00
Miami Twp	Clermont	2	Next 1-2 mos.	\$ 63,236.72
Montgomery	Hamilton	7	Next 1-2 mos.	\$ 67,290.00
Green Twp	Hamilton	5	6 mos. - 1 year	\$ 59,989.00
Huber Heights	Montgomery	5	Next 1-2 mos.	\$ 51,899.64
Washington Twp.	Montgomery	11	Next 1-2 mos.	\$ 60,504.00
Fairfield City	Butler	9 - 12	Next 1-2 mos.	\$ 62,000.00
Fairfield Twp	Butler	0	2022	\$ 50,000.00
Union Twp.	Clermont	8	Next 3-6 mos.	\$ 62,429.96
Mason	Warren	3	Next 1-2 mos.	\$ 65,624.00
Riverside	Montgomery	9	6 mos. - 1 year	\$ 56,442.00
Norwood	Hamilton	4 - 5	Next 1-2 mos.	\$ 61,255.00
Milford	Clermont	1	Next 1-2 mos.	\$ 52,000.00
West Chester	Butler	4	Next 1-2 mos.	\$ 61,188.31
Goshen	Clermont	1	Next 1-2 mos.	\$ 62,000.00
Lebanon	Warren	3	Next 1-2 mos.	\$ 60,000.00
Springdale	Hamilton	2	Next 1-2 mos.	\$ 63,500.00
Clearcreek Fire Dist.	Warren	9	Next 1-2 mos.	\$ 66,828.39
Deer Park-	Hamilton	1	Next 1-2 mos.	\$ 60,253.00

Silverton				
Anderson Twp	Hamilton	3	Next 3-6 mos.	\$ 57,000.00
Deerfield Twp	Warren	0	2022	\$ 78,000.00
Ross Twp	Butler	3	2022	\$ 54,000.00
Springfield Twp	Hamilton	0	2022	\$ 67,200.00
Greenville	Darke	0	2022	\$ 39,219.00
Sycamore Twp	Hamilton	6	Next 3-6 mos.	\$ 51,000.00
Little Miami JFD	Hamilton	0	2022	\$ 58,266.80
Evendale	Hamilton	1	Next 3-6 mos.	\$ 62,148.00
Liberty Twp	Butler	2	Next 3-6 mos.	\$ 62,840.00
Hamilton Twp	Warren	3	6 mos. - 1 year	\$ 63,941.00
Hamilton City	Butler	12	Next 1-2 mos.	\$ 52,967.00
Sugarcreek Twp	Greene	Unk	Next 1-2 mos.	\$ 58,000.00
Kettering	Montgomery	0	6 mos. - 1 year	\$ 67,330.00
Xenia	Greene	2	Next 3-6 mos.	\$ 57,812.85
Harrison City	Hamilton	3	2022	\$ 50,668.00
Trotwood	Montgomery	9	Next 3-6 mos.	\$ 52,000.00
Reading	Hamilton	3	Next 3-6 mos.	\$ 57,504.00
Vandalia	Montgomery	4	Next 3-6 mos.	\$ 55,000.00
Total Depts = 37	Total Range to be Hired	195 - 199		
	w/o City of Cincinnati	135 - 139	Avg. Starting Salary	\$ 59,358.96

With wages, fringe benefits and mandated pension contributions, Mariemont would have to pay about \$59,000 annually (Plus 30% pension contributions and Fringe benefits) for each full-time firefighter medic. It may have to gradually convert to full-time but can use some creative scheduling, grant funding and other opportunities to make the gradual transition smooth and palatable to the citizens.

On the next page is a typical social media message that is becoming more popular as fire departments compete for scarce recruits.

How to become a Firefighter

Before you can become a firefighter, you must have a valid driver's license, a high school diploma and be at least 18 years old. Most careers in firefighting begin with government approved fire academies or training courses. To complete those programs, you'll need to pass a written exam and a physical exam. To do that, you'll need to perform several common firefighting tasks like climbing ladders, carrying equipment, raising large ladders and performing a forcible entry.

To increase the chances of being hired, many potential firefighters get a degree in fire science and/or get certified as an Emergency Medical Technician. Additionally, any firefighters become sworn officers as they advance in their careers. Those officers can work their way up the ranks through promotions in the same way that police and military officers do.

To get and keep a job as a firefighter, there are several things to stay focused on. First, get and stay in good physical condition. Secondly, stay out of trouble. You'll be working with law enforcement officers regularly and it is expected that you'll have a fairly clear record. If you've made mistakes in your past, it is best to be honest with your superiors about those mistakes. Also, make sure that they know about any driving infractions you have on your record, since driving will be a part of your job requirement. Lastly, keep your social media appropriate. Many jobs check your social media, and you may be held accountable for what you've posted.

PERSONNEL COSTS

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. Hamilton County fire departments should appreciate the value provided by part-time personnel and can afford to pay incentives to keep them. Mariemont is doing well in this regard and can retain a part-time system for now.

The system of using part-time personnel paid an hourly wage avoids the high cost of pension contributions, healthcare and other employee benefits, and in Mariemont part-time personnel have proven to be almost as reliable as full-time employees.

On-duty paid personnel greatly improve response times, and Hamilton 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 augment staffing.

There is a need for all fire departments, including those serving the Village of Mariemont, to make sure they do not buy expensive fleets only to have them sit idle or sit painfully waiting for called-back personnel to staff them. Currently in Hamilton 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

We recognize that part-time personnel are hard to recruit and retain and will migrate quickly to any higher paying job. Mariemont currently pays \$14 to \$18 per hour to part-time personnel, with officers earning about \$21. but local fire departments need to be prepared to pay about \$22 per hour.

In Hamilton County, the current cost of a full-time Firefighter can be approximated by what is being paid in the Little Miami Fire District Fire Department. Here the basic wage rate is about \$59,000 with fringe benefits and pension contributions raising this total to approximately \$over \$80,000. In five years this figure may be as high as \$95,000.

On the next page we compare the full-time vs. part-time costs for 24/7 coverage. **Table G** shows that Mariemont will be facing an annual personnel budget of \$770,880 in an entirely part-time system. These costs nearly double for all full-time coverage.

Table H shows that if the total annual cost of one full-time firefighter is \$95,000 these costs rapidly multiply to **\$1,330,000** per year for a crew of four. (Fourteen in total for everyday coverage).

OPPOSITE EXTREMES

The two tables below show how personnel costs two extremes – either all part-time personnel or all full-time personnel. These comparisons do not, however, consider the quality, experience, and reliability which in many departments is significantly stronger with full-time dedicated employees. A mixture, as currently used throughout Hamilton County, is a good balance between affordability and community safety. Mariemont, with seasoned full-time personnel from other departments, working for part-time wages in the Village, enjoys the “best of two worlds”.

Mariemont should not ever have to fund four full-time personnel on duty. There are some other creative ways to retain both fire and EMS coverage in more affordable fashion. We present some of these alternatives next. Grant funding is one. Note in the inset, next page, how Liberty Township is seeking SAFER funding to convert some positions from part-time to full-time. Looking ahead five years, we project the part-time rate to rise from the current average of \$18 to \$22. We project the average annual full-time rate to be \$95,000.

<u>Table G -- PART-TIME PERSONNEL</u>			
Costs for Part-time Positions, four various crew sizes			
Number of Positions	24-hour Day (24 x \$22)	365 Days per Year	Total Annual Dollars
1	\$528	365	\$192,720
2	\$1056	365	\$385,440
3	\$1584	365	\$578,160
4	\$2112	365	\$770,880

<u>Table H -- FULL-TIME PERSONNEL</u>			
Costs for Full-time Positions:			
Number of Positions	Annual Cost Per Position \$59,000 + \$36,000	Total Persons Needed To Fill Positions 24/7	Total Annual Dollars
1	\$95,000	3.5 x 95,000	\$332,500
2	\$190,000	7 x 95,000	\$665,000
3	\$285,000	10.5 x 95,000	\$997,500
4	\$380,000	14 x 95,000	\$1,330,000

Liberty Twp. wants completely full-time fire force, applies for \$1M grant to hire 9 positions

Feb. 25, 2019

By Denise G. Callahan, Staff Writer

The Liberty Twp. Fire Department is hoping to decrease its reliance on part-time personnel, and to that end it is applying for about \$1 million in Staffing for Adequate Fire Emergency Response (SAFER) funding to hire nine full-time firefighters

Trustee Tom Farrell said the federal grant would pay 75 percent of the salary and benefits for the new people for two years, and the grant drops down to 35 percent in the final year. He said an entry-level full-time firefighter makes roughly \$56,000, plus about \$20,000 in benefits.

“Ultimately we would love to have a completely full-time fire department,” Farrell said. “But it just is cost prohibitive. So finding that mix that is fiscally responsible, provides the best service for our residents, always a constant battle.”

Fire Chief Ethan Klussman said the department is hoping to receive \$1.1 to \$1.2 million in SAFER funding. He said when those funds run out, the township has determined the larger staff will be sustainable with its own budget.

With nine new staffers, the township would have 47 full-time personnel, including five who are command staff. Since a department of only full-timers isn’t yet sustainable, the township hasn’t studied how many people would be needed for a full career department.

Fire and police departments in the entire region are lamenting the fact there is a dearth of part-time staff available, so many departments are beefing up full-time staff. Klussman said the department relies on six part-time staff a day, and if the grant is awarded, it would only need three part-timers daily.

Trustee Board President Steve Schramm said the bigger staff will solve another issue that has become bothersome. “It’s becoming more and more apparent that the model we’ve been using with as many part-time firefighters is just not sustainable,” Schramm said. “We would put so much energy into trying to train these guys and then they get stolen by another department looking for full-timers. So, we are becoming a training mill for our young folks.”

Along those lines, the trustees have also approved a new tuition reimbursement program for training designed to recruit and retain new part-time people. “It’s going to be helpful for us as we recruit new part-timers, but also retain the current ones as we help them get through paramedic school, which is the next big step for them achieving career positions, Klussman said.

VARIABLE STAFFING BY TIME-OF-DAY

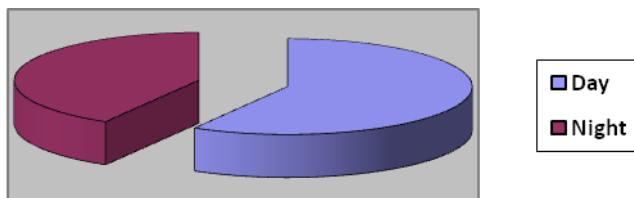
Once a fire station is in place, the personnel who staff it become a much greater investment than the building itself. One example of a creative venture that could be planned for is the concept of “Variable Staffing, based on Time of Day.”

This methodology allows a fire department to afford more staffing by putting additional people on duty when demand is greatest, and fewer when demand is slow. See **Appendix 17**, 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.

All across the Village of Mariemont responses escalate as an active populace awakes and goes about the busy workday world and the citizenry arises to take on the day. Calls for service are reduced as residents settle in for the evening and then retire for the night

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 including Mariemont and Little Miami Fire District, are shown graphically in the pie chart which follows. The 10-hour day shift is much busier (About 60% of the calls) even though it is 4 hours shorter.

In Mariemont there could be a system one day utilizing two full-time personnel each day, supplemented by two part-time personnel, one of which would be scheduled for only a power shift when calls are most likely. Even the Chief could become the “Powershifter.” On the next Page is a table that shows how Mariemont does mirror the breakdown shown below:



In the Naperville example given in **Appendix 17**, Fire Chief Mark Puknaitis offers his full-time personnel the opportunity to work from 8:30 A.M. to 5 P.M. and is rather unequivocal in stating that the overall service to the citizens is improved by the availability of an extra Medic Unit when most needed. There is an administrative challenge in managing two schedules but nothing that couldn't be handled. In Naperville where all personnel are full-time the power-shift is offered on a voluntary basis. In Mariemont or Little Miami Fire District, a more likely scenario would be to offer this to part-timers who might indeed find an eight-hour or ten-hour shift desirable.

MARIEMONT Fire calls by time of day					EMS Calls by Time of Day	
<u>timeframe</u>	<u># runs</u>	<u>% of total</u>	<u>structure fires #</u>	<u>structure fires %</u>	<u>Timeframe</u>	<u># runs</u>
from 9 to 21	283	72.6%	13	72.2%	from 9 to 21	749
from 8 to 20	279	71.5%	15	83.3%	from 8 to 20	754
from 7 to 19	276	70.8%	14	77.8%	from 7 to 19	721
0 to 1	8	2%			0 to 1	37
1 to 2	4	1%			1 to 2	22
2 to 3	7	2%			2 to 3	20
3 to 4	8	2%			3 to 4	22
4 to 5	4	1%	1	6%	4 to 5	16
5 to 6	5	1%			5 to 6	15
6 to 7	11	3%			6 to 7	23
7 to 8	8	2%			7 to 8	33
8 to 9	23	6%	3	17%	8 to 9	62
9 to 10	18	5%	1	6%	9 to 10	58
10 to 11	26	7%	2	11%	10 to 11	65
11 to 12	19	5%			11 to 12	67
12 to 13	28	7%	1	6%	12 to 13	81
13 to 14	25	6%	1	6%	13 to 14	89
14 to 15	28	7%	3	17%	14 to 15	61
15 to 16	29	7%	1	6%	15 to 16	47
16 to 17	23	6%	1	6%	16 to 17	54
17 to 18	26	7%	1	6%	17 to 18	48
18 to 19	23	6%			18 to 19	56
19 to 20	11	3%	1	6%	19 to 20	66
20 to 21	27	7%	1	6%	20 to 21	57
21 to 22	11	3%			21 to 22	51
22 to 23	9	2%			22 to 23	46
23 to 24	9	2%	1	6%	23 to 24	29
TOTAL	390		18		Total	1125
1. 73% of Mariemont fire runs are from 9am to 9pm 2. 72% of Mariemont fire runs are from 8am to 8 3. 71% of Mariemont fire runs are from 7am to 7pm 4. 72% of Mariemont structure fires are from 9am to 9p 5. 83% of Mariemont structure fires are from 8am to 8pm 6. 78% of Maremont structure fires are from 7am to 7pm					1. 66.6% of Mariemont EMS runs are from 9am to 9pm 2. 67% of Mariemont EMS runs are from 8am to 8pm 3. 64% of Mariemont EMS runs are from 7am to 7pm	

PRESERVING PART-TIME PERSONNEL

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.

Fortunately, it is seldom when Mariemont or Little Miami 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 Hamilton County departments support one another.

Survey of Current Part-time Recruitment & Retention Programs

Modest stipends which could be added to part-time pay for longevity will help to ensure that they part-time personnel remain as valuable resources in helping to provide Fire Protection and EMS Service to the Village of Mariemont.

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:

- **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)**
- **Leadership Problems**
- **Federal Legislation and Regulations**
- **Increasing Use of Combination Departments**
- **Higher Cost of Housing (in affluent communities)**
- **Aging Communities**
- **Internal Conflict**

Improvement is possible in retention of part-time personnel. Here are a few options:

- 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 Mariemont or Little Miami Fire District 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.)

COMMUNICATIONS AND DISPATCH.

One factor that supports the retention of two separate fire departments rather than a joint organization, is that they can work in unison and can be dispatched simultaneously on a common radio system. They can also intercommunicate on a common radio system.

The Village of Mariemont is fortunate to be in Hamilton County which operates a regional dispatch facility with state-of-the-art CAD (Computer aided dispatch) hardware. Since this center dispatches for both Little Miami Fire District and Mariemont, there is minimal confusion when a call comes in for fire or EMS anywhere in the area. Continuity of communications between dispatchers and fire personnel helps to ensure quicker response. There are, however, always opportunities to improve operations

When anyone in Mariemont dials 911 for fire or medical assistance, the clock begins for the fire departments. Many elements result in the final response time of the fire department to the call for help. These begin in the dispatch center. Time can be saved with efficient dispatch just as with efficient vehicle response. See **Figure 5** which illustrates these elements:

Figure 5 -- Response Time Equation

Call Processing Time	+	Alerting Time	+	Turnout Time	+	Travel Time	+	Setup Time	=	OVERALL RESPONSE TIME
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- **Fire Department Call Processing Time¹:** The time interval that starts when the call is created in CAD by a Fire Dispatcher until the initial Fire or EMS² unit is dispatched.
- **Alerting Time:** Here it is separated out since separate persons in Providence County Dispatch alert and sent units from those who take calls.
- **Turnout Time:** The time interval between the activation of station alerting devices to when first responders put on their PPE³ and are aboard apparatus and en-route (wheels rolling).
- **Travel Time:** The time interval that begins when the first unit is en route to the incident and ends upon arrival of any of the units first on scene.
- **Setup Time:** The time needed at the scene (E.g., stretching hose lines) before mitigation actually begins

The first two factors in the equation above can be improved in the dispatch center, while the final three are up to the fire departments. The consultant believes that Hamilton County Dispatchers have been diligent in knowing the importance of minimizing call taking and dispatch times. Ideally call processing time and alerting time combined are about a minute or less, within the recommendations of NFPA standards

We will see later in our report that dispatching is a key grading factor for the ISO (Insurance Services Office). See the inset, next page, for facts on Prince William County, using new technology very close to that in the Hamilton County 911 Center, and **Appendix 18** for an excellent article on reducing all response time phases.



Prince William County launches new 9-1-1 technology

Jul 4, 2021

Prince William County's Department of Public Safety Communications has launched the next generation of 9-1-1, called the Emergency Services Internet Protocol Network (ESInet).

The current 9-1-1 infrastructure in Prince William and across most of the country typically allows only for the transport and transmission of voice and small packets of data, according to a news release.

But in an emergency, the call being routed to the correct 9-1-1 center and finding the person's exact location are the two most important elements for a faster emergency response. Because earlier 9-1-1 systems have limited data and internet protocol capability, it is difficult to get more data across these networks, the county said.

Upgrading to the 9-1-1 ESInet allows the county to obtain better location information from callers and to transfer misrouted calls faster if they are actually intended for another jurisdiction.

The department anticipates that its 9-1-1 system will eventually be able to receive photos and videos in real time from the public when reporting an emergency. Other localities in Northern Virginia that have launched the 9-1-1 ESI net include Fairfax, Fauquier and Loudoun counties.

MUTUAL AND AUTOMATIC AID

Several Chiefs of mutual-aid departments met with the Consultant, expressed respect for the Mariemont Fire Departments. Especially noteworthy is the strong bonds between Mariemont and the Little Miami Fire District.

There are no reasons why any department in Hamilton County need hesitate before sending or asking for assistance as needed. In what is sometimes called the "Robin Hood Syndrome" the haves subsidize the have-nots. There comes a time, however, when some vital piece of equipment is needed in return, perhaps when Little Miami Fire District or Mariemont is stretched thin due to multiple or prolonged incidents.

Hamilton County Dispatchers have the capability to summon mutual aid or back-up units from surrounding jurisdictions. Regional contacts are strong, and in the event of a major incident, the preprogrammed Ohio Intra-State Mutual Aid Response Plan is available and is quite familiar to the Hamilton County Dispatchers. Previously we described the Little Miami Fire Station in Fairfax [Picture on Page 48]

Here some more distant mutual aid partners



**Among the Fire and EMS Units available for Mutual Aid:
Above: Anderson Twp. Station 22 in Newtown**



**Among the Fire and EMS Units available for Mutual Aid:
Above: Terrace Park Fire Department;
Below: Cincinnati Fire Station 49 in Madisonville**



EVOLVING FIRE DEPT. MISSION

When assessing the future In Mariemont, we must look at what services are essential for fire departments to provide to their customers. The fire service should not only provide an emergency response role to its community, but also provide support functions that make the fire departments a valuable asset to their community's safety.

Both Mariemont and Little Miami Fire District handle fire suppression, fire prevention, emergency medical care and transport and technical rescue. Other programs in which the consultant feels are valuable are the training of kids with a fire safety house and the juvenile fire setters' program. The Mariemont Fire Department can provide these services.



Leadership in the Mariemont and Little Miami Fire District Fire Departments is strong and Chiefs Timmers and Copeland have been pro-active in accepting challenges and broadening the mission of the department.

Left: pre-hospital emergency medical service is about 78% of fire department activity as measured in number of calls

PRE-INCIDENT PLANNING

As new development occurs in the Village of Mariemont it will be vital that firefighters know as much information as they possibly can about the buildings to which they respond and the consultant was pleased that work has been done in this regard.

Obtaining this information occurs prior to any response through preplanning inspections known as pre-incident surveys. These surveys show firefighters the building layout, water supply locations, accessibility issues, fire suppression design coverage and limitations, alarm panel locations, and specific life safety hazards, plus any other items the fire departments need to know ahead of time.

Typical information that is minimally covered in preplans is referenced in the *NFPA 1620 Standard: Recommended Practice for Pre-Incident Planning*. Francis L. Branigan, in his book *Building Construction for the Fire Service*, states "pre-fire planning is the key element for the fire service, and without it, firefighters are just reactionary."

Information in the formulation/design of preplans is available from the Fire Protection Handbook's current edition. This manual has an entire chapter on the development of preplans. It should also be noted though that Microsoft's Visio Program has a preplan package available that is much more firefighter friendly than the standard symbols used in both the NFPA 1620 and Fire Protection Handbook. Mariemont has pre-planned all major occupancies.

INSURANCE SERVICES OFFICE (ISO)

Nationally the frequency of fires is declining. Although fire suppression services are, in terms of total responses, becoming less frequent, they remain the most important services delivered by the fire Department when fires do occur. The Insurance Services Office 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.

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.

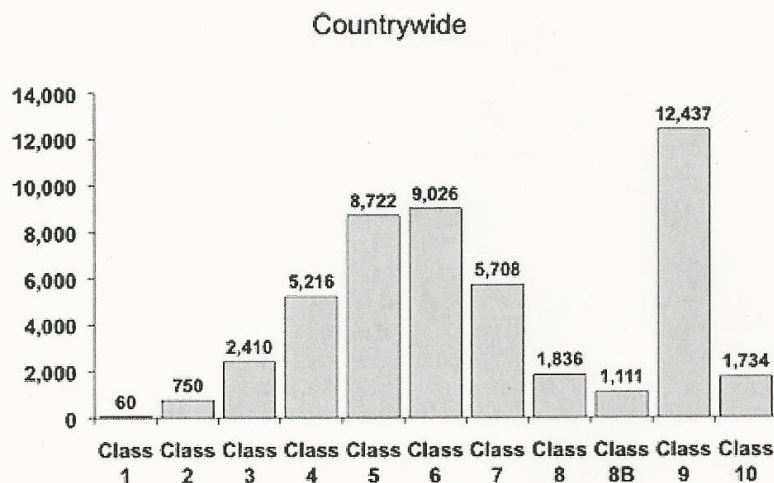
This agency, which is administered under a coalition of the large insurance carriers throughout North America, performs audits of fire service delivery capabilities in communities on a regular basis. Although *State Farm* and some other large insurance companies have discontinued using ISO ratings in 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. Mariemont is rated a 2 and Little Miami Fire District rated 3/3X, both excellent ratings, especially when compared to similar sized jurisdictions, but this is a measure of fire control and not the EMS function, of which they both do well also.

It can be seen that departments rated “2” are in the top 5% nationally and those with a “3” are not far behind. and way ahead of the average.

Distribution of Public Protection Classification Numbers

The 2014 published countrywide distribution of communities by the Public Protection Classification number is as follows:



We note that this is a measure of firefighting capabilities and does not address EMS 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 believes that 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 most recent information shows that the ISO rating does not impact residential insurance rates unless the ISO number is greater than 5. And it does not impact commercial businesses unless their buildings are valued at greater than \$15 million (with the Kellogg factory being the only place that might possibly achieve that threshold).

On the next four pages are summaries of the last two ISO audits of Mariemont and Little Miami.

We noted early on that the ISO rating actually will have no real impact on fire insurance costs for homes or businesses. It is, however, the definitive third-party measure of how well a fire department can control fires. At this point Mariemont is one rank better than LMFR on a one-to-ten scale. See the next four pages.

Public Protection Classification (PPC™) Summary Report

Mariemont

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 December 23, 2019
Effective April 1, 2020**

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

PPC Review

ISO concluded its review of the fire suppression features being provided for **Marionmont**. The resulting community classification is **Class 02**.

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	3.00	3
422. Credit for Telecommunicators	3.16	4
432. Credit for Dispatch Circuits	2.91	3
440. Credit for Emergency Communications	9.07	10
Fire Department		
513. Credit for Engine Companies	5.67	6
523. Credit for Reserve Pumpers	0.50	0.50
532. Credit for Pump Capacity	3.00	3
549. Credit for Ladder Service	1.74	4
553. Credit for Reserve Ladder and Service Trucks	0.00	0.50
561. Credit for Deployment Analysis	9.14	10
571. Credit for Company Personnel	11.86	15
581. Credit for Training	2.49	9
730. Credit for Operational Considerations	2.00	2
590. Credit for Fire Department	36.40	50
Water Supply		
616. Credit for Supply System	29.02	30
621. Credit for Hydrants	2.92	3
631. Credit for Inspection and Flow Testing	4.00	7
640. Credit for Water Supply	35.94	40
Divergence	-3.41	—
1050. Community Risk Reduction	4.16	5.50
Total Credit	82.16	105.50

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

Final Community Classification = 2

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

Little Miami Joint FPSA

OHIO

Prepared by

**Insurance Services Office, Inc.
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1-800-444-4554**

**Report Created August 2017
Effective December 1, 2017**

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

PPC Review

ISO concluded its review of the fire suppression features being provided for Little Miami Joint FPSA. The resulting community classification is **Class 03/3X**.

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	3.00	3
422. Credit for Telecommunicators	4.00	4
432. Credit for Dispatch Circuits	3.00	3
440. Credit for Emergency Communications	10.00	10
Fire Department		
513. Credit for Engine Companies	3.60	6
523. Credit for Reserve Pumpers	0.50	0.50
532. Credit for Pump Capacity	3.00	3
549. Credit for Ladder Service	3.20	4
553. Credit for Reserve Ladder and Service Trucks	0.00	0.50
561. Credit for Deployment Analysis	8.27	10
571. Credit for Company Personnel	8.87	15
581. Credit for Training	3.68	9
730. Credit for Operational Considerations	2.00	2
590. Credit for Fire Department	33.12	50
Water Supply		
616. Credit for Supply System	25.36	30
621. Credit for Hydrants	2.96	3
631. Credit for Inspection and Flow Testing	4.00	7
640. Credit for Water Supply	32.32	40
Divergence	-2.91	--
1050. Community Risk Reduction	4.46	5.50
Total Credit	76.99	105.50

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

Final Community Classification = 03/3X

NATIONAL STANDARDS

∴ “With at least four persons on duty the Mariemont Fire Department can meet the national standards, for crew size on the first unit, and for arrival time. It must rely on mutual aid, like all agencies its size, to provide additional depth to care for escalating needs at the scene of a major fire or emergency.”

This is true for both Mariemont and Little Miami Fire District, and while the standards have changed little, interpretations have added to the number of personnel recommended. Below in **Figure 6** we list commonly referenced National Standards.

On the next page we reproduce in **Figure 7** listing of personnel recommended for a simple house fire. The total number was 14 in the year 2000, and has grown to 18 today.

We note that few departments of any size are compliant with all standards. Below is a capsule summary of the key standards as of 2021 regarding staffing and response.

	FIGURE 6 – NATIONAL 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, 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.

The Little Miami Fire District and Mariemont Fire Departments can provide adequate minimum fire protection for the community, and together can usually comply with at least the spirit of the standards.

Figure 7 -- SINGLE FAMILY RESIDENTIAL HOUSE FIRE

POSITION	ASSIGNMENT	STAAFFING 2000	STAFFING 2021
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

As village Officials deliberate on proper fire and EMS protection levels, and weigh the pros and cons of a Fire District or contract service, they have to realize that the cost of quality protection will continue to rise under any alternative. Local control should be preferred.

Councilmembers may want to find some *measurable* quantitative standard that can be applied. An example which could be applied in the Village of Mariemont would be:

"We want 90% of all residences and business establishment inside Mariemont to be within 5 minutes of a responding engine company or Transporting Medic Unit"

Utilizing time distance analysis and geographic projections Mariemont could determine whether a central facility is needed. Even in this case, however, the standard breaks down as soon as Mariemont Fire and /or EMS is busy on one emergency when a second emergency occurs in the same area necessitating a more lengthy response from another unit. Hence, the decision regarding emergency services is fairly subjective despite the best efforts to quantify it.

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

ENSURING ADEQUATE RESOURCES

The elected officials in Mariemont have been supportive of their own department, and have been willing to fund advancements to date. We anticipate continued support for additional resources commensurate with growth. Gradual increases or decreases in budgets over time seem to have been orderly and methodical, and are typically correlated with the economy and tax revenues as they rise or decline.

One Mariemont resident speaking with the consultant one afternoon at the Village Inn 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 equitably distributed."

Although there is a universal anti-tax dissatisfaction, many residents are willing to pay for quality emergency service improvements. Adequate funding will likely be available to provide additional services. It is the residents who have final say in how much protection they are willing to pay for through taxation.

We worked long and hard to ensure that all citizens who had feelings about the fire/EMS services were given an opportunity to contribute to this study. The findings clearly reflect these inputs. In **Appendix 19** we have a recent story from Wabash Township in Indian where citizen input was effective in changing the course of planned fire department cutbacks. Ultimately the Wabash Township Trustees agreed to transfer \$500,000 from other funds to the Fire Department in order to retain full-time fire department personnel.

GRANT FUNDING

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 in Rhode Island. After inquiring about previous efforts to secure these grants, it is clear that the Chiefs Feichtner and Copeland have been quite in tune with the grant availability.

Mariemont 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 24-hour 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. **Appendix 20** provides insight on how Liberty Township in Butler County, OH plans to use SAFER to phase in a full-time staff to replace dwindling part-time personnel

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.



FEMA

SAFER GRANTS:

The Staffing for Adequate Fire and Emergency Response (SAFER) ACT is comparable to the COPS grant for police departments in the 1980's. One part of this funding will provide \$65 Million in personnel funding in this year's funding period. Currently Mariemont might consider this as a means to add staffing in the future. They are renewable and in worst-case scenarios, at the end of the grant, the village would have to lay off any firefighters whose positions have not become self-funding through the retirement or resignation of other members.

See **Appendix 21** for the following article, a help in applying for SAFER Grants.

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

See **Appendix 22** for a story showing how a Maryland community is seeking to use SAFER funding for both career and volunteer firefighters

CONCLUSION

The Village of Mariemont is in a position to control the fire and EMS services it offers, and the current Village Council should be commended for its efforts to provide quality and timely service to all of its residents.

Ideas in this report provide the outline for various options. The best for now appears to be the maintenance of a part-time system for both fire and EMS within the village. Various options were presented to show how to address a shortage of part-time workers expected in the future. Costs will rise either way in the Village, and the maintaining of control is recommended.

Mariemont is a beautiful planned community, and careful planning for fire and EMS service is essential to maintaining the existing quality of life in the community. The Fire and EMS services are an integral part of a community's culture.

When the Village of Mariemont relies on an agency outside its jurisdiction, such as Little Miami Fire District, there is always the possibility that negotiations will someday fail. (Recall the "Divorce" story from Grand Blanc Township portrayed in **Appendix 9.**)

Mariemont and Little Miami Fire District can be proud of the fine fire and rescue personnel which have served the common territories for years, and will continue to be allies even if Mariemont opts for its own independent organization.

Mariemont councilmembers are 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 Village of Mariemont is at an opportune time in its history when it will profit by planning and preparing for a different future. The economy presents new financial challenges at a time when new and increasing service demands face the Emergency Services. The Village of Mariemont will feel the effects of a more dangerous world, either directly or indirectly.

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 Mariemont ranks extremely high when compared with that provided in similar-sized jurisdictions. It is indeed special.

It is our strong recommendation that while the contents of this report are fresh, and are being discussed by the key stakeholders, that leadership use the information presented to more accurately lay out a blueprint for the future of the Village.



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	University of Cincinnati, 1977
	Minors: Law & Indust. Rel.	(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)
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
Service,** (Lexington, MA: Ginn Custom Publishing, 1992)

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** (N.Y.

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 Threat,**
(Lexington, MA: Ginn Custom Publishing, 1994)

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 college credit for evaluation of key 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; Induction into Ohio Fire Service Hall of Fame

Micki Harrell RN, MSN

- Time/Distance analysis for emergency response
- Dimensional mapping and fire station location analysis
- 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
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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.

Micki was hired to review multiple teaching lab spaces requiring fine tuning of the equipment previously planned, in order to be fully operational on the 1st day of class.

APPENDIX 2

**Sampling of Rob Bartlett's
Dedication to getting proper data
and exploring all options; Email
Exchanges with Consultant**



Sampling of Rob Bartlett's dedication to getting proper data and exploring all options for the Village; WMK's Responses

9/10/21

Hi Rob. I will endeavor to include all of the factors you have raised. Regarding 'savings,' it is personnel that will be the biggest opportunity to reduce on-going costs. There is, however, a degradation in service to Mariemont and its neighbors if the overall area staffing is reduced, regardless of where it is stationed or how it is distributed. While your citizens may like a "savings," they will likely demand to know what is sacrificed. My report will give the alternatives so you can decide what you want to place on the bsllot for the community to decide, WMK

From: Rob Bartlett <robbartlettcouncil@gmail.com>

Sent: Friday, September 10, 2021 3:32 PM

To: wmkramer@zoomtown.com

Subject: Re: Silverton/Deer Park joint Fire/EMS

Hi Bill,

Thanks for getting back to me. I understand that each community may have some unique characteristics. However, I still think it is valid to compare staffing levels among similar sized fire districts, along with other measures such as square miles that the fire district covers or the number of fire and EMS runs that they make each year. Again, I agree it does not make sense to compare Mariemont versus other large fire districts, like the City of Cincinnati or Blue Ash, but I do think it would make sense to compare them versus other smaller fire districts, like Deer Park/Silverton, in order to properly quantify the potential operational savings.

With the small group that was previously working on shared services, I was under the impression that having 7 people per shift was a reasonable assumption. But now that I've learned that Deer Park/Silverton are running their joint fire district with just 4 people per shift (plus the Fire Chief or Assistant Fire Chief), I'm beginning to think that we were seriously underestimating the potential savings of having shared services. Particularly when I've also just found out that in 2020, Deer Park/Silverton made roughly 25% more runs than Mariemont and LMJFD combined. If Mariemont and LMJFD had a joint fire district and staffed it with 5 people/shift like Deer Park/Silverton, then the total operational savings would be \$668,000/year versus the \$282,000/year that we have been quoting so far. That's a big difference, and we need to make sure we have all of the data available to people understand how big the opportunity might be.

So in your final report, I would appreciate it if you could also please include how other fire districts of similar size are staffed, as well as how many fire and EMS runs each of those similar sized districts makes each year, so we can better understand what the norm is for staffing levels, and in turn what the savings potential really is.

Thanks,
Rob

9/8/21

Hi Bill,

Thanks for getting back to all of my various emails. Two things:

1. Concerning coverage of Mariemont during rush hour, one of the things that was discussed by the small group that was working on the possibility of shared services was having some of the staff (like 3 of the 7 people on duty) and an ambulance and/or pumper truck at the Mariemont fire station from 3pm to 6pm on the weekdays, when the traffic can definitely get a bit heavy on Wooster Pike. This would allow for a faster response time during rush hour. Also, for that segment of Mariemont that falls outside of the 4 minute response time from the Fairfax fire station, would they fall within a 4 minute response time for the fire department that is run out of the Newtown fire station #22? I recall at one time you put up on the screen a map that showed what fell within the 4 minute response time for Mariemont and for Fairfax. I would be interested in seeing what area falls within a 4 minute response time for the Newtown fire station, too.

2. Concerning the citizen input you have received so far, I'm sure you know that the people who are reaching out to you do not necessarily represent all of the citizens of the Village. My experience from being on council is the majority of the time, the only people who weigh in on a topic are those people who are strongly opposed to whatever is being considered. Those people who are supportive tend not to speak up nearly as much. Especially when it is an emotionally charged subject like Fire/EMS. I am sure that if the choice that was given to residents was either: a) keep Fire/EMS in Mariemont, but your taxes are going to have to increase by \$500/year or b) contract Fire/EMS from LMJFD and keep your taxes where they are now, you may get a different response from the population in total. So I would be very careful in your final report about drawing too strong of a conclusion of how the entire population of Mariemont feels about this based on just those people who have voiced their concerns to you. That is why we have talked about putting this on the ballot for all of the residents to vote on, so that a small segment of the population doesn't end up making the decision for everyone.

Thanks,
Rob

On Wed, 8 Sept 2021 at 13:32, <wmkramer@zoomtown.com> wrote:

Hi Rob. There are five pages of NFPA National Standards, (Just the titles) and I couldn't find a single one that addressed distance between stations. Instead they do address time and distance from stations to protected properties. The primary standard is four minutes for a first arriving unit. This is met in all of Mariemont now from your central station, and is partially met from the LMFR station (Except during evening rush hour when most of the village is outside this parameter). Staffing standards vary depending on whether a department is paid, mostly paid, volunteer or mostly volunteer. (See attached a passage from the Draft Report). In Hamilton

County, single station staffing ranges from zero in Green Hills and Terrace Park) to Thirteen (Norwood). It comes down to “affordability.”

As stated by the Silverton Village Administrator, they went from zero to four, costing each community more but now see it as a measurable service enhancement.

I do believe our goal is to do what is best for Mariemont, and I gather from the citizen input they aren't looking for savings but for additional expenditures to retain central service and future control of Village assets.

Hello again Rob. Here are the populations of some of the communities we discussed:

- **Deer Park 5566**
- **Silverton 4727**
- **Fairfax 1699**
- **Mariemont 3700**
- **Columbia Township Total 4532**

One of the reasons that the Deer Park/ Silverton district is successful with a daily staff of four is that they are near Blue Ash and Sycamore Township, which are well staffed and automatically respond on structure fires. Similar back-up for Mariemont and LMFR is more distant. WMK

From: Rob Bartlett <robbartlettcouncil@gmail.com>

Sent: Wednesday, September 08, 2021 9:53 AM

To: wmkramer@zoomtown.com

Subject: Re: Silverton/Deer Park joint Fire/EMS

Bill,

In your final report, I would also be interested in understanding what the national standards would say about staffing for a fire station if it was covering Mariemont plus Fairfax and Columbia Township. And I would be interested in seeing that the staffing levels are for fire stations in Hamilton County that are covering similar sized areas as Mariemont + Fairfax + Columbia Township (that portion that is covered by the Fairfax fire station).

Thanks,
Rob

On Sun, 5 Sept 2021 at 13:53, Rob Bartlett <robbartlettcouncil@gmail.com> wrote:

9/8/21

On Wed, 8 Sept 2021 at 13:38, <wmkramer@zoomtown.com> wrote:

Hello Rob, and thanks for your attention to detail. I will answer all of your inquiries, and as my draft keeps getting tweaked, much of your input is used, especially the financial data. It will be a bit difficult to compare Mariemont and LMFR either separately or combined to other Hamilton County communities, since all have unique characteristics. The standards are rather generic also, meaning we have to do some "interpolating." WMK

From: Rob Bartlett <robbartlettcouncil@gmail.com>
Sent: Wednesday, September 08, 2021 9:53 AM
To: wmkramer@zoomtown.com
Subject: Re: Silverton/Deer Park joint Fire/EMS

Bill,

In your final report, I would also be interested in understanding what the national standards would say about staffing for a fire station if it was covering Mariemont plus Fairfax and Columbia Township. And I would be interested in seeing that the staffing levels are for fire stations in Hamilton County that are covering similar sized areas as Mariemont + Fairfax + Columbia Township (that portion that is covered by the Fairfax fire station).

Thanks,

Rob

9/5/21

Hello again Rob. The reason that part-time employees are usually not as desirable is that they are often young and inexperienced. If not, they are full-time elsewhere and may have mandated overtime at a full-time job . This makes them unavailable for a part-time shift on the same day. Mariemont would be better served with all full-time but the cost of filling the slots would be almost double. Mariemont has both experience and depth on its roster and finding replacements is usually not an issue. In short, for Mariemont, the marginal cost for going to full-time would not provide an equivalent marginal value, and for a crew of four would be too expensive. WMK

From: Rob Bartlett <robbartlettcouncil@gmail.com>
Sent: Sunday, September 05, 2021 1:54 PM
To: wmkramer@zoomtown.com
Subject: Fwd: Silverton/Deer Park joint Fire/EMS

Bill,

Below is the email from the Silverton Village Administrator I mentioned, where he said that the Deer Park/Silverton joint fire district is staffed by 4 people for each shift versus the 7 per shift that was the base case for a potential Mariemont/LMJFD shared service. Also, he mentions that with full time employees filling the majority of the positions the service quality has improved significantly. I would be interested if that is your experience as well, that having full time employees provides better quality than 100% part time.

Thanks,
Rob

----- Forwarded message -----

From: Tom Carroll <t.carroll@silvertonohio.us>
Date: Fri, 3 Sept 2021 at 15:46
Subject: RE: Silverton/Deer Park joint Fire/EMS
To: Rob Bartlett <robbartlettcouncil@gmail.com>

Rob,

|

Please see my notes below, embedded to hopefully assist you with reading it.

From: Rob Bartlett <robbartlettcouncil@gmail.com>
Sent: Friday, September 3, 2021 3:11 PM
To: Tom Carroll <t.carroll@silvertonohio.us>
Subject: Silverton/Deer Park joint Fire/EMS

Hi Tom,

It's Rob Bartlett from Mariemont council again. I was hoping you could answer a few quick questions.

1. My understanding is that Silverton and Deer Park have shared services for Fire/EMS. Is that correct? If so, is it a joint Fire/EMS department, or is Deer Park contracting for services from Silverton? In 1998, the voters of Deer Park and Silverton voted to form a joint fire district under

Ohio law. It became effective in 1999. Silverton and Deer Park Council each appoint 4 reps to the board. As a fire district, DPSJFD is a separate government entity with its own taxing authority and levies property tax.

2. If there are shared services for Fire/EMS between the two communities: a) is it all being provided out of one fire house? b) what are the staffing levels? c) what is the make up of the staffing between full time and part time employees? DPSJFD serve out of one fire house (station 89 located at 7050 Blue Ash Road. It is a very central location for both communities. Each shift is staffed by 4 firefighter/EMTs/Paramedics. The total full-time complement 2 civilian (a fiscal officer) and 9 non-civilian: chief and deputy chief who work a M-F, 40 hour schedule, three captains (one covering each 24-hour shift), 2 lieutenants (also each covering a shift with one shift not having an Lt.), and two other full-time FF/paramedics. As you will surmise, each shift does not have 4 full-time firefighters, so each shift is filled out with a stable of part-time firefighters. The total number of part-timers varies throughout the year, but there are probably 20 to 30 at any given time. Chief Meador can give you more details.

3. And if there are shared services for Fire/EMS, do you know what kind of savings are being realized in total? No. This has never been studied or analyzed to my knowledge. I don't think we can talk about it as a savings. Both Silverton and Deer Park had volunteer departments when the district was formed, and we went to a combined full-time professional department. A volunteer department is cheaper. Period. So forming a district was more expensive, but service quality went up significantly. So we do get a great value, but this is not a cost savings if that makes sense. I think the comparison that would have to be made is what would it cost Silverton or Deer Park to each have their own fire department, and if that analysis were done it would show a huge cost savings through economies of scale. But if we compared a volunteer department for S and DP to having a full-time professional department, we pay more now but it is better and more reliable.

Thanks for any information you can provide. Mariemont is having some initial conversations with Little Miami Joint Fire District on the possibility of shared services, and I was just trying to see if there are any examples where this has worked elsewhere in Cincinnati.

Thanks, and have a great weekend.

Rob

APPENDIX 3

Matt Ayer Input; Email exchanges with consultant



Matt Ayer Input

9-15-21

Hi Matt. This information is duly noted and will be in the report body. WMK

From: Matt Ayer <matt@ayerquality.com>
Sent: Wednesday, September 15, 2021 11:16 AM
To: wmkrumer@zoomtown.com
Subject: RE: A couple items regarding the Financial Information

Bill, you would get a better description from Chief Hines who has seen this every weekday for decades... In the morning, things are definitely also bumper-to-bumper and backed up, with delays through Mariemont and Fairfax, until you get through the traffic light at Wooster Rd (Frisch's) and US 50 expands to a 4-lane arterial. Morning traffic is also influenced by the 20 MPH school zone.

What's peculiar is that alternative E-W routes from one community to the other are nonexistent to the South due to terrain, and to the North the side streets are really tight & circuitous, plus Fairfax has made all but 2 of its N-S arteries cul de sacs with no access to Wooster Pike.

OKI has traffic counts online, ...not really helpful, they are daily, the problem is shorter term. Anecdotally, my wife has worked downtown for nearly 30 years. She never goes through Mariemont/Fairfax during rush hour, it takes too long.

So, it's a problem both directions, but you'd likely get better info from Chief. -Matt

Hi Matt and thanks for your dedicated efforts on the citizens' committee. I especially appreciate receiving the "Additional information needed" to go with the budget data, all of which will be considered in any financial information I use in my report. I would like to release a draft internally within the next two weeks.

On another note, is the outbound traffic leaving Mariemont in the morning backed up like the evening traffic coming into the village?

Best regards, WMK

From: Matt Ayer <matt@ayerquality.com>
Sent: Wednesday, September 15, 2021 8:58 AM
To: wmkramer@zoomtown.com
Subject: A couple items regarding the Financial Information

Hi Bill,

I understand that you now have access to the Residents' Committee files. I hope you find everything easy to use and reference.

A couple things on the Financials file:

1. The "expenditures" should be correct, but keep in mind that MFD brings in ~\$60+K per year for 3rd party EMS billing. The finance guys like to list the expenditures as expenditures, and revenue as revenue... fair enough, but the cost for us to have a FD is indeed offset by the EMS revenue.
2. As you would know, 2020 was an "outlier" in expenditures for pretty much every FD ... offset by one-time CARES and FEMA money.
3. In summary, the all-in cost for us to run our FD today is \$900K. Latest population info 3,492. \$260 per resident

-Matt

***Hi Matt and Bill and thanks for your dedicated efforts on the citizens' committee. I especially appreciate receiving this quality budget data which will be the foundation of any financial information I use in my report. I would like to release a draft internally within the next two weeks.
Best regards, WMK***

From: Matt Ayer <matt@ayerquality.com>
Sent: Wednesday, September 15, 2021 8:58 AM
To: wmkramer@zoomtown.com
Subject: A couple items regarding the Financial Information

Hi Bill,

I understand that you now have access to the Residents' Committee files. I hope you find everything easy to use and reference.

A couple things on the Financials file:

1. The "expenditures" should be correct, but keep in mind that MFD brings in ~\$60+K per year for 3rd party EMS billing. The finance guys like to list the expenditures as expenditures, and revenue as revenue... fair enough, but the cost for us to have a FD is indeed offset by the EMS revenue.
2. As you would know, 2020 was an "outlier" in expenditures for pretty much every FD ... offset by one-time CARES and FEMA money.

3. In summary, the all-in cost for us to run our FD today is \$900K. Latest population info 3,492. \$260 per resident

-Matt

9-9-21

***Hi Matt I agree that if there is to be only one station, it needs to be in Mariemont.
WMK***

From: Matt Ayer <matt@ayerquality.com>

Sent: Thursday, September 09, 2021 11:36 AM

To: wmkramer@zoomtown.com

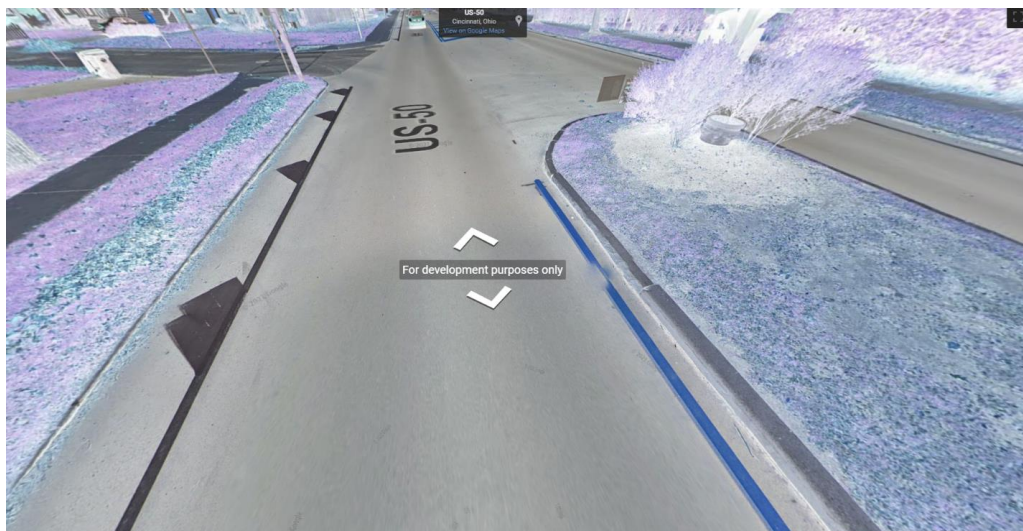
Subject: RE: A few concerns about the Proposed Shared Services Model

Bill, here is what I mean.

During rush hour, traveling eastbound, Fairfax and Mariemont are bumper to bumper... gridlock.
Every weekday.

A fire truck can't get through the "Mariemont pinch"... There is no contingency for an emergency vehicle. There is no quick alternate route. There's on paper an "engineering solution" in the roadway but it's not a small change, and the median dates all the way back to John Nolen's town plan... the preservationists would freak out for sure if you dreamt of tearing things up.

Like I said, it's a peculiar situation. Maybe you'll see something I'm missing. -Matt



From: Matt Ayer

Sent: Thursday, September 9, 2021 9:58 AM

To: wmkramer@zoomtown.com

Subject: RE: A few concerns about the Proposed Shared Services Model

I should add that the “pinch point” that Mariemont keeps for traffic calming and its beautiful treed median/gateway might actually be the bigger problem. If that were corrected, maybe a fire truck could get through. I hope you get a chance to check it out. -Matt

From: Matt Ayer

Sent: Thursday, September 9, 2021 9:38 AM

To: wmkramer@zoomtown.com

Subject: RE: A few concerns about the Proposed Shared Services Model

They took care of residents and pedestrians but emergency services to Mariemont were not in the Planning or Scope, and now you can't get here. If you don't believe me, check it out at 5 PM. It's a mess. **Wooster Pike Revitalization | JMT**

From: wmkramer@zoomtown.com <wmkramer@zoomtown.com>

Sent: Thursday, September 9, 2021 9:34 AM

To: Matt Ayer <matt@ayerquality.com>

Subject: RE: A few concerns about the Proposed Shared Services Model

Hi Matt and thanks again. And keep sending whatever you wish. The more information I receive, the more accurate my report will become. Best, Bill Kramer'

From: Matt Ayer <matt@ayerquality.com>

Sent: Thursday, September 09, 2021 9:07 AM

To: wmkramer@zoomtown.com

Subject: A few concerns about the Proposed Shared Services Model

Bill, I have a few concerns I'd like to point out. Now I'm done sending you stuff for today.

LMJFRD History

From the Golf Manor website: **Fire & EMS – Golf Manor (golfmanoroh.gov)**

“It is anticipated that the newly aligned district will become the model for shared fire and EMS services among municipal communities in Hamilton County. The Village and the new district will move forward with strong foundations to maintain the excellent professional services which Golf Manor residents have come to expect.”

What really happened? LMJFR courted them with an attractive proposal “on paper,” then dropped them like a hot potato when their rosy projections were not realized and left Golf Manor in a bind. It's a real black eye in their history.

As you know especially well since you did a study for Newtown, their Village reached a conclusion that LMJFR was charging them more than their fair share of the service, and there were significant savings elsewhere.

In summary, the “history” of the LMJFRD raises some serious question marks.

Add to the above the fact that Mariemont would not even sit on the board in the proposal, much less have control of its own services. And, as you have pointed out so well, there’s really “no going back.”

Part-Time Model at LMJFRD

Another concern I have is the staffing assumption in the “shared services model.” Here, the union LMJFRD magically converts to being a majority P/T operation. Yet, this JFRD has no proven experience attracting and retaining experienced P/T staff.

Moreover, on part of the “proposal’ is offering jobs to MFD P/Ters. However, I’m told that not a single one of them is interested in working at LM. (I have not confirmed that but I did check with a few of them and that does seem to be the general feeling).

If you staff LM with more F/T than P/T staff, the cost model blows up and any savings to Mariemont evaporate. I don’t have a crystal ball, but that seems to be a strong possibility.

LMJFRD Management & Planning

LMJFRD has a beautiful firehouse, no question. But the fact that they have essentially all 20-year old equipment, they are reportedly borrowing money to make ends meet, there’s a serious “red flag” in its overall management and planning. I am assuming that they have a 10-year plan for apparatus and other capital equipment just like MFD does. I don’t have the time to research the financials of their operation, but there seems to be a big problem that we don’t necessarily want to be part of.

You Can’t Get Here from There During Two Very Busy Hours 5 Days Per Week

My biggest concern is service. Fairfax completed a major street beautification project with a huge grant from ODOT. It won awards. The catch is that they took a 4-lane highway and made it two lanes. Nice sidewalks now, bump-outs for bus stops, landscaping. The island in the center is insufficient to get a fire truck through. The village made all but one of its perpendicular streets cul-de-sacs as part of the project... for residential livability, and to eliminate cut-throughs. NONE OF THIS WAS DONE WITH EMERGENCY SERVICES TO MARIEMONT IN MIND. Now it would be a huge problem. Go to Fairfax at 4 to 6 PM. A fire truck can’t get to Mariemont in a reasonable time via Wooster Pike. It’s a very peculiar situation, as there are no good alternate E/W routes for a fire truck. Please check this out. It’s a fundamental problem that are not going to be addressed by a “shared service model” coming out of the new firehouse.

Thanks for taking a look at this.

Hi Matt. I am familiar with this information and will take another look. Also, I am meeting with Chief Copeland at 10:00 today at the Mariemont Station and will see if there are any late changes in the information. Best regards, Bill Kramer

From: Matt Ayer <matt@ayerquality.com>
Sent: Thursday, September 09, 2021 8:28 AM
To: wmkrumer@zoomtown.com
Subject: Fire EMS Today_MA markup 090921

Hi Bill, I took some time this morning to read through the summary that Rob Bartlett gave us early in the process.

I'm not telling you anything you don't know but after reviewing things I had several comments. Maybe they will be helpful to you, maybe not.

Thanks for looking at this. Matt

8-31-21

Hello again Matt and best wishes. I have been hard at work on updating my draft and the information you provide here is quite helpful. I still do not have input from all segments of the Citizens 'Committee but I do feel that Mariemont will have a clear indication of what the citizens feel is in their best interest. Let's stay in touch. WMK

From: Matt Ayer <matt@ayerquality.com>
Sent: Tuesday, August 31, 2021 5:35 PM
To: wmkrumer@zoomtown.com
Subject: RE: Mariemont meeting last night

Bill, I'm sure you'll be getting the attached as part of the Residents' Committee work, but here you go in case you don't have it yet. I also have some cost data from other FDs in a worksheet... it's incomplete but gave me a reasonable picture of how much other communities spend.

-Matt

From: wmkrumer@zoomtown.com <wmkrumer@zoomtown.com>
Sent: Tuesday, August 31, 2021 5:24 PM
To: Matt Ayer <matt@ayerquality.com>
Subject: RE: Mariemont meeting last night

Hi Matt and thanks for the note. I enjoyed meeting you and the group, and commend all of you for your dedication. I especially appreciate your willingness to get factual data that will help the Village weigh their various alternatives. I'm continuing to refine my draft as additional information comes in.

I have been hard at work on updating my draft and the information you provide here is quite helpful. I still do not have input from all segments of the Citizens Committee but I do feel that Mariemont will have a clear indication of what the citizens feel is in their best interest. Let's stay in touch. WMK

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Subject: RE: Mariemont meeting last night

Hi Matt and thanks for the note. I enjoyed meeting you and the group, and commend all of you for your dedication. I especially appreciate your willingness to get factual data that will help the Village weigh their various alternatives. I'm continuing to refine my draft as additional information comes in.

And I am always happy to treat great people to a little libation

Best regards, Bill Kramer

From: Matt Ayer <matt@ayerquality.com>
Sent: Tuesday, August 31, 2021 8:09 AM
To: wmkramer@zoomtown.com
Subject: Mariemont meeting last night

Bill, thanks again for treating last night, it wasn't supposed to be "hit up the consultant" and I'm buying next time! 😊 -Matt

Your interpretation is correct. There may be many other non-reporting communities below 5000 population who contract for fire protection from an adjacent staffed fire department in another community. (Deer Park, Pop 5700 and Silverton Pop 4700 share a common staffed department on their common border)

WMK

8-16-21

From: Matt Ayer <matt@ayerquality.com>
Sent: Monday, August 16, 2021 2:55 PM

To: wmkrumer@zoomtown.com
Subject: RE: Hamilton County Fire Stations

Thanks, Bill, that's a helpful table, BUT, I'm not sure the reader picks up on this, ... tell me if this is on target.... For a community of our size with its own FD, 96.8% use a volunteer model.
 $=5500/(165950+5500)=3.2\%$

Or, in other words, when a community our size wants its own FD, it is rare (3.2%) to have a professional (non-volunteer) force.

Thanks, -Matt

From: wmkrumer@zoomtown.com <wmkrumer@zoomtown.com>
Sent: Monday, August 16, 2021 2:40 PM
To: Matt Ayer <matt@ayerquality.com>
Subject: RE: Hamilton County Fire Stations

Hello again Matt, and thanks for your efforts. In answer to your last question, I am attaching Page 25 of my draft report. WMK

From: Matt Ayer <matt@ayerquality.com>
Sent: Monday, August 16, 2021 1:23 PM
To: wmkrumer@zoomtown.com
Subject: RE: Hamilton County Fire Stations

Thanks, Bill, I gave Andrew a call and he will get me the addresses within the next day or so... from there I plan to calculate the distances between them, have someone check my math, then share things with you and the Residents' Committee; maybe it will be useful for your report. I am only learning about Fire/EMS operations costs and also starting to get my head around how capital-intensive modern Fire/EMS is, and what the costs/expected lives are of various major items.

I do have a fundamental question. How common is it nowadays for a community in Ohio the size of Mariemont (pop. 3,500) to have its own dedicated full-time Fire/EMS? Or, how would I find that out?

Thank you, -Matt

From: wmkrumer@zoomtown.com <wmkrumer@zoomtown.com>
Sent: Monday, August 16, 2021 10:40 AM
To: Matt Ayer <matt@ayerquality.com>
Subject: Hamilton County Fire Stations

Hello Matt and thanks for your work on behalf of the City of Mariemont. I am attaching a listing of all Hamilton County Fire Departments. Also, I made arrangements for you to obtain the addresses of the County Stations from Supervisor Andrew Farlaine at the Hamilton County 911 Comm. Center. Call him at 513-825-2260. The addresses of Cincinnati stations (If you want to include them in your analysis) are available on their website. Best Regards, WMK-





APPENDIX 4

Demographics for Mariemont



Mariemont, Ohio

From Wikipedia, the free encyclopedia
[Jump to navigation](#)[Jump to search](#)

Mariemont, Ohio	
Village	
<div><div></div><div>Iconic Mariemont Inn</div></div>	
<div><div></div><div>Location in Hamilton County and the state of Ohio</div></div> <div>Coordinates: 39°8′39″N 84°22′34″W﻿ / ﻿Coordinates: 39°8′39″N 84°22′34″W</div>	
Country	United States
State	Ohio
County	Hamilton
Government	
 • Mayor	Bill Brown (R) ^[1]
Area	
 ^[2]	
 • Total	0.92 sq mi (2.37 km ²)

• Land	0.89 sq mi (2.32 km ²)
• Water	0.02 sq mi (0.06 km ²)
Elevation ^[3]	587 ft (179 m)
Population	
• Total	3,403
• Estimate (2019) ^[5]	3,518
• Density	3,935.12/sq mi (1,519.62/km ²)
Time zone	UTC-5 (Eastern (EST))
• Summer (DST)	UTC-4 (EDT)
ZIP code	45227
Area code(s)	513
FIPS code	39-47600 ^[6]
GNIS feature ID	1061472 ^[3]
Website	www.mariemont.com

Mariemont (pronounced /ˈmɛərɪmɒnt/ *MAIR-ee-mont*^[7]) is a planned community [village](#) in [Hamilton County, Ohio](#), United States. It includes two overlapping historic districts, [Village of Mariemont](#) and [Mariemont Historic District](#). Named for its founder, [Mary Emery](#), Mariemont exhibits English architecture from [Norman](#) to classic [Georgian](#) style. Several parks exist in the village, including the Concourse on Miami Bluff Drive, and Dogwood Park that offers [carillon](#) concerts on Sundays throughout the summer months. The village square serves as the community center with red brick [Tudor](#) buildings, including the Mariemont Inn and Mariemont Barber Shop. Mariemont has one of the few elected [town criers](#) remaining in North America.^[*citation needed*] In 2007, the Village of Mariemont was designated a [National Historic Landmark](#). The population was 3,403 at the [2010 census](#).^[8]



Contents

- 1History
- 2Geography
- 3Demographics
 - 3.12010 census
 - 3.22000 census
- 4See also
- 5References
- 6External links

•

History^[edit]

[Madisonville Site](#), the remains of a [Fort Ancient](#) village abandoned before Europeans settled in the area in 1786, is located nearby. There is also a [pioneer cemetery](#) adjacent to the Mariemont Community Church.^[9]

Mariemont was founded by [Mary Emery](#) and planned by [John Nolen](#) and 25 leading American architects. Emery and other dignitaries broke ground on April 23, 1923. Emery had spent around seven million dollars of her own money to purchase the land that would become Mariemont. Her vision was of a planned community reminiscent of an English [garden city](#)^[10] that would welcome people of differing economic backgrounds, with a mix of single-family homes and affordable low-rise apartments.^[11]

However, the dream of welcoming all classes was not achieved in the end. Construction costs drove rents up considerably higher than those in the city that Emery had hoped to help others escape.^[10] Like other planned communities founded before 1960, Mariemont was originally an exclusively white community.^[12] In 2008, owing to its "unique character, compact and walkable design, and strong citizen participation and engagement", the [American Planning Association](#) designated Mariemont a "Great Neighbourhood".^[13]

Geography^[edit]

Mariemont is located at 39°08′39″N 84°22′34″W﻿•﻿39°08′39″N 84°22′34″W﻿•﻿39.144167°N 84.376111°W.^[14]

According to the [United States Census Bureau](#), the village has a total area of 0.89 square miles (2.31 km²), of which 0.86 square miles (2.23 km²) is land and 0.03 square miles (0.08 km²) is water.^[15]

Mariemont is part of the [Mariemont City School District](#), which includes [Mariemont High School](#).

Demographics^[edit]

Historical population		
Census	Pop.	%±
1950	3,514	—
1960	4,120	17.2%
1970	4,204	2.0%
1980	3,295	−21.6%
1990	3,118	−5.4%
2000	3,408	9.3%

2010	3,403	−0.1%
2019 (est.)	3,518 ^[5]	3.4%
U.S. Decennial Census ^[16]		

Census^[edit]

According to the [2010 census](#),^[4] there were 3,403 people, 1,443 households, and 877 families living in the village. The [population density](#) was 3,957.0 inhabitants per square mile (1,527.8/km²). There were 1,597 housing units at an average density of 1,857.0 per square mile (717.0/km²). The racial makeup of the village was 94.7% [White](#), 1.6% [African American](#), 0.2% [Native American](#), 1.3% [Asian](#), 0.1% [Pacific Islander](#), 0.5% from [other races](#), and 1.7% from two or more races. [Hispanic](#) or [Latino](#) of any race were 1.6% of the population.

As of 2013, 3,380 people live in Mariemont.

There were 1,443 households, of which 35.4% had children under the age of 18 living with them, 49.3% were [married couples](#) living together, 8.8% had a female householder with no husband present, 2.6% had a male householder with no wife present, and 39.2% were non-families. 33.7% of all households were made up of individuals, and 14% had someone living alone who was 65 years of age or older. The average household size was 2.34 and the average family size was 3.08.

The median age in the village was 36.6 years. 28.2% of residents were under the age of 18; 5.2% were between the ages of 18 and 24; 29.1% were from 25 to 44; 24.6% were from 45 to 64; and 12.9% were 65 years of age or older. The gender makeup of the village was 45.2% male and 54.8% female.

As of the [census](#)^[6] of 2000, there were 3,408 people, 1,463 households, and 886 families living in the village. The [population density](#) was 3,991.7 people per square mile (1,548.0/km²). There were 1,541 housing units at an average density of 1,804.9 per square mile (700.0/km²). The racial makeup of the village was 96.92% [White](#), 1.00% [African American](#), 0.23% [Native American](#), 0.79% [Asian](#), 0.12% [Pacific Islander](#), 0.21% from [other races](#), and 0.73% from two or more races. [Hispanic](#) or [Latino](#) of any race were 1.03% of the population.

There were 1,463 households, out of which 33.3% had children under the age of 18 living with them, 49.3% were [married couples](#) living together, 9.9% had a female householder with no husband present, and 39.4% were non-families. 35.1% of all households were made up of individuals, and 14.8% had someone living alone who was 65 years of age or older. The average household size was 2.26 and the average family size was 2.97.

In the village, the population was spread out, with 26.8% under the age of 18, 4.0% from 18 to 24, 31.2% from 25 to 44, 20.0% from 45 to 64, and 17.9% who were 65 years of age or older. The median age was 38 years. For every 100 females, there were 77.8 males. For every 100 females age 18 and over, there were 70.8 males.

The median income for a household in the village was \$57,614, and the median income for a family was \$81,358. Males had a median income of \$59,400 versus \$38,938 for females. The [per capita income](#) for the village was \$32,897. About 3.6% of families and 5.0% of the population were below the [poverty line](#), including 7.3% of those under age 18 and 2.3% of those age 65 or over.

See also^[edit]

- [Calcot Manor](#)
- [Eliphalet Ferris House](#)
- [Mariemont High School](#)

References^[edit]

- ¹ ↑ "*Hamilton County Officials 2016*".
- ² ↑ "*2019 U.S. Gazetteer Files*". *United States Census Bureau*. Retrieved July 28, 2020.
- ³ ↑ Jump up to:^a ↯ "*US Board on Geographic Names*". *United States Geological Survey*. 2007-10-25. Retrieved 2008-01-31.
- ⁴ ↑ Jump up to:^a ↯ "*U.S. Census website*". *United States Census Bureau*. Retrieved 2013-01-06.
- ⁵ ↑ Jump up to:^a ↯ "*Population and Housing Unit Estimates*". *United States Census Bureau*. May 24, 2020. Retrieved May 27, 2020.
- ⁶ ↑ Jump up to:^a ↯ "*U.S. Census website*". *United States Census Bureau*. Retrieved 2008-01-31.
- ⁷ ↑ *A Pronunciation Guide to Places in Ohio*, *Ohio University*School of Journalism
- ⁸ ↑ "*Profile of General Population and Housing Characteristics: 2010 Demographic Profile Data (DP-1): Mariemont village, Ohio*". *United States Census Bureau*. Retrieved November 1, 2012.
- ⁹ ↑ *History of the Village of Mariemont*, Village of Mariemont official website
- ¹⁰ ↑ Jump up to:^a ↯ *Cincinnati, The Queen City, Bicentennial Edition*, Cincinnati Historical Society, ISBN 0-911497-11-0, page 111
- ¹¹ ↑ Rosen, Seth, *The construction of Mariemont*, *Mariemont Town Crier* 4/2013, via the Mariemont Preservation Society
- ¹² ↑ *Loewen, James W.* (2005). *Sundown Towns: A Hidden Dimension of American Racism*. New York City: *The New Press*. ISBN 978-1-62097-454-4 – via Google Books.
- ¹³ ↑ "*Village of Mariemont: Cincinnati, Ohio*". *American Planning Association*. Retrieved 2019-11-17.
- ¹⁴ ↑ "*US Gazetteer files: 2010, 2000, and 1990*". *United States Census Bureau*. 2011-02-12. Retrieved 2011-04-23.
- ¹⁵ ↑ "*US Gazetteer files 2010*". *United States Census Bureau*. Archived from *the original* on 2012-01-25. Retrieved 2013-01-06.
- ¹⁶ ↑ "*Census of Population and Housing*". *Census.gov*. Retrieved June 4, 2015.

External links^[edit]



Wikimedia Commons has media related to [Mariemont, Ohio](#).

- [Village website](#)
- [Mariemont Preservation Foundation](#)
- [Cincinnati Photographs including Mariemont](#)
- [Village of Mariemont - The Village Connection - Information about Mariemont](#)

[Mariemont Community Guide](#)

APPENDIX 5

Personnel Rosters

Mariemont and LMFR



Mariemont Fire/EMS Department Roster May, 2021

Name	Rank	I.D.
Tim Feichtner	Assistant Chief	6702
Chris Ramsey	Captain	6704
Jim Henderson	Lieutenant	6705
Josh Watren	Lieutenant	6706
Dan Copeland	Lieutenant	6707
Michael Washington	Lieutenant	6708
Brandon Manor	Lieutenant	6709
Nick Guilkey	Lieutenant	6710

Name	Rank	I.D.
Ryan Brown	Firefighter/Medic	39RB
Jeremy Burns	Firefighter/Medic	13JB
Richard Cathcart	Firefighter/Medic	31RC
Matt Clark	Firefighter/Medic	24MC
Craig Coburn	Firefighter/Medic	22CC
Jordan Cochrane	Firefighter/EMT	19JC
Ryan Curtis	Firefighter/EMT	33RC
Evan Dunkleman	Firefighter/Medic	44ED
Brian Gross	Firefighter/Medic	27BG
Josh Hanauer	Firefighter/Medic	32JH
Patrick Handley	Firefighter/EMT	28PH
Mark Hardin	Firefighter/EMT	35MH
Keary Henkener	Firefighter/Medic	43KH
Charles Holmes	Firefighter	25CH
David Huckleby	Firefighter/EMT	18 DH
Derek Hunt	Firefighter/Medic	16DH
Ben Kutcher	Firefighter/EMT	42BK
Greg Lang	Firefighter/Medic	15GL
Matt Lebhar	Firefighter/Medic	34ML
Joe Lowry	Firefighter/Medic	46JL
Robert Mercer	Firefighter/Medic	21RM
Joe Meyer	Firefighter/Medic	36JM
Chris Miller	Firefighter/Medic	17CM
Hunter Morgan	Firefighter/Medic	29HM
Tim Peaker	Firefighter/Medic	20TP
Scott Ray	Firefighter/Medic	26SR
Blake Rockey	Firefighter/Medic	38BR
Ethan Roell	Firefighter/Medic	30ER
Rob Runella	Firefighter/Medic	14RR
Donald Scarpinski	Gear Specialist	48DS
Bryan Schmidlapp	Firefighter/Medic	23BS
Michael Washington JR.	Firefighter/Medic	40MW
Jason Williams	Firefighter/Medic	12JW

Little Miami Roster Page 1 of 2

Little Miami Joint Fire & Rescue Personnel and Certifications

T. Timmers	EMT	FFII	Fire Insector	Plan Review	Fire Officer 1 & 2	
R. Young	Para	FFII	Fire Inspector	Plan Review	Fire Officer 1 & 2	Fire Instructor
M. Rackley	Para	FFII	Fire Inspector	Plan Review	Fire Officer 1 & 2	CPR Instructor
E. Lett	Para	FFII	Fire Inspector	Fire Officer 1		
M. Thompson	Para	FFII	Fire Inspector	Fire Officer 1	Arson	
J. Hoop	Para	FFII				
R. Dunn	Para	FFII	Fire Inspector			
C. Higgins	Para	FFII				
A. McGinnis	Para	FFII	Fire Inspector	Fire Officer 1		
B. Timmers	Para	FFII	Fire Inspector	Fire Officer 1 & 2	Arson	Fire Instructor
S. Auffart	Para	FFII	Fire Inspector	FAO		
C. Belcher	EMT	FFII	FAO			
K. Cole	EMT	FFII	Fire Inspector	FAO		
A. Doyle	EMT	FFII				
H. Drechsler	EMT	FFII				

Little Miami Roster Page 2 of 2

N. Farkas	Para	FFII	Fire Inspector	FAO	
J. Farthing	EMT	FFII	FAO		
E. Freeland	Para	FFII	FAO		
S. Fuctio	Para	FFII	FAO		
C. Graham	EMT	FFII	FAO		
L. Hoffman	Para	FFII	Arson		
K. Ifcic	Para	FFII	FAO		
D. Jollis	Para	FFII	FAO		
J. Kerth	EMT	FFII	FAO		
H. Knizner	EMT	FFII			
M. Lagedrost	Para	FFII	FAO	Fire Inspector	Arson
B. Lause	EMT	FFII			
D. Lohbeck	Para	FFII	FAO	Fire Inspector	
T. Mirick	Para	FFII	FAO		
D. O'Connel	EMT	FFII	FAO		
L. Palmer	Para	FFII	FAO	Fire Inspector	
C. Roetting	EMT	FFII			
B. Sheeran	EMT	FFII	FAO		
B. Young	Para	FFII	FAO	Fire Inspector	

APPENDIX 6

Beech Grove hands its fire department over to Indianapolis



Beech Grove will hand its fire fighting duties over to Indianapolis Fire Department

Amelia Pak-Harvey

Indianapolis Star

July 10, 2021

The city of Beech Grove is taking steps to hand over its nearly 100-year-old fire department to Indianapolis, becoming the first independent city to consolidate its fire services through an interlocal agreement that some Beech Grove officials say will ultimately save money.

The interlocal agreement between Indianapolis and Beech Grove, an excluded city within Marion County that has its own government, would allow Beech Grove to essentially outsource fire services to the Indianapolis Fire Department at a cost currently estimated at roughly \$3.4 million in the first year of a 20-year deal.

Indianapolis would obtain the smaller city's three fire engines, operating from one of two fire stations in the city that's roughly four square miles on the south side of Indianapolis.

The initiative, which some Beech Grove officials have been considering for years, finally started to take shape this May when the Beech Grove Common Council voted 4-3 to allow its attorney to enter into agreement negotiations with Indianapolis. Both cities are still working out the exact details with the hope of finalizing an agreement in July to take effect by 2022.

More from Beech Grove: Man faces federal arson charges after fires at 2 Amtrak buildings

The agreement seeks to consolidate services — Indianapolis already responds to fire alarms in Beech Grove that require more than a single engine, augmenting the city's existing fire services, said Beech Grove Fire Chief Robert Cheshire.

The proposal barely passed the Beech Grove Common Council with three members expressing concern about the costs the smaller city would bear.

Former council member Gary Hall, who has since stepped down from his seat due to health issues, said he could understand the move if the agreement provided citizens better services or saved them money.

"But nowhere in this entire process did (the city) prove that to me," said Hall, who said he polled some of the residents in his district and found the majority were against the deal. "Therefore, I voted no based on the constituents — 72% did not want it."



Beech Grove fire officials note that Indianapolis' equipment and manpower means IFD can provide more resources on fire runs than Beech Grove does itself.

"I'm very proud of our department and proud of the city and what we've been able to do with our budget, our people and our equipment," Cheshire said.

"But honestly, I have to tell you and everyone else, we could not operate fire

protection services without the city of Indianapolis Fire Department on a daily basis."

Your stories live here.

Fuel your hometown passion and plug into the stories that define it.

Moving personnel

Indianapolis firefighters already regularly respond to Beech Grove residential alarms, as the smaller excluded city receives automatic aid from Indianapolis.

For the IFD, that means providing one engine and two ladder trucks — 18 firefighters — for every "still alarm" for smaller fires. Larger "box alarms" bring two IFD engines and two ladder trucks for an additional 23 firefighters.

Beech Grove typically handles other single-engine incidents, such as car alarms or dumpster fires, on its own.

On average, each of Beech Grove's two active fire engines make roughly 2,500 runs per year, Cheshire said, 70% of which are medical calls.



In 2020, the IFD responded to 305 incidents in the smaller city, according to IFD data.

Officials note that the consolidation would avoid duplicate services and bring resources all under the same agency.

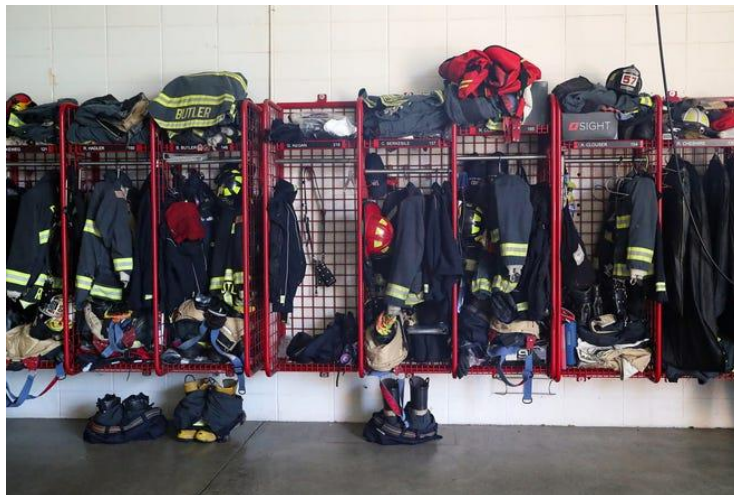
Beech Grove's public safety tax, budgeted at roughly \$2 million for 2021, would still remain but be directed to other public safety resources, Mayor Dennis Buckley said.

Money to pay for IFD would come from Beech Grove's overall budget.

"Now with this agreement in place, it provides a better service for the residents of the city," Buckley said, "and we can focus on improving our police department."

Buckley, who estimates the move will save the city about \$750,000 each year, hopes to use those savings to boost ambulance services and raise police pay.

Under the proposed agreement, Beech Grove would pay \$3,246,610 in the first year of a 20-year contract plus a one-time payment of \$131,000 for fire equipment, fire officials outlined at a local meeting in April. The cost to Beech Grove would then increase by 3% each year.



That's still less than the yearly increase that Beech Grove pays for its fire services, Buckley and fire officials note. Over the past decade, Buckley said, the fire budget has generally increased by at least 4% each year.

Indianapolis would own Fire Station 57 on the east side of Beech Grove along Churchman Avenue.

Beech Grove, however, would retain its own ambulance services that will operate out of Fire Station 56 on Albany Street toward the west.

Beech Grove's 34 firefighters would all become IFD firefighters. Fifteen would staff the station in Beech Grove, while the others may be positioned elsewhere in the city.

Indianapolis Professional Firefighters Local 416 union, which represents both IFD and Beech Grove, supports the switch.

President Hank Harris said it's a good move for Beech Grove firefighters, who will see a better salary and pension.



The 2021 base salary for a three-year Beech Grove firefighter, a basic beginning position, is \$68,503. An IFD firefighter with the same experience makes \$76,086, Harris said.

Another benefit: professional development, such as the opportunity to train in rope or dive rescues.

"With a small department like they have with 34 members, the opportunity for promotions are just limited because when someone gets promoted they're kind of there for a while," Harris said. "So Indianapolis has a lot more promotion opportunities so there's opportunity to advance."

Beech Grove firefighters voted overwhelmingly in support of the consolidation, Harris said.

More: Sick and dying songbirds now in 53 Indiana counties as officials still search for cause

"We do fully support it," he said. "We believe it's good for both cities, we believe it's good for both fire departments. It's a benefit for everybody and it's kind of one of those rare instances where it's a win-win."



The Indianapolis Fire Department is also in support — on the condition, however, that Indianapolis doesn't lose any money from the deal.

"That is an absolute," said IFD Chief Ernest Malone. "We can't enter into any agreement that would put the city and ... the department in an upside-down situation. That's been expressed explicitly to Beech Grove from the start."

But concerns about Beech Grove's financial hit still remain.

Hall, one of three who voted against the measure, still questioned how the city could afford to pay Indianapolis with a yearly increase.

"In 20 years, that'll bankrupt the city of Beech Grove," he said.

Information about cost, the transfer of equipment to Indianapolis and other aspects of the deal has been misrepresented to citizens, Hall argued.



Beech Grove is the first excluded city to join the Indianapolis Fire Department through such an agreement. Speedway and Lawrence, also excluded municipalities within Marion County, still maintain their own fire departments as do the townships of Decatur, Pike and Wayne.

The excluded city of Southport was previously covered by Perry Township fire services before the township decided to merge with Indianapolis.

The Beech Grove Council plans to vote on a more finalized agreement at its next meeting Aug. 2.

The Indianapolis City-County Council would then have to approve the funding through its budget.

*Call IndyStar reporter Amelia Pak-Harvey at 317-444-6175 or email her at **apakharvey@indystar.com**. Follow her on Twitter @AmeliaPakHarvey.*

APPENDIX 7

Ottawa Hills Saga



Plan in the works to close Ottawa Hills fire station temporarily

(WDBJ)

By Shaun Hegarty

Published: Aug. 22, 2018 at 6:22 PM EDT

A plan is in the works to temporarily shut down the fire station in Ottawa Hills and it is being done all in the name of safety.

Toledo firefighters currently staff the station on Richards Road but a pilot program may change that all.

Toledo firefighters working in Ottawa Hills dates back to an agreement reached in 2011. A new plan on the table would have everyone out of the building but officials say it will not change the response to anyone who calls 911.

When the city of Toledo struck that deal with Ottawa Hills in 2011 to provide fire service to the village, it called for Toledo firefighters to staff the Ottawa Hills station. Now an agreement would have those firefighters reassigned to other Toledo stations in a 6 month pilot program.

"They're not even going to see a change. They're not going to see a difference," said Toledo Assistant Fire Chief Karen Marquardt.

The reason for the change is safety. Some Toledo engines have 3 firefighters on them. Best practices call for 4 firefighters on an engine. Moving firefighters to other stations accomplishes that goal.

"That is the safest, best practice to have 4 people on a fire engine and we've been trying to do that for years," said Marquardt.

Ottawa Hills will be covered through several Toledo stations. Those stations already respond to the village. According to the Ottawa Hills administrator, 60% of the responses in the village come from stations other than the one in Ottawa Hills.

"They basically encircle Ottawa Hills and whichever appropriate rig would be closest, they would be sent," said Private Sterling Rahe of the Toledo Fire Department.

"Ottawa Hills is surrounded by water. We have fire engines that carry water, they're around the entire area. So the coverage there is excellent," said Marquardt.

The goal for the Toledo fire department is to be at a scene 4-6 minutes after getting the call. Right now the department says it's hitting that mark and sometimes beating it.

This closure will be a 6 month pilot program. It's expected to begin on October 1st, after both Ottawa Hills and Toledo's councils sign off.

This will not change the minimum number of fire fighters on duty in the city of Toledo. That will remain at 110 firefighters each day.

THE BLADE

Ottawa Hills fire station could close temporarily

KATE SNYDER

Blade Staff Writer

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AUG 24, 2018



The Ottawa Hills fire station could be closed and its firefighters relocated to other stations during a six-month trial run of a plan designed to improve emergency responses.

In 2010, Ottawa Hills and the city of Toledo agreed to let the village disband its fire department and merge firefighters into the Toledo Fire & Rescue Department. Daily, the Ottawa Hills station — Station 15 — has three firefighters manning its rescue vehicle and two medics on Life Squad, said Pvt. Sterling Rahe with the fire department.

The temporary changes that officials are discussing would close Station 15, at 2125 Richards Road, and move each of its three firefighters to different stations. The move would allow three other engines within the department to be staffed by four firefighters instead of three, Private Rahe said.

That way, when an engine responds to a fire, two people could work the hose and command center outside and two people could go inside to fight the fire, he said.

With only three people currently on an engine, none of them is allowed to enter a burning building until more personnel arrive, per the department's policy, Private Rahe said.

Both the village's and city's councils would have to agree to amend the current contract, Private Rahe said. If the change is approved, a tentative start date is

scheduled for Oct. 1. After six months, if both councils are satisfied with the arrangement, then it could be made permanent.

If the change goes through, emergency service to Ottawa Hills won't change, he said. Last year, outlying stations responded to 60 percent of calls from the village.

"The way we operate, we always send the closest rig," he said.

There were 280 calls for service in 2017 reported for Ottawa Hills, said Marc Thompson, village administrator for Ottawa Hills, which amounted to less than one per day.

Mr. Thompson said he and other officials believe the village will continue to receive excellent service from the fire department if the contract is amended, although the decision is ultimately up to the council.

Discussions about amending the contract in this capacity began about three months ago, he said.

"We have been very pleased with the service provided by the city of Toledo," he said. "It is a top notch — and I mean very top notch — fire department."

Contact Kate Snyder at ksnyder@theblade.com, **419-724-6282** or on Twitter [@KL_Snyder](https://twitter.com/KL_Snyder)

First Published August 23, 2018, 3:29pm

APPENDIX 8

The Ayer Report



Matt Ayer had the pleasure of visiting with Assistant Fire Chief Dan Copeland and toured the Fire/EMS facility, met a few of our firefighters/paramedics, and had a wrap-up with Chief Hines.

We covered a number of topics that included:

Facilities

Our Fire Department is satisfied with the firehouse. There are no immediate needs or requests from MFD for facilities improvement. No deficiencies were identified that impact morale. My primary interest was the lower level bunk rooms / storage where some years ago I knew there were moisture issues... these appear to have been successfully resolved and to the FD's satisfaction. (This season was certainly a good test, as it was a year I know that basements in Mariemont had the most severe water issues in many years).

I had the excellent list from Tim Wiley of items where our facility would not meet standards of a new firehouse. Dan's summary: If given a "wish list," it would certainly be ideal to have on the main floor 4 bunk rooms, new bathroom(s), gear room, common room, as well as some upgrades to meet current "new facility" standards (including the ventilation standards listed by the facilities subcommittee). These are seen by the FD as potential "long range planning" issues if and when the Municipal Building has a major renovation for all its departments. Some notes:

- Basement bunk room-to-apparatus has been timed at 22 seconds. (I am not qualified to evaluate whether that is problematic).
- Specific health & safety items:
 - The Quint and the primary (new) ambulance meet federal exhaust standards (including "DEF" systems for reducing oxides of nitrogen); in practice, the concentrations of air contaminants (including carbon monoxide) from diesel exhaust inside the building with its current ventilation is not an issue and as verified by monitors.
 - The turnout gear room is kept cool and under a positive pressure; improved ventilation not considered a high priority for upgrades in immediate future.
 - PPE cleaning facility – performed at no charge by Sycamore Twp, approximately 4x per year; MFD does not perceive a need for its own "extractor" for this purpose.
 - Fitness room – MFD has an agreement with Anytime Fitness 24 hours per day and is satisfied with this arrangement and its relative convenience.
 - M/F or Unisex bathrooms – would be upgraded if built to today's standards, but this is not perceived as a priority.

Finances

After our meeting, I emailed the summary of 2020 MFD expenses that was prepared by our village fiscal officer, Tony Borgerding. My understanding is that these expenses do not reflect the "credits" that need to be applied in order to reflect the net annual cost of our Fire/EMS. My impression is that we will soon have one set of "final" numbers vetted by both Dan and

Tony. “Dan’s numbers” seemed to agree with “Tony’s numbers,” but with some appropriate factors to be added on the FD revenue side.

Intangibles

I had the advantage of first seeing the items Katie and Kim had noted from their meetings concerning “history and charm” of having our own FD/EMS. I wanted to add a few items that more or less fit into that category. Some services of our FD:

- CPR and 1st Aid training provided for any resident as well as our local Scout groups
- Annual fireworks safety marshal services
- School safety programs
- Birthday party drive-bys and other ad hoc events (resources permitting)
- Personal relationships with businesses, institutions, residents
- Value of EMS a couple minutes from our HS and its sporting events
- Emergency assistance to our service department –snow plow driver, tree cleanup after storms
- “Above and beyond” services provided at no cost to the Village. Examples: built the storage shed for the MPD Gator; work on the Municipal Building – minor electrical, built interior walls, paint, mow the grounds, clean gutters and A/C units, often fund amenities to their station rather than seek Village funds.
- I know this sounds corny, but the small-town feel and amenities of Mariemont often remind me of a Norman Rockwell painting. The FD is part of that.

Communication with Residents

I’ve been looking at all the other Hamilton County FDs –size, staffing model, collaboration with other communities, annual costs, etc. I am no expert in emergency services, I just wanted to gain some familiarity with what other communities do and to gain some understanding of “why.” Overall, I see this as more of Bill Kramer’s job – we will get the perspective of a fire and emergency services expert.

One thing I noticed is that many local FDs share an Annual Report with their communities. I gave Dan a copy of [Woodlawn](#)’s as one small-community FD report I particularly liked. I asked, “If Woodlawn can get this level of information to its businesses and residents, why can’t Mariemont? Besides that, if you need help putting the first one together, I know we can find volunteer help to do that, including me. I think this level of detail would go a long way toward educating our residents about MFD, and that would be extremely beneficial for everyone.” As one example of the close-knit Fire community, Dan phoned the Woodlawn Chief for some tips on this while we were there. Dan shared with me the Annual Report he provides Council, which has much of the same information. He is open to “amping their game” when it comes to this level of communication.

My Personal Observations

I know we have not yet put together our collective thoughts, but I am comfortable sharing my views after studying our subcommittees’ input to date; observing the “process” (and lack

thereof) Mariemont went through 11 years ago when looking at some type of joint arrangement; as a now senior citizen heading into retirement and a fixed income; interviewing Dan and Chief Hines; and 34 years of personal experience in this village.

- Looking for cost savings in our village is admirable, and I genuinely appreciate our Council's Finance Committee taking a "deep dive" into our operations and considering options. I am also grateful to be able to participate in this process. I see it as healthy.
- We will not find another FD in Hamilton County like Mariemont. I have checked (I don't know if I'll get through every one of them), starting with a list of provided by our County 911 Service Center, with some help from Bill Kramer. Operating a professional FD is an expensive proposition, primarily in highly trained staff but also in significant capital needs. Some notes when comparing nearby fire districts:
 - There is only one other bedroom community as small as Mariemont that has its own professional FD... Amberley Village – a "special" model (one of only 2 in Ohio) in which their PD are cross-trained as firefighters. Much credit to them... but a transition to a similar model would be a long-range project and may not even be a good fit for our village... obviously, it is very rare. Their overall PD+FD cost is in line with ours, they got there via a different route.
 - Glendale, Terrace Park and Greenhills maintain the tradition and associated cost savings of a volunteer FD. I give them tremendous credit for doing so. However, I do not believe it's practical or desirable to consider transitioning to a volunteer unit for our village.
 - Several small, bedroom communities (either villages or very small cities) no longer have their own FDs. It's not because they didn't "want" a FD or have a preference for some type of sharing model, but for the primary reason of costs. Examples: Silverton/Deer Park; Woodlawn/Lincoln Heights; Fairfax/Southern CT.
 - Large suburban townships benefit from economies of scale and have much lower costs per resident or per household. It's much different to operate a FD for 50,000 residents than it is for a small village of 3,500. (Examples: Anderson Township, Colerain Township, Delhi Township).
 - There's no real comparison to communities with vast commercial/industrial bases such as Blue Ash, Sharonville, Evendale.
 - St Bernard has 100% professional, union, fulltime firefighters/paramedic, for a community that has recently transitioned from a "city" to a "village." (<5,000 residents). Operating costs for Fire/EMS is approximately 3X Mariemont, plus the debt service for their new (Dec 2014) Safety Services facility. Their department is substantially subsidized by local industries.
 - Some small communities get by with a combination professional/volunteer FD, in some cases with grant subsidies based on need (e.g., Elmwood Place, Cheviot).
- The unique aspect to our Fire/EMS is the 100 percent staffing with highly qualified professionals who have full-time jobs with nearby fire districts. My first reaction to this model was "red flag." We are "an outlier." I had also heard a quote from our former

Assistant Chief questioning the long-range sustainability of this model. For me personally, that aspect to this evaluation was a primary concern.

- Consistent with comments from Tim Wiley, Ken White and Tom Boecher that I've been reading; and the more I talk to Dan Copeland and Chief Hines, and Bill Kramer, the more this concern has been allayed. I came in "concerned" and left "appreciative."
- We do have a special, unique arrangement with our Fire/EMS staff, but I'm not seeing signs that it has some longer-term "instability." I'm getting the opposite impression the more I look at things. Our FD is a cohesive unit. We attract and retain top professionals. They enjoy working here.
- As a community, we receive remarkable, even unparalleled, benefit in capabilities from a highly-trained, experienced staff.
- In terms of the alternative model to contract services from LMJFR:
 - I feel that as a representative (did I mention "senior citizen") of the far eastern edge of the Village (that would also include Spring Hill; the new, high-end condos going in at the old Steam Plant site; and MHS), a switch from MFD service is a "non-starter," as, according to Mr. Kramer, we would no longer meet national standards for response time. A minor cost savings is irrelevant to our family. This is the overwhelming reason I strongly favor maintaining our local FD.
 - I've compared our FD costs-per-resident with other bedroom communities. We are getting premium services at standard prices. We are not "out of line" at all in our annual costs. Of course, we benefit from our unique model. The part I didn't really understand is that it's not just Mariemont that benefits from this model, but our professional staff perceives benefits from working here. I had to see it to believe it!
 - I have some doubts about the long-range benefits of contracting services. The above two reasons are really the key factors for me, personally, but I would like to point out:
 - The contracted services model presumes that LMJFD will convert to a substantially higher proportion of part-time professionals. They are unproven in successfully implementing that model.
 - If there's an entity with some longer-term stability questions, it is more likely to be LMJFD, based on their history.
 - According to Bill Kramer, cases abound of "buyer's remorse" for communities opting for losing local control, presuming long-range savings that later evaporate.
 - The list of "intangibles" provide value to the quality of life here... I don't know how to put a dollar number on them but believe that the "pulse" of the community is to maintain a local FD if it's reasonably practicable. I don't see any reason why it's not.

In summary, I am sure there are many aspects to this evaluation that will be covered in the Consultant's Report, and I'm looking forward to seeing this come together. Same with additional work coming from this committee. Thanks for reading this far, if you did, and allowing me to get on my personal soapbox.

APPENDIX 9

Township and city consider “divorce” over fire department



Grand Blanc Township ponders 'divorce' from city over fire services

Updated Feb 6, 2019; Posted Feb 5, 2019



The Grand Blanc fire station on High Street.
(Roberto Acosta / racostal@mlive.com)

By [Roberto Acosta](#) | racostal@mlive.com

GENESEE COUNTY, MI – Grand Blanc Township officials are set to begin their own fire department after prolonged talks with city leaders fell flat recently.

The township and the city, which currently share fire services, are at odds over an increase in funding for equipment. City officials have said they increased funding and it's the township government that has failed to reach a compromise. The issue came to a head when township board members voted Jan. 22 to end its 80-year partnership with the city if an agreement is not reached within 90 days.

Township Supervisor Scott Bennett said residents in the municipality have paid approximately 84 percent of the costs for the department that spans both communities, while the city residents pay the remaining 16 percent.

The two sides have operated on an agreement since 2010 through an ordinance which states fire operations would be funded on both sides by .5 mill in voter-approved funding with an additional .5 mill from the general funds. After the approval of an extra .5 mill for the fire services by township voters in August 2018, Grand Blanc voters approved an additional .5 mill in November 2018.

Bennett said the change in millage rates made the ordinance no longer applicable.

In a sternly worded statement regarding the township board's vote, Grand Blanc Mayor Susan Soderstrom said she was "deeply disappointed" in the decision for several reasons. "I fear the Township Board's decision is not only narrow-sighted, but will be detrimental to the service the Grand Blanc community deserves," she commented. "I remain committed to what is best for the entire Grand Blanc community, including providing superb fire services our department offers."

Grand Blanc City Manager Wendy Jean-Buhrer pointed out the city has housed the 24/7 services for the department "and never considered charging rent to the Fire Commission," an advisory committee comprised of city and township officials.

Another sticking point is a study done by the township through MGT Consulting -- with 20 percent in funding from the city. City officials were no fan of the study, however. Soderstrom said the consulting group contracted by the township doesn't even specialize in fire department needs assessment. Township Superintendent Dennis Liimatta pointed out the consulting group has done thousands of studies on the internal budgets of communities, however.

Bennett added the study shows the department is efficient, but there is a need for capital improvements such as new fire engines. The study concluded the department needs around \$560,000 in capital improvements each year for the next six years. The city had called for an independent auditor to run the figures, but Bennett said the township is confident in the figures and information provided in the study.

MGT Consulting will make its presentation to the city council on Wednesday, Feb. 13. The council also engaged the Center for Public Safety Management in December, but Soderstrom said, "The Township Board seemed disinterested" in the move.

Liimatta argued the city's actions have "tied the township board's hands" in purchasing new equipment and that the city has "been saving all kinds of money" through the partnership. Bennett believes fire operations can affect the township's economic prospects.

"We're giving veto power to otherwise a 14 percent partner to veto our (business) growth," he said.

Liimatta said the township would be willing to provide fire services to the city on a contractual basis in the future. He pointed out the current department roster would move over to the township as contracts are negotiated through their governmental body.

In regard to a new location, Liimatta said the township has two buildings it uses for fire services and a valuation of personal property would have to take place in terms of equipment. **"Think of it as a divorce," he added. "Hopefully it can be amicable."**

APPENDIX 10

Legal Creation of a Fire-Ambulance District



505.375 Fire and ambulance district creation.

(A) (1)

(a) The boards of township trustees of one or more townships and the legislative authorities of one or more municipal corporations, or the legislative authorities of two or more municipal corporations, or the boards of township trustees of two or more townships, may negotiate an agreement to form a fire and ambulance district for the delivery of both fire and ambulance services. The agreement shall be ratified by the adoption of a joint resolution by a majority of the members of each board of township trustees involved and a majority of the members of the legislative authority of each municipal corporation involved. The joint resolution shall specify a date on which the fire and ambulance district shall come into being.

(b) If a joint fire district created under section [505.371](#) of the Revised Code or a joint ambulance district created under section [505.71](#) of the Revised Code is dissolved to facilitate the creation of a fire and ambulance district under division (A)(1)(a) of this section, the townships and municipal corporations forming the fire and ambulance district may transfer to the fire and ambulance district any of the funds on hand, moneys and taxes in the process of collection, credits, and real and personal property apportioned to them under division (D) of section [505.371](#) of the Revised Code or section [505.71](#) of the Revised Code, as applicable, for use by the fire and ambulance district in accordance with this section.

(2) (a) The board of trustees of a joint ambulance district created under section [505.71](#) of the Revised Code and the board of fire district trustees of a joint fire district created under section [505.371](#) of the Revised Code may negotiate to combine their two joint districts into a single fire and ambulance district for the delivery of both fire and ambulance services, if the geographic area covered by the combining joint districts is exactly the same. Both boards shall adopt a joint resolution ratifying the agreement and setting a date on which the fire and ambulance district shall come into being.

(b) On that date, the joint fire district and the joint ambulance district shall cease to exist, and the power of each to levy a tax upon taxable property shall terminate, except that any levy of a tax for the payment of indebtedness within the territory of the joint fire or joint ambulance district as it was composed at the time the indebtedness was incurred shall continue to be collected by the successor fire and ambulance district if the indebtedness remains unpaid. All funds and other property of the joint districts shall become the property of the fire and ambulance district, unless otherwise provided in the negotiated agreement. The agreement shall provide for the settlement of all debts and obligations of the joint districts.

(B) (1) The governing body of a fire and ambulance district created under division (A)(1) or (2) of this section shall be a board of trustees , appointed as provided in

the agreement creating the district. Members of the board may be compensated at a rate not to exceed thirty dollars per meeting for not more than fifteen meetings per year, and may be reimbursed for all necessary expenses incurred, as provided in the agreement creating the district.

(2) The board shall employ a clerk and other employees as it considers best, including a fire chief or fire prevention officers, and shall fix their compensation. Neither this section nor any other section of the Revised Code requires, or shall be construed to require, that the fire chief of a fire and ambulance district be a resident of the district.

Before entering upon the duties of office, the clerk shall execute a bond, in the amount and with surety to be approved by the board, payable to the state, conditioned for the faithful performance of all of the clerk's official duties. The clerk shall deposit the bond with the presiding officer of the board, who shall file a copy of it, certified by the presiding officer, with the county auditor of the county containing the most territory in the district.

The board also shall provide for the appointment of a fiscal officer for the district and may enter into agreements with volunteer fire companies for the use and operation of fire-fighting equipment. Volunteer firefighters acting under such an agreement are subject to the requirements for volunteer firefighters set forth in division (A) of section [505.38](#) of the Revised Code.

(3) Employees of the district shall not be removed from office except as provided by sections [733.35](#) to [733.39](#) of the Revised Code, except that, to initiate removal proceedings, the board shall designate a private citizen or, if the employee is employed as a firefighter, the board may designate the fire chief, to investigate, conduct the proceedings, and prepare the necessary charges in conformity with those sections, and except that the board shall perform the functions and duties specified for the municipal legislative authority under those sections. The board may pay reasonable compensation to any private citizen hired for services rendered in the matter.

(4) No person shall be appointed as a permanent full-time paid member of the district whose duties include firefighting, or be appointed as a volunteer firefighter, unless that person has received a certificate issued under former section [3303.07](#) or section [4765.55](#) of the Revised Code evidencing satisfactory completion of a firefighter training program. The board may send its officers and firefighters to schools of instruction designed to promote the efficiency of firefighters and, if authorized in advance, may pay their necessary expenses from the funds used for the maintenance and operation of the district.

The board may choose, by adoption of an appropriate resolution, to have the state board of emergency medical, fire, and transportation services license any emergency medical service organization it operates. If the board adopts such a resolution, Chapter 4766. of the Revised Code, except for sections [4766.06](#) and [4766.99](#) of the Revised Code, applies to the organization. All rules adopted under the applicable sections of that chapter also apply to the organization. The board may remove, by resolution, its emergency medical service organization from the

jurisdiction of the state board of emergency medical, fire, and transportation services.

(C) The board of trustees of a fire and ambulance district created under division (A)(1) or (2) of this section may exercise the following powers:

(1) Purchase or otherwise provide any fire apparatus, mechanical resuscitators, or other fire or ambulance equipment, appliances, or materials; fire hydrants; and water supply for firefighting purposes that seems advisable to the board;

(2) Provide for the care and maintenance of equipment and, for that purpose, purchase, lease, lease with an option to purchase, or construct and maintain necessary buildings;

(3) Establish and maintain lines of fire-alarm communications within the limits of the district;

(4) Appropriate land for a fire station or medical emergency unit needed in order to respond in reasonable time to a fire or medical emergency, in accordance with Chapter 163. of the Revised Code;

(5) Purchase, appropriate, or accept a deed or gift of land to enlarge or improve a fire station or medical emergency unit;

(6) Purchase, lease, lease with an option to purchase, maintain, and use all materials, equipment, vehicles, buildings, and land necessary to perform its duties;

(7) Contract for a period not to exceed three years with one or more townships, municipal corporations, counties, joint fire districts, joint ambulance districts, governmental agencies, nonprofit corporations, or private ambulance owners located either within or outside the state, to furnish or receive ambulance services or emergency medical services within the several territories of the contracting parties, if the contract is first authorized by all boards of trustees and legislative authorities concerned;

(8) Establish reasonable charges for the use of ambulance or emergency medical services under the same conditions under which a board of fire district trustees may establish those charges under section [505.371](#) of the Revised Code;

(9) Establish all necessary rules to guard against the occurrence of fires and to protect property and lives against damage and accidents;

(10) Adopt a standard code pertaining to fire, fire hazards, and fire prevention prepared and promulgated by the state or by a public or private organization that publishes a model or standard code;

(11) Provide for charges for false alarms at commercial establishments in the same manner as joint fire districts are authorized to do under section [505.391](#) of the Revised Code;

(12) Issue bonds and other evidences of indebtedness, subject to Chapter 133. of the Revised Code, but only after approval by a vote of the electors of the district as provided by section [133.18](#) of the Revised Code;

(13) To provide the services and equipment it considers necessary, levy a sufficient tax, subject to Chapter 5705. of the Revised Code, on all the taxable property in the district.

(D) Any municipal corporation or township may join an existing fire and ambulance district, whether created under division (A)(1) or (2) of this section, by its legislative authority's adoption of a resolution requesting the membership and upon approval of the board of trustees of the district. Any municipal corporation or township may withdraw from a district, whether created under division (A) (1) or (2) of this section, by its legislative authority's adoption of a resolution ordering withdrawal. Upon its withdrawal, the municipal corporation or township ceases to be a part of the district, and the district's power to levy a tax on taxable property in the withdrawing township or municipal corporation terminates, except that the district shall continue to levy and collect taxes for the payment of indebtedness within the territory of the district as it was composed at the time the indebtedness was incurred.

Upon the withdrawal of any township or municipal corporation from a district, the county auditor of the county containing the most territory in the district shall ascertain, apportion, and order a division of the funds on hand, including funds in the ambulance and emergency medical services fund, moneys and taxes in the process of collection, except for taxes levied for the payment of indebtedness, credits, and real and personal property on the basis of the valuation of the respective tax duplicates of the withdrawing municipal corporation or township and the remaining territory of the district.

(E) As used in this section:

(1) "Governmental agency" includes all departments, boards, offices, commissions, agencies, colleges, universities, institutions, and other instrumentalities of this or another state.

(2) "Emergency medical service organization" has the same meaning as in section [4766.01](#) of the Revised Code.

Amended by [131st General Assembly File No. TBD, HB 471](#), §1, eff. 12/19/2016.

Amended by [OHIO Acts of the 130th General Assembly File No. 7, HB 51](#), §101.01, eff. 7/1/2013.

Effective Date: 03-09-2004; 05-06-2005; 09-21-2006

APPENDIX 11

Implementation Guide for the Creation of a Fire-Ambulance District



DISTRICT IMPLEMENTATION GUIDE:

Step 1: Authorizations to form a Joint Fire and Ambulance District

- A. Vote by Village of Mariemont Village Council to proceed with a Joint Fire District**
- B. Vote by Fairfax Council to proceed with a Joint Fire District**
- C. Vote by any additional political subdivision desiring membership (E.G. Columbia Township) to proceed with a Joint Fire District**

Step 2: Signing of a joint resolution document by all parties to proceed

Step 3: Joint conference of all political entities to establish steering committee to lead the process forward

Step 4: Establish a meeting among elected officials of participating jurisdictions to ensure that the make-up of the new board will have even representation from each of the political subdivisions.

Step 5: Agree on additional professionals to round out board membership, such as banking, legal and construction executives so as to produce an odd number of board members

Step 6: All parties agree on a public relations campaign to promote decision and educate the community regarding the expected economies of scale and improved service.

Step 7: KEY: Engage the services of Attorney versed in ORC relative to joint Fire and Ambulance Districts (such as Lawrence Bennett) to ensure legal compliance.

Step 8: (Optional and likely not necessary) Engage the Services of a Fire Service Consultant to assist with Facilities, Managerial and Operational Concerns during formation of a Joint Fire District

Step 9: Engage citizenry and fire department membership directly:

A. Inform niformed members of Mariemont Fire Department (and others serving any part of the proposed District) regarding specifics to date, and create a feedback mechanism

B. Inform citizenry throughout Village of Mariemont and Fairfax (and others serving any part of the proposed District) of plans and create a feedback mechanism

Step 10: Set a schedule of Public Hearings, at least once in each affected community to explain the benefits of a District and garner public support

Step 11: Ensure Member and Employee Security

- A. Establish a Union Committee to reconcile any issues that could be affected in a Union contract into a proposed Contract for the New District**

B. Gain legal assurance that existing full-time personnel will be retained.

C. Standardize and improve Volunteer and Part-time employee perks such as Insurance, bonus pay, etc.

Step 12: Work to Ensure that all employees, rolling stock, and assets will be property of the newly created District.

Step 13: Work with Attorney to properly draw up deed transfers so all assets are properly assigned ownership by the New District

Step 14: Agree in advance that there will be a Two-station Model to adequately cover the District with one station to be centrally located within Village of Mariemont

Step 15: Ensure the Heritage of previous fire department or departments be preserved in a new Station, perhaps with separate Museum Rooms

Step 16: Obtain new Fire Department Identification number for the District from the State of Ohio

Step 17: Initiate any required remodelling or construction for fire stations; Possibly:

A. Property purchase

B. Architectural Design/Reconfigure plan

C. Construction Bidding Process

D. Authorization to Proceed with Building

E. Actual Construction

F. Furnishings, gear lockers, AV & telecommunications equipment, base radios, and other needed amenities added at new facility

Step 18: Decide on distribution of personnel apparatus and equipment between existing and new facilities, factoring in new additional personnel provided by an enhanced levy funding.

Step 19: Occupy new station and move in apparatus and equipment

Step 20: Decide on allocation and deployment of Fire Apparatus location and Response Policies and deployment of Ambulances and EMS Response Policies

Step 21: Clearly define backup resources/procedures for secondary FIRE and EMS response in a new district.

APPENDIX 12

Citizen Testimonials



Mariemont Fire Department Stories

- They delivered my son, Ben, in 2004. Forever grateful they were close by!---Lisa Woodruff
- They saved my life about 10 years after a car accident! My head was split open, if it wasn't for them...🙏 ---Katie Michelle
- My husband and I received our CPR certification from a class we took at the fire department with other couples from the neighborhood.---Carolyn Hohl
Math Specialist Title 1 / Auxiliary Services Nativity School

Hi, The Fire Department is an important part of the community.

Aside from putting out fires, they perform an important job in safety and rescue as well as community outreach.

They help address dangerous fallen trees, helping with floods, rescuing stuck animals and children etc, etc.

They also contribute highly to community events such as the parades, welcome (foam\$ party at MHS etc.

I have been helped by the Fire Dept on several occasions:

- when a tree fell on top of the electricity line outside my house, causing a dangerous situation they cordoned off the area to prevent human/per electrocutions while waiting for the electric company.
- when a tree fell blocking my driveway, they came immediately and cut it up so that I could get my car out and get to where I needed to go.
- when my house had a freak flood they came to ensure the electrical safety and they even offered to come pump out the water if it did not subside.

I hope this helps,

Carole Wilkinson

From: Barb Blum <barbblum7@gmail.com>
Sent: Wednesday, September 15, 2021 1:37:29 AM
To: Info <info@mariemont.org>
Subject: FIRE/EMS

I'm writing in response to a notice in the social media group *Mariemont Moms and Friends*. Katie Mace posted asking for stories about how Mariemont Fire Dept. has been of service to residents.

My 2 stories are not as dramatic as residents who have had health scares, or had a baby delivered. But over the 45 years I have been a resident here

I have had peace of mind that my family and I were well protected. I remember hearing at Town Meeting that our fire department was rated highly *over others in the area* because they had such a quick response time. This even helped with our homeowner's insurance costs.

My first story involves the classic "cat in a tree." Our young indoor cat got out and climbed a huge tree on Mariemont Avenue. She was up really high, terrified, and unable to come down, though she tried. It was dark by the time we figured out there was nothing left to try but to call the fire department. We sheepishly called the fire department, and pleaded with them to not turn on the siren. The two firefighters who came were so good-natured about everything and were able to get the cat down with little fuss. Thankfully our cat lived to a ripe old age, and we never had that situation again...but I don't know what we would have done without the Fire Department !

Another memory occurred around 1980 or 1981. I had a rambunctious 2-3 yr old with waaay too much energy. I strapped him in a seat on my bike and would ride all over Mariemont. Our ride often culminated in a stop at the firehouse to see the firefighters and fire trucks. Randy Lotz, in particular, was especially friendly, kind, and accommodating in showing my son the equipment and talking to him. Randy had a smile that told me he enjoyed seeing us, and that he understood curious little boys and weary mothers.

Again, not sure these are the type of stories that you are looking for (not flashy or dramatic), but to me they show how wonderful and comfortable it has been to live in this community which I have called home for 45 years. The fire department has helped me in ways that reflect the charm and "homey-ness" of The Village that Mary Emery intended.

Barbara Blum
6601 Mariemont Avenue

PS. I remember years back when we voted on whether to merge our fire department with others. It did not pass, and I have never looked back.

In this decision, I think the police & firefighters' opinions should be factored in and heavily weighted.

APPENDIX 13

Hillsboro votes to joint Paint Creek Fire District



POSTED ON **NOVEMBER 14, 2018** BY **DAVID WRIGHT**

Hillsboro City Council votes to join Paint Creek Joint EMS/Fire District

NEWS, TOP STORIES

Negotiation stalemate stymies membership

By David Wright - dwright@timesgazette.com



Shown from left are Hillsboro City Council members Justin Harsha, Mary Stanforth, Claudia Klein, Ann Morris, Wendy Culbreath, Brandon Leeth and Adam Wilkin. Also shown in the background is Council President Lee Koogler.

Hillsboro City Council on Tuesday unanimously approved a resolution to join the Paint Creek Joint EMS/Fire District as a member, but the city remains in a stalemate with Paint Creek over the sale of Hillsboro's North East Street fire house, and Paint Creek has suspended its offer for Hillsboro to join until a real estate deal has been sealed.

As previously reported, council has been debating for some time on whether to join the district as a member or continue utilizing its services on a contract basis. Last week, Paint Creek suspended its offer for Hillsboro to join until the city agrees to sell the North East Street building, which Paint Creek currently occupies.

The district also last week sent a proposal that increases Hillsboro's contract price by about \$100,000 per year. Hillsboro's current contract with Paint Creek, for which the city pays roughly \$570,000 per year from its general fund, expires at the end of the year.

Prior to Tuesday's vote, Council President Lee Koogler asked if council wished to approve the resolution as an emergency measure, in which case it would go into effect immediately and not be subject to referendum.

Wendy Culbreath made a motion to approve the legislation as an emergency and Claudia Klein seconded. Culbreath, Klein and Ann Morris voted yes and Mary Stanforth, Justin Harsha, Brandon Leeth and Adam Wilkin voted no.

When a vote was called to approve the resolution, council voted unanimously in favor.

Previously, Stanforth, Harsha and Wilkin voted against the resolution when it was proposed as an emergency in October.

In discussion prior to Tuesday's vote, Harsha and Stanforth said the administration took too long to negotiate with Paint Creek, resulting in too much back-and-forth late in the year.

Stanforth added that the administration did not offer council or the public sufficient financial information to form an educated opinion on the matter.

Hastings said based on Paint Creek's "tone" when negotiations began in May, it was obvious both parties were not "meeting to have lunch once a week."

He said many officials were "blindsided" when Paint Creek said the city would no longer be charged a millage equivalent for the service contract and that the city would eventually have to pay about \$720,000 per year for service.

Safety and Service Director Mel McKenzie added that officials had to wait roughly two months for legal advice on the real estate issue, which delayed negotiations. Koogler said he felt Hillsboro's options were "limited" in negotiations. Hastings said he felt the administration gave council plenty of information.

Morris read a statement saying that negotiation itself was full of "disagreement, criticism, delay and obstruction," and that council could "no longer wait for others to act."

Morris said some citizens had received notices that their property insurance "would increase for lack of fire protection," and Klein said she received such a notice. Morris challenged the administration to sell the North East Street fire station and accompanying equipment to Paint Creek, and challenged Paint Creek to reinstate its offer for the city to join.

"Our citizens require action to be taken swiftly," Morris said. "This is a decisive and defining moment calling for leadership through service."

Leeth said he would cast his vote with Hillsboro's future in mind, and that the city is "working with a little bit less" tax revenue now than in previous years.

Since the resolution was not approved as an emergency, it does not go into effect for 30 days and is subject to referendum, meaning the issue could be placed on the ballot for voters to decide if enough signatures are gathered.

As previously reported, if Hillsboro joins the district, a 5.1-mill levy will automatically be put in place, and several citizens at previous meetings have objected to that.

Even if the legislation goes into effect in mid-December and Hillsboro is poised to join, the city and Paint Creek find themselves in a stalemate over the real estate issue. As previously reported, Paint Creek's suspension of its offer for Hillsboro to join is contingent on the city cutting Paint Creek a deal on the North East Street building.

McKenzie said last week that the city previously had a deal written with Paint Creek to have the district make rent-type payments for the fire station that would count toward the purchase price. Then, when bonds on the building are paid off in 2020, the district would make a balloon payment to cover the rest of its bill.

Issues with the deed, which McKenzie said have since been resolved, gave Paint Creek pause, and around the same time, the property was taken off the market.

McKenzie said the city backed out of the real estate deal because the fire station represents "bargaining power" against the district, and Paint Creek Board President Dan Mathews said he wonders if Hillsboro has a clear deed for the fire station.

Under Paint Creek's proposal, the final purchase price for the station would be \$720,000, and the district would pay \$5,000 per month in rent that would be counted toward the purchase price "until such time as a marketable title could be conveyed."

The city would take control of the former fire house on Governor Trimble Place in uptown Hillsboro, owned by Paint Creek, until the deed for the new station is conveyed.

The proposal goes on to say that after the real estate deals are closed, Paint Creek would agree to a three-year contract at a price of \$650,000 per year. Under the proposal, all fire/rescue vehicles and equipment owned by the City of Hillsboro would be transferred to Paint Creek.

Hastings previously said the new contract price is "a very large increase for no apparent reason," and that it is well above the millage equivalent the city has been paying all along.

Reach David Wright at 937-402-2570.

We note that the name of a new district cannot be the same as any one member, although it may contain the names of all members.

APPENDIX 14

New EMS funding for non- transports and interfacility transports





International Association of Fire Chiefs

HHS Announces New EMS Reimbursement Model

February 14, 2019

Evan Davis



IAFC PHOTO: From left U.S. Health and Human Services Sec. Alex M. Azar II, D.C. Fire Department Chief Greg Dean, and FDNY Chief medical officer Dr. David J. Prezant.

Fire departments across the United States have long struggled with outdated federal reimbursement policies which fail to reimburse fire departments for the cost of providing EMS treatment without transportation and prohibit transporting patients to alternative destinations like urgent care clinics. However, the Center for Medicare

and Medicaid Innovation (CMMI) announced today that they will begin testing a model policy in which CMMI reimburses fire departments for the cost of providing Medicare beneficiaries with treatment-without-transportation and transporting patients to alternative destinations.

HHS Secretary Alex Azar announced this new model policy this afternoon and was joined by Seema Verma, Administrator of the Centers for Medicare and Medicaid Services (CMS), Adam Boehler, CMMI Director, IAFC President Dan Eggleston, and other leading members of the fire and emergency medical services. Under this policy, fire departments soon will be able to apply for inclusion in this model policy and may even be reimbursed for EMS services provided to Medicare beneficiaries by EMS personnel working from non-transport vehicles including fire apparatus and quick response vehicles. Participation in this model policy is completely voluntary and is limited to transport agencies only. Fire and EMS agencies will need to contact a nurse practitioner, physician assistant, physician, or advanced practice provider to approve the treatment-without-transportation of each patient. According to CMS, this new model payment policy will be funded separately from CMS' current Ambulance Fee Schedule.

CMMI is expected to release additional details soon on how participating fire departments will need to provide this care, how the application process will function, and how much fire departments can anticipate being reimbursed. CMMI plans to open the application process this Spring.

The IAFC is pleased to have worked with Dr. David Prezant, Chief Medical Officer for the Fire Department of New York, as well as the International Association of Fire Fighters and members of the Metropolitan Fire Chiefs Association in developing and advocating for this proposed model policy. Make sure to keep watching for additional details on this proposed model from CMMI.

Evan Davis is the IAFC's government relations strategic manager and liaison to the EMS Section.

APPENDIX 15

Community Paramedicine In Plano, TX



The Dallas Morning News

Plano

Plano paramedics make house calls to head off 911 runs

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1/3

Rose Baca/Staff Photographer

Josh Clouse, Community Paramedic Program coordinator for Plano Fire-Rescue, talked recently to patient Carole Young during a house call at her apartment. The program serves patients with chronic conditions. Young was recently hospitalized for congestive heart failure.



By WENDY

HUNDLEY_whundley@dallasnews.com

Staff Writer

Published: 03 January 2015 09:54 PM

Updated: 03 January 2015 11:18 PM

Maybe doctors don't make house calls anymore, but Plano Fire is filling the gap.

The town's new Community Paramedic Program provides in-home health care services to residents with chronic illnesses. The pilot project focuses on helping patients manage their medical conditions so they don't have to return to the hospital or call 911 often.

"In fire prevention, we want to prevent fires," Battalion Chief Chris Biggerstaff said.

"This is medical prevention. We don't want these patients to get to the critical level where they have to call 911." This type of service is a growing trend around the country.

The McKinney Fire Department's Community Healthcare Paramedicine Program started in June 2013 and focused on frequent 911 callers. Since then, the town has seen a 69 percent drop in 911 calls by this group, Emergency Medical Services Chief Jason Hockett said.

Decreasing the number of 911 calls frees up ambulances for higher-priority calls, he said. “But,” Hockett said, “the biggest benefit of the program is the health of patients.” Plano residents are referred to the free program by local hospitals, health care providers or social workers. They may also be identified by frequent 911 calls for recurring medical problems.

The program, which began in November, was serving 12 patients by mid-December. Carole Young, 75, considers herself lucky to be one of those patients. She suffers from congestive heart failure and diabetes. She’s had to dial 911 several times.

The last time was on Nov. 18 when she began having difficulty breathing while driving her car. Plano Fire-Rescue paramedics found her unconscious next to her car. When she was ready to be discharged from Medical Center of Plano, a facilitator referred her to the newly created Community Paramedic Program.

Paramedic Josh Clouse began making house calls a couple of times a week. He’s helped her organize and manage her myriad prescription pills. He’s educated her about the need to reduce her sodium intake. He’s conducted a safety check of her home to prevent injuries and falls.

On each visit he checks her vital signs, asks about her diet and takes readings on an electrocardiogram machine. He records information on his computer, where he has access to her medical records and can relay information to the hospital and her physician.

He takes blood samples and can read the results in two minutes. “You’re getting a little anemic,” Clouse said on a recent visit. “But your sodium, potassium and sugar [levels] look good.”

The visits make Young feel confident that her medical conditions are being monitored and managed.

“It makes me feel more comfortable about being alone,” Young said. “They can detect something before it happens.”

After 90 days without having to be rehospitalized, she will be reassessed for her need for regular visits.

Before she was referred to the Community Paramedic Program, Young had tried to find a similar home health care service but was unsuccessful. Clouse said other programs may require patients to be housebound or to meet certain financial qualifications.

“Our patients fall into the gap,” he said. Currently, Clouse is the only paramedic assigned full time to the program, and Plano Fire-Rescue is absorbing the costs.

In the future, fire departments may get reimbursement from Medicare, Medicaid and private insurance companies, said Mark Gamber, an emergency room physician at Medical Center of Plano.

He said congestive heart failure is the most expensive diagnosis for Medicare. Hospitals that readmit a patient for the same condition within 30 days may not be reimbursed.

If this program prevents rehospitalizations, “it’s not only better health care [for patients], but it helps the financial viability of hospitals,” said Gamber, who also serves as medical director for Plano Fire-Rescue.

He’s confident that community paramedicine will become commonplace. “This is the tip of the iceberg.”

Plano Fire-Rescue officials are also sure the pilot program will become a permanent service and say it may expand to include pediatric asthma patients.

In the meantime, patients like Young find comfort in the one-on-one care the service provides. “It’s like a security blanket,” she said

APPENDIX 16

Home Smoke Alarms and Home Sprinklers





NATIONAL FIRE PROTECTION ASSOCIATION

The leading information and knowledge resource on fire, electrical and related hazards

Latest NFPA statistics show home fire death rate higher than in 1980

Fire Prevention Week, October 7-13, works to educate public about ways to stay safe

September 26, 2018 –

According to the National Fire Protection Association (NFPA), if you have a reported home fire today, you are more likely to die than you were in 1980. This startling fact is attributed to several factors, including the way homes are built and the contents in them. “Open floor plans and a prevalence of modern synthetic furnishings make homes burn faster and the fires produce deadly smoke and gases within moments,” said Lorraine Carli, NFPA vice president of Outreach and Advocacy. According to Carli, you can have as little as two to three minutes to escape a home fire today as compared to eight to ten minutes years ago.

These concerns prompted NFPA to create “*Look. Listen. Learn. Be aware. Fire can happen anywhere*” as the theme for **Fire Prevention Week**, October 7-13, 2018. It emphasizes three basic but critical messages:

- **Look** for places fire can start
- **Listen** for the sound of the smoke alarm
- **Learn** two ways out of each room

This year’s Fire Prevention Week messages point to the essentials of home fire safety,” said Carli. “Looking for potential fire hazards in the home, making sure your smoke alarms are working properly, and having a home escape plan that everyone has practiced – these actions can dramatically reduce the loss from home fires.”

Motivating the public to take these steps can prove challenging, notes Carli, because people don’t think they could have a fire, despite the fact that home is the place they’re at greatest risk. Four out of five U.S. fire deaths occur in homes.

“Because we have reduced the overall number of fires, there is a general complacency and a lack of action around home fire preparedness and planning,” said Carli. “Our goal for Fire Prevention Week is to make sure people recognize that fire remains a very real risk, and that everyone needs to take action to protect themselves and their families.”

For more information about Fire Prevention Week, October 7-13, and this year’s theme, “*Look. Listen. Learn. Be aware. Fire can happen anywhere*,” visit www.firepreventionweek.org.

For this release and other announcements about NFPA initiatives, research and resources, please visit the NFPA [press room](#).

About the National Fire Protection Association (NFPA)

Founded in 1896, NFPA is a global, nonprofit organization devoted to eliminating death, injury, property and economic loss due to fire, electrical and related hazards. The association delivers information and knowledge through more than 300 consensus codes and standards, research, training, education, outreach and advocacy; and by partnering with others who share an interest in furthering the NFPA mission. For more information, visit www.nfpa.org. All NFPA codes and standards can be viewed online for free at www.nfpa.org/freeaccess.

About Fire Prevention Week

NFPA has been the official sponsor of Fire Prevention Week since 1922. According to the National Archives and Records Administration's Library Information Center, Fire Prevention Week is the longest running public health and safety observance on record. The President of the United States has signed a proclamation declaring a national observance during that week every year since 1925. Visit www.firepreventionweek.org for more safety information.

Home fire sprinklers

Home fire sprinklers can dramatically reduce the heat, flames, and smoke produced in a fire. Properly installed and maintained fire sprinklers help save lives.

Fire sprinklers have been around for more than a century, protecting commercial and industrial properties and public buildings. What many people don't realize is that the same life-saving technology is also available for homes, **where roughly 80 percent of all civilian fire deaths occur.**



**FIRE SPRINKLER
INITIATIVE**
Bringing Safety Home

NFPA's Fire Sprinkler Initiative and the Home Fire Sprinkler Coalition

NFPA's [Fire Sprinkler Initiative](#) outlines proven, effective ways that home fire sprinkler advocates can communicate the impact of sprinklers to their decision makers. Visit the initiative's site for free resources for the fire service and other sprinkler advocates, including fact sheets, videos, a [free monthly newsletter](#), research, and our "[Faces of Fire](#)" campaign, which features real people demonstrating the need for home fire sprinklers.



**Home Fire Sprinkler
COALITION**
Protect What You Value Most

[Home Fire Sprinkler Coalition](#) (HFSC) is a leading resource in safety

APPENDIX 17

“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 18

Reducing All segments of Response time



Reducing Response Times

Now more than ever, fire departments are being held accountable for their response time performance and effectiveness. Can your fire department answer the following questions accurately?

1. How fast do your dispatchers answer and process emergency calls?
2. What safeguards or job aides are in place to help dispatchers send the most appropriate units?
3. How long does it take for firefighters to react and respond to an emergency incident?
4. Are apparatus properly equipped for an efficient and safe response?

Our industry constantly attempts to improve response time, but rarely do we look at all aspects of the equation. Technology can play an important role in improving response times.

Remember that total response time is made up of three distinct components:

1. Dispatch time: Time elapsed from when a call is received at the 9-1-1 center until units are notified.
2. Turnout time: Time elapsed from when units are notified until they are responding.
3. Travel time: Time elapsed from when units respond until they arrive on the incident scene.

Most fire departments have a habit of focusing solely on improving their travel time, because it's traditionally accepted that little can be done to improve the other two components. Firefighters falsely believe that improving response time is made easy by driving faster. This solution rarely has a positive impact; in fact, it can lead to disastrous outcomes. But using technology as an alternative to improve response times can change all that. Let's take a close look at each of the three components that make up response time.

Dispatch Time

One of the most critical areas in which to decrease response times comes before firefighters ever realize there's an emergency. When dispatchers receive a call for an emergency, it's

critical that they identify the nature of the incident and be able to dispatch the most appropriate resources. It isn't uncommon to see technical rescue and hazmat situations downplayed during initial dispatch because dispatchers aren't comfortable with the incident type.

Computer-aided dispatch (CAD) and response interrogation software can help dispatchers recognize those rare, high-risk incidents and send the correct resources the first time. Sending the correct type and amount of resources initially is an excellent example of using technology to be more effective.

Additional technological improvements at the dispatch center can further help improve our performance. Can you imagine a dispatcher who always speaks at the same rate, tone and volume? Today, that is possible with computer-generated voice technology. By establishing a pre-recorded audio database, fire departments can ensure the correct pronunciation of all street names in a response jurisdiction. Even the format of a radio dispatch can be customized based on the incident type, geographic location or other variables. Although the use of "robot voices" for dispatching may sound unappealing or unnatural, it eliminates common errors that can have disastrous consequences.

The use of this technology can shave seconds off the dispatch time. In addition to this tangible benefit, dispatchers are able to handle higher call volume since the radio dispatch becomes "hands free." The process is simple: A dispatcher processes a call for service, inputs all of the information required into a CAD system and simply presses a button to initiate the dispatch process. Since the "voice" is transmitting the information to emergency response units, the human dispatcher is free to gather additional information from the caller or to perform other duties.

Turnout Time

It's impossible to improve things that aren't measured and communicated. If we desire quick responses, we need to explore other ways to help our firefighters respond quicker. Taking an idea from the sports arena, why not place a clock on the wall to indicate how many seconds are left until an established goal is met? Firefighters are more likely to improve performance when they can see, in real time, how they're doing.

In Photo 1, a simple countdown clock is tied to the fire station alerting system. Once an alert is received, the same circuit that opens doors and turns on lights initiates a countdown from 60 to 0 seconds on this clock. The clock should be mounted in a conspicuous location in the apparatus bay. When only 10 seconds remain, a chime is activated on the clock to remind companies to quickly place themselves “responding” with the dispatch center. We have installed these clocks in two stations as prototypes to see if results improve enough to expand the practice to the other five fire stations. Anecdotal evidence demonstrates that the visibility of this device causes positive behavioral change (i.e., quicker turnout time).

Travel Time

Installing computers in fire apparatus is more common today than it has ever been. Departments have a wide variety of options, from adapting laptops to fit in the cab to purchasing customized, in-vehicle computers. Regardless of the hardware chosen, departments should consider using these computers for apparatus status changes. Using mobile dispatch software, firefighters can be responsible for changing their statuses, thus making them accountable for their performance. This frees up the airwaves for additional information that companies may receive while responding.

Computers with touch-screens or easy-access buttons are the best for shaving seconds off of travel times. It will also be important for departments to closely examine the software that will be used to make sure it is “friendly” with a touch-screen environment. Some software programs use icons that are too small and detailed for any measure of accuracy on a touch-screen.

In-cab computers can also contain automatic vehicle location (AVL) devices to track fire department apparatus in real time using GPS. This can provide valuable information and allow dispatchers to notify units that are closest to a received call for an emergency, thus reducing travel times.

Embrace Change ... But Use Caution

These technologies can all have a positive impact on improving total response time. Their cost varies—from several hundred dollars for an electronic clock to hundreds of thousands of dollars for automated voice dispatching and mobile computers—but in the grand scheme of customer service, it may be well worth the investment for the improved outcome.

Note: These solutions for public safety problems should ONLY be implemented when they improve and simplify operations—not complicate them. Some equipment vendors have a poor understanding of the environment and culture of the fire service, leading them to think their solutions are more user-friendly than they really are. Be sure to explore what solutions other fire departments have implemented and the lessons they learned to avoid repeating mistakes. Today's economic conditions demand that we work smarter and are mindful of our budgetary footprint for complex projects. Ideally, your investment in technological solutions should demonstrate to your taxpayers that your department is working harder for their tax dollars.

The bottom line: Technological improvements for our business have only just begun. Embrace the change and look for ways to keep your fire department on the cutting edge of improvement.



JAKE RHOADES

Jake Rhoades, MS, EFO, CFO, CMO, CTO, MIFireE, is the fire chief for the Edmond (Okla.) Fire Department and a 21-year veteran of the fire service. Rhoades holds a master's degree in executive fire service leadership. He serves as an elected member on the board of directors for the IAFC Safety, Health and Survival Section and as a principle member of the NFPA technical committee for firefighter qualifications. He is an adjunct instructor for Columbia Southern University. **Read Full Bio**



TOM JENKINS

Tom Jenkins, MS, EFO, CFO, CMO, MIFireE, is the fire chief of the Rogers (Ark.) Fire Department and a 14-year member of the fire service. He has a bachelor's degree in fire protection and safety engineering from Oklahoma State University and a master's degree in public administration from the University of Oklahoma. He also serves as an adjunct professor for Oklahoma State University and Northwest Arkansas Community College. **Read Full Bio**

APPENDIX 19

Wabash Township Transfers Money to retain firefighters



Wabash Township board votes to transfer money to keep firefighters

Wabash Township Trustee Jennifer Teising sent the fire department's three paid firefighters an email, saying their last day with the department would be June 29.



Something went wrong.

Author: Emily Longnecker

June 16, 2021

TIPPECANOE COUNTY, Ind. — The fate of Wabash Township’s fire department hung in the balance Tuesday night when the township’s board, dozens of residents, and the township’s trustee met the township’s fire department.

Recently, Wabash Township Trustee Jennifer Teising sent the fire department’s three paid firefighters an email, saying their last day with the department would be June 29. Teising, who appeared at the meeting via Zoom, told residents the township didn’t have the tax revenue to support full-time firefighters, something she said isn’t new.

Teising said she was in favor of creating a fire district to grow the fire department, but could not get enough public support for one, so she moved to cut the township’s three full-time firefighters and use part-time firefighters and volunteers.

It’s a decision she’s [come under fire for](#), as well as her indictment last month by a grand jury on 20 felony theft charges.

The charges allege Teising did not live in the township for over nine months while collecting \$20,000 as trustee.

Residents have called for her resignation, which she said she will not give. Tuesday, they asked the township’s board to step in regarding Teising’s decision about the fire department.

During the meeting, firefighters responded to an emergency call. Citizens said it was an example of the reasons they still need paid firefighters.

“Can you imagine that being your relative?” asked Diane Lehman.

“What can be done to be sure June 29, 2021 does not mean the end of this fire department?” asked another resident.

At Tuesday’s meeting, the board unanimously voted to transfer \$500,000 from a capital fund to another fund to pay for the department’s firefighters through 2023.

“If this is a stopgap we have to do, then it’s a stopgap we have to do,” said another resident.

Teising said she’ll look at the board’s decision. Residents are asking for more than that.

“I beg of you. Is this your relative? These are your taxpayers. They are your constituents. Take care of them. Take care of these guys,” said Lehman.

Teising’s trial is preliminarily set for July 29.



APPENDIX 20

Liberty Township seeks SAFER grant to transition from part-time to full-time firefighters



JOURNAL-NEWS

Liberty Twp. wants completely full-time fire force, applies for \$1M grant to hire 9 positions

Feb 25, 2019 By Denise G. Callahan, Staff Writer

LIBERTY TWP. (Butler County, OH)—

The Liberty Twp. Fire Department is hoping to decrease its reliance on part-time personnel, and to that end it is applying for about \$1 million in Staffing for Adequate Fire Emergency Response funding to hire nine full-time firefighters

Trustee Tom Farrell said the federal grant would pay 75 percent of the salary and benefits for the new people for two years, and the grant drops down to 35 percent in the final year. He said an entry-level full-time firefighter makes roughly \$56,000, plus about \$20,000 in benefits.

“Ultimately we would love to have a completely full-time fire department,” Farrell said. “But it just is cost prohibitive. So finding that mix that is fiscally responsible, provides the best service for our residents, always a constant battle.”

Fire Chief Ethan Klussman said the department is hoping to receive \$1.1 to \$1.2 million in SAFER funding. He said when those funds run out, the township has determined the larger staff will be sustainable with its own budget.

With nine new staffers, the township would have 47 full-time personnel, including five who are command staff. Since a department of only full-timers isn’t yet sustainable, the township hasn’t studied how many people would be needed for a full career department.

Fire and police departments in the entire region are lamenting the fact there is a dearth of part-time staff available, so many departments are beefing up full-time staff. Klussman said the department relies on six part-time staff a day, and if the grant is awarded, it would only need three part-timers daily.

Trustee Board President Steve Schramm said the bigger staff will solve another issue that has been bothersome.

“It’s becoming more and more apparent that the model we’ve been using with as many part-time firefighters is just not sustainable,” Schramm said. “We would put so much energy into trying to train these guys and then they get stolen by another department looking for full-timers. So we are becoming a training mill for our young folks.”

Along those lines, the trustees have also approved a new tuition reimbursement program for training designed to recruit and retain new part-time people.

“It’s going to be helpful for us as we recruit new part-timers, but also retain the current ones as we help them get through paramedic school, which is the next big step for them achieving career positions,” Klussman said.

APPENDIX 21

SAFER Grant Competition



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 fulfils 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)

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 GRANTS

This information is relevant each year, even as the figures change. 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 22

SAFER Grant for Career and Volunteer Firefighters



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.

END OF DOCUMENT