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Analysis of
Fire Department Facilities, Operations
and Deployment

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Olmsted Township, Cuyahoga County, OH

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OLMSTED TOWNSHIP, CUYAHOGA COUNTY, OH

Analysis of Fire Department Facilities, Operations and Deployment

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FOREWORD

In the Summer of 2022 William Kramer, Randall Hanifen, and Micki Harrell of the firm ***Kramer and Associates*** conducted a study regarding the state of fire protection in Olmsted Township, Cuyahoga County, OH, delivered from one central fire station. (Resumes of the consultants are found in **Appendix 1**)

The consultants helped Fire Chief Pat Kelly determine the capability of the Olmsted Township Fire Department to deliver necessary fire protection and emergency medical service, both now and into the future. A master-plan was outlined, dealing with staffing, organizational structuring, fire station location or locations and the feasibility of creating a regional fire district of which Olmsted Township would be a participant.

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 age and condition of an existing station determines whether it is viable or needs replacing.

One station may be insufficient, requiring perhaps one or more additional locations. The frequency with which service is demanded must be balanced with response times which can vary widely across a community. The consultants have worked diligently to balance all of these factors in presenting a blueprint for the future in Olmsted Township.

As a key community on the southwestern edge of Cuyahoga County and as a community with diverse corporate members and residential neighborhoods, the Township has unique challenges in providing services but corresponding opportunities for creative service delivery.

We found Fire Chief Pat Kelly to be a consummate professional as he met with the consultants as needed and showed real dedication to the implementation of suggested upgrades and improvements for the Fire and EMS services. He provided all information requested while ably performing his duties. Assistant Chief Christopher Methvin was helpful and supportive throughout the study.



**Pat Kelly,
Fire Chief**



**Christopher Methvin,
Assistant Chief**

Interviews with a wide cross section of stakeholders indicated that there are differing opinions regarding the state of fire protection in Olmsted Township. Residents and businesses for the most part, are satisfied. In discussions with governmental leaders, fire officials, union leaders, and ordinary citizens, the consultants found overall appreciation for the fine fire protection and EMS services provided in Olmsted Township.





Officers and members of the Olmsted Township Fire Department participated actively in meetings with the consultants, consistently displaying a progressive spirit that can only be beneficial to the residents and corporate citizens of Olmsted Township.

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 Olmsted Township officials to create a Fire and Rescue service commensurate with increasing demands, and quality service which residents and businesses of Olmsted Township deserve.

Special thanks to IAFF Local 2845. Current president Christian Platzar and his union members were willing to be allies for fire department improvements. We had discussions and impromptu meetings with personnel throughout the rank structure in the Olmsted Township Fire Department, gaining much insight into the heart and spirit of Olmsted Township's future at these meetings.

It is evident that while interested parties may have differing opinions, they all want to see a successful Olmsted Township Fire Department and are open to improvements.

Thanks, and appreciation to Township Trustees, who are dedicated public servants, showing a genuine interest in serving their constituency, and making sure residents of the township, receive quality fire and EMS service. We greatly appreciate the support for this study from Board of Trustees Riley A. Alton, Jeanene Kress, and Lisa Zver. Thanks also to Fiscal Officer Brian Gillette

			
Trustee Riley A. Alton	Trustee Jeanene Kress	Trustee Lisa Zver	Fiscal Officer Brian Gillette

Olmsted Township deserves credit for seeking a neutral opinion regarding the Fire Department and EMS Operations since these are among the most vital and expensive of Township services.

EXECUTIVE SUMMARY

A comprehensive analysis was performed to determine the capability of the personnel and equipment at the single fire station, as currently organized in Olmsted Township, to deliver necessary fire protection, EMS and other emergency services, both now and into the future. This four-page synopsis is an “Executive Summary” which gives a brief overview of findings.

The consultants reviewed all aspects of the Olmsted Township Fire Department in detail. During several multiple-day site visits the consultants interviewed key personnel from Township Government and the Fire Department, other area Fire Departments and other agencies that had a role in the operations of the Fire Department. Numerous statistical data items were reviewed, collated and reduced to summary tables in this report. The Consultants at all times strove for detailed factual data and a wide range of viewpoints.

The consultants were impressed with the high degree of professionalism in Township Government and in the Fire Department itself. The consulting team monitored field operations, and, in short, they are pleased to report that the Fire Department is performing quite well but could use an additional station to ensure that all portions of the township can be reached in acceptable time standards.

Vision, Mission, and Core Values:

We examined the existing mission statement of the Olmsted Township Fire Department during the analysis and found it is a full-service fire department delivering all forms of expected emergency response including medical transport. The Fire Department is not meeting national standards for crew sizes per apparatus when staffing levels drop below the authorized strength due to the instability of the part-time staffing model. When affordable, career personnel can be added to enable the fire department to be standard compliant on a regular basis. We will propose changes that will need some funding, but show ways in which costs can be controlled and revenue to the fire department augmented.

Like most fire departments, Emergency Medical Service calls constitute the bulk of the emergency runs, and Olmsted Township provides pre-hospital care at the paramedic level. Since it provides ambulance transport services, it does gain a source of revenue available from Medicare and private insurers.

Olmsted Township has continued to invest in both equipment and training to ensure that personnel deliver the latest pre-hospital procedures and practices. Both ambulances and engines are equipped with life-saving equipment to ensure versatility in response to both fire and EMS emergencies. This allows an efficiency through the use of all on-duty personnel to answer medical emergencies, the primary need for life-saving services, regardless of which vehicle they may be in on the road.

Staffing: Olmsted Township

The consulting team found varying degrees of energy and enthusiasm among members of all ranks in the Olmsted Township Fire Department and overall, a professional group of which the township can be proud. Staffing levels vary daily from three to four on the front line, depending on vacations, sick leave and similar factors.

In addition, The Chief and Assistant Chief are available during normal weekday working hours. In Northern Ohio and all across the country, the pool of interested applicants for fire department employment, both full-time and part-time, is dwindling. Many reasons are cited including health dangers, rather static pay and benefits (as compared to the private sector) and the increased entry-level requirements and continuing education demands. Staffing levels need to be addressed in order to maintain the high level of service to which Olmsted Township has become accustomed.

Fire Apparatus and Equipment:

The rolling stock, or more commonly called fire apparatus units, now serving Olmsted Township were analyzed and found to be well designed. Specifications and plans should continue to focus on multi-use apparatus, such as rescue engines with ALS (Advanced Life Support, i.e., Paramedic) capabilities. Staffing levels now dictate that each fire company handle a variety of calls. As concurrent calls continue to increase, fleet versatility will become increasingly important.

Pump, ladders, SCBA hydraulic tools and compressor are all checked by on-duty personnel and annual pump and ladder tests are completed by certified vendors. The existing fleet can be tweaked going forward to meet the needs of the Township. The consultants like the versatility of fire apparatus that combines engine and ladder capabilities into one vehicle. The Olmsted Township aerial does have the five functions of a Quint and meets national standards. Money needed to replace it, however, would better be used for staffing.

Fire stations:

The single existing fire station does cover the majority of the landmass of the township, but an additional station in the southwest would be a great improvement in overall township response times.

A second station makes sense, but only if there can be at least six line personnel per day, with three at each location. Ideally there would be four for each to be compliant with national standards. We will examine some options in the mapping section, and show how an additional station might be shared with Columbia Township to the south. The Township has seen a modest growth in population over the last several decades so the fire department will not benefit from any growing tax base and must be fiscally frugal going forward. There is, however, a growing number of runs. A new development in the southwest will be adding 500 homes with a bump in tax revenue.

Adding a fire station is an expensive proposition but the cost of the facility is a mere fraction of the payroll investment for the personnel which will staff the station over its lifetime. The importance of quality station location is an investment beyond construction costs.

911 Communications

The consultants found strength in the Southwest Emergency Dispatch Center located in Strongsville, OH. Trained dispatchers handle calls for Olmsted township and its neighboring communities, providing an efficiency and a smooth operation when multiple agencies are sent to a serious incident. The consultant visited the center and noted that personnel there interact well with fire department personnel. It does have state-of-the-art equipment for both call-taking and dispatching.

Supervision and Training:

The report covers the importance of training in the fire department and provides suggestions both for basic firefighting operations, and leadership for officers. We advocate low-cost high-quality programs such as National Fire Academy courses.

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

The report analyzes run data and response times and provides suggestions for improvement. Where service demand is greatest, response times are within recommended standards, but in the outer areas of Olmsted Township average response times and distances are stretched to the limits of acceptability.

Portions of Olmsted Township, remain outside the limits of the NFPA 1710 recommended travel times. The report addresses the changing nature of the fire department role in the community, looks at it from a regional perspective and notes the occasional need to give and receive mutual aid. The report also examines the reliability of the mutual aid units.

Topography and Demographics

The study provides an overview of Olmsted Township as a community, including topography, demographics, special hazards, target zones, and other unique characteristics that impact upon fire and emergency response.

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 Olmsted Township Fire Units, individually and as a group, to comply with the standards.

The study will include a comparison of Olmsted Township with similar sized fire departments regarding the structuring and staffing of Fire Departments. Similarly, the report also provides present and future requirements necessary to maintain or improve district ratings by ISO (Insurance Services Office), which impact fire insurance costs, especially for commercial operations.

The study analyzes the community considering new demands placed on the modern fire service, including emergency management and homeland security. See **Appendix 2** for the demographics that were used as a backdrop for this study.

Fully-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 in Olmsted Township.

With all full-time career personnel, scheduling and shift coverage is more reliable. Another advantage to increasing career personnel is the retention of personnel that are not only trained as firefighter/EMT's or firefighter/Paramedics but also certified as trainers, fire investigators, haz-mat technicians, etc.

Funding, Budgets:

Both the capital and operating budgets in Olmsted Township are limited and the fire department should be prepared to operate without significant increases to personnel unless a new dedicated tax levy is passed by a majority of voters. Any personnel additions would have to be off-set with new revenues, new staffing schedule efficiencies or increases in levy funding. The Olmsted Township Fire Department (OTFD) should be prepared for what many predict will be a bidding war for personnel.

Water Supply:

The consultants analyzed the water system and found there are adequate water mains with sufficient volume and pressure in most of the Township. The fire department is working with Cleveland water to extend water mains to the remainder of the township. The Olmsted Township Fire Department 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. Fire companies can tap into hydrants with sufficient volume for the larger fires. Continued enforcement of fire codes related to hydrant placement should be continued

Regional Fire District

We show that a regional fire district could produce economies of scale for participants. The Township would sacrifice identity and local control in exchange for enhanced service. This would likely improve service but not reduce fire department operational expenditures.

Report Findings

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

HISTORICAL PERSPECTIVE

The Olmsted Township Fire Department (OTFD) has provided fundamental service throughout its history. It continues to protect residential properties as well as many commercial establishments.

Although the frequency and severity of structure fires are declining nationally, and Olmsted Township has accordingly seen some reduction over time, new demands such as self-driving and electric vehicles, Carbon Monoxide alarms, increasing hazardous material incidents, and vehicular accidents all require the presence of a well-trained quick responding fire department.

Over time, the OTFD fire station has undergone various transitions and currently is positioned well for most addresses based on the configuration of Olmsted Township.

The proper size of a fire department, including numbers of personnel and numbers of stations is open to subjective interpretation but there are national standards and comparisons with other townships that will be used to help Olmsted Township "right size" its force. Citizens are the ultimate decision-makers as they vote to accept or reject taxes to pay for their own protection.

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

On the next page we show three generations of equipment/ facilities for the Township as it evolved from its inception.

A second era of fire protection ("Era II") is represented by placement of fire suppression systems (sprinklers and alarms) inside of structures themselves. Commercial buildings, factories, hotels, schools, and any other buildings which present a potential for large loss or which represent a life hazard in terms of occupancy can be protected with automatic sprinkler systems. These will hold a fire at bay and often will summon fire suppression forces when the water flow in the piping system triggers an automatic alarm. This type of fire protection is immediately deployed and is capable of operating independently of the external protection provided by the fire department.

Fortunately, many high-value occupancies in Olmsted Township, including office buildings, schools, and nursing facilities, are sprinkler protected, greatly reducing the fire-suppression responsibility that would otherwise be present for the Olmsted Township Fire Department. Some residential units, including Evergreen Farms, do also have sprinkler protection.

As part of Era II, smoke alarms, which are mandated in many commercial structures, have become popular in homes and have resulted in the early detection of many fires while in

the incipient stage. This has allowed the occupants to take immediate action and is responsible for saving untold numbers of people and many homes from the ravages of fire.

Olmsted Township Fire Department over time

Right: 1950's



Left: 1970's

**Right: 2000's
And beyond**

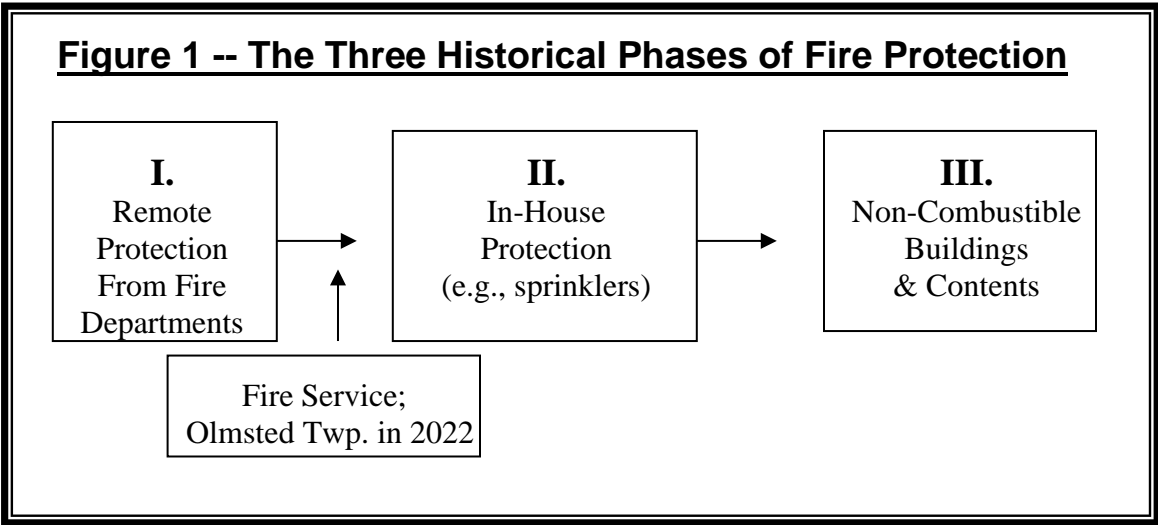


An obvious tradeoff exists between in-house proximate protection, provided by sprinklers and alarms, (“Era II”) and the external protection provided by the fire departments (“Era I”). As new commercial development continues over time in Olmsted Township, new structures will enjoy Era II internal protection, reducing the demands on firefighting forces. New homes should be mandated to have hard-wired, battery-backup ionization smoke alarms.

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

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

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

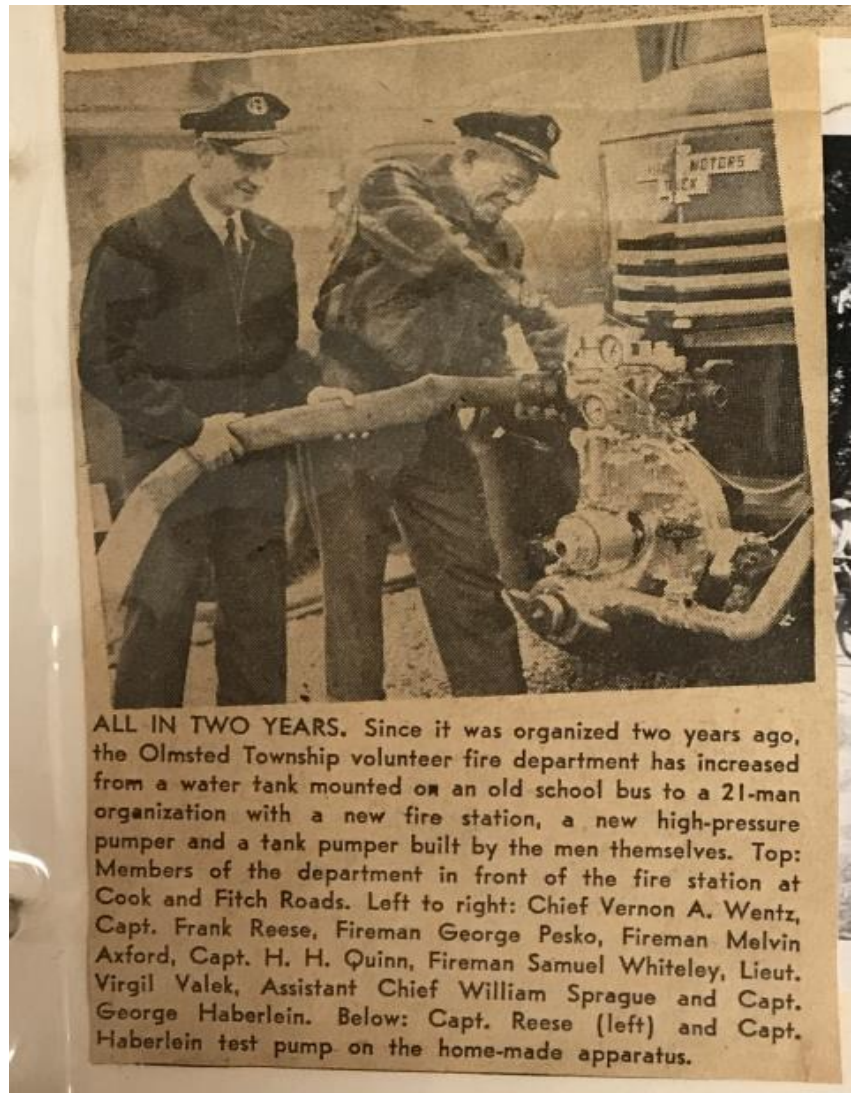


Right: From the archives:

The department has progressed nicely over time

In this report we will show that:

- The Olmsted Township Fire Department is delivering quality fire control and Emergency Medical Services.
- There are limitations to service delivery when multiple incidents occur simultaneously
- Regional cooperation is required with mutual aid and automatic interjurisdictional response.
- Olmsted Township should examine the advantages and disadvantages that would occur with participation in a larger regional fire district.
- Olmsted Township should examine the feasibility of adding a second fire station, regardless of whether or not it becomes part of a larger regional fire district.
- Shared staffing of a new station could be explored even if Olmsted Township remains an independent entity.
- The Township has grown at a pace more quickly than the Fire Department.
- A replacement levy with at least the existing millage will be necessary just to maintain the status quo, while a bump in millage, recommended by the consultant, will permit a more solid staffing Model throughout the Olmsted Township response area. A lack of an increase in levy funding should not be a deterrent to improvements.



ALL IN TWO YEARS. Since it was organized two years ago, the Olmsted Township volunteer fire department has increased from a water tank mounted on an old school bus to a 21-man organization with a new fire station, a new high-pressure pumper and a tank pumper built by the men themselves. Top: Members of the department in front of the fire station at Cook and Fitch Roads. Left to right: Chief Vernon A. Wentz, Capt. Frank Reese, Fireman George Pesko, Fireman Melvin Axford, Capt. H. H. Quinn, Fireman Samuel Whiteley, Lieut. Virgil Valek, Assistant Chief William Sprague and Capt. George Haberlein. Below: Capt. Reese (left) and Capt. Haberlein test pump on the home-made apparatus.

OLMSTED TOWNSHIP COMMUNITY CULTURE

Early in this report we need to note the vitality and community spirit that characterizes Olmsted Township and its fire department. In the inset below we see an example as the fire department is able to assist the Ukraine firefighters with turnout gear.

19 NEWS

Olmsted Township firefighters donate gear to Ukraine



(Source: Olmsted Township fire) ((Source: Olmsted Township firefighters))

By [Julia Bingel](#) Published: Mar. 30, 2022

OLMSTED TOWNSHIP, Ohio (WOIO) - Olmsted Township firefighters donated a large amount of first responder gear to be sent to Ukraine.

Fire Chief Patrick Kelly said all gear will be sent to ДСНС України, the State Emergency Service of Ukraine. They will use the gear to outfit units responding to large scale emergencies in Ukraine, said Chief Kelly.

[Earlier this month, the Eastside Departments Group Enforcement \(EDGE\) SWAT team donated body armor and other protective gear to help troops fighting in Ukraine.](#)

Copyright 2022 WOIO. All rights reserved. Township gear to Ukraine

(See Appendix 3 for the full story)

OLMSTED TOWNSHIP RISK ASSESSMENT


Olmsted Township is a beautiful community with a mix of new and older properties, many of which have been constructed in the past 40 years. New properties should be inherently safer than older due to better building codes and internal fire prevention systems such as 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 Olmsted Township 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 fire stations will be constructed so that all residents and businesses have speedy response times.
- **Argument No. 2:** An opposing argument is that the location of fire and EMS units must logically include the frequency or the demand for the services from that facility. Locations should then favor frequent response zones,

Some sort of balance must be struck between these two arguments. Currently a large portion of the Township is covered well, since the existing station was placed in the center of the Olmsted population when constructed. Sidney is a safe city as seen in the inset below.

Olmsted Township Named the 40th Safest City in America for 2021



SafeWise's "The 100 Safest Small Towns in America for 2021" report was just released and Olmsted Township was named the 40th safest small town in America! Here's a link to the full report: www.safewise.com/safest-towns-america/

Earlier this year, the Township was named the 2nd safest city in Ohio.

Many thanks to our First Responders, Trustees and residents for all of their hard work to keep our community safe!

The mapping to follow later in this report will show how either a one-station or two-station model can provide adequate coverage and serve as a balance between the two arguments above. In a two-station model, there must be funds available not only for construction but for the much costlier staffing.

The computer-generated maps will show fire station location, as it exists and as it could change with a two-station model. Consideration was given to the Township's master plan for future land usage.

Community Risk Assessment cannot be ignored when choosing a fire station location and analyzing fire department staffing needs. While the two opposing arguments above are valid, the reality of fire protection coverage in a community is that certain properties present larger life safety hazards.

We have reviewed “Target Hazards” in the community including:

1. Urban Dense Areas
2. Light Manufacturing/Distributions Centers
3. Apartments
4. Schools
5. Home City Ice (Ammonia Hazard)
6. Senior Living Facilities
7. Dining and Assembly areas
8. The Ohio Turnpike
9. Rail Traffic

Urban Dense Areas

Olmsted Township has a nice mixture of new and old homes, all with niceties and all with combustible qualities.

Even though house fires do not, on the surface, seem to pose the high risk of large mercantile structures or factories, they must be considered as a primary component in a comprehensive risk-management plan.

The type of building that is responsible for the greatest number of fire fatalities is residential.

Right: New housing in Olmsted Township

For actual fires in housing, mutual aid would be needed from adjacent jurisdictions. Ensuring the assembly of an adequate fire force quickly for these types of buildings is difficult to achieve since surrounding departments are no more highly staffed than Olmsted Township, and it takes 15 to 20 minutes to get surrounding departments into Olmsted Township. Pre-programmed MABAS systems (automatic aid) can be used to summon outside units immediately.



Good code enforcement is the best protection for the high-hazard occupancies.

Light Manufacturing and Distribution Centers

Light manufacturing and distribution centers pose many different types of hazards depending on the business occupying the building. Typical hazards include size of the building, dangerous products within the building, and large number of occupants in the building.

Buildings can be over one million square feet. Because it is easier to have one building housing many parts of a commercial enterprise and/or distribution center, businesses are inclined to build as large a building as possible.

With the increase of e-commerce, real estate developers are building many more distributions centers, many of which have close interstate access. This could be a growth area for Olmsted Township, based on the recent past and the business trends toward more online shopping.

Some of the manufacturing and distribution centers contain hazardous materials and hazardous processes. This exponentially increases the hazards present in the buildings, which are often built around a generic fire code rating. Companies may have to force fit new hazards into an existing building.

In Smithfield, North Carolina, a recent Kramer client, a new Amazon facility contains 620,000 square feet of constantly changing contents. This is shown in the photo below.

Right: Amazon has arrived in many communities that are Kramer clients.

New taxes can help fund fire department staffing increases



Amazon trucks traverse the streets and are arriving from distribution centers nearby. Buildings can be over one million square feet. Because it is easier to have one building housing many parts of a commercial enterprise and/or distribution center, businesses are inclined to build as large a building as possible.

With the increase of e-commerce, real estate developers are building many more distributions centers, many of which have close interstate access. This will be a growth area for Olmsted Township, based on the recent past and the business trends toward more online shopping.

Some of the light manufacturing and distribution centers contain hazardous materials and hazardous processes. This exponentially increases the hazards present in the buildings, which are often built around a generic fire code rating. Companies may have to force fit new hazards into an existing building.

Developers prefer to build generic or “spec” buildings so as to offer the space to a range of tenants. Once a tenant places a dangerous material or operation in the building that is not based on its original hazard allowance, the fire department and building department must ensure upgrades are consistent with the new hazard.

The ability to respond to hazardous materials incidents and initiate proper mitigation efforts must be factored into the all-hazard response model of the fire department. Closely working with the Local Emergency Planning Commission (LEPC) and monitoring Tier 2 reporting forms are desired actions by the fire department which can ensure that they can deliver proper response.

The overall size of the buildings again require that crews build hose lines and need to move much equipment from the fire apparatus to support operations. Distances from an exterior door to the center of the building can be over 1000 feet. The typical pre-connected hand line carried in the fire apparatus is 200 feet. As one could note, this assembly can take significantly longer than the typical 2-minute set up time that occurs at a house fire.

A second issue with the large-footprint buildings is the time limitations of the breathing air the firefighters wear into the building. The air tanks typically only last 15-20 minutes. Just walking with a hose into the building could take 5 minutes. Searching for occupants may take 5 or more crews just to cover the area of the building.

Built-in fire protection, where required in the light manufacturing and distribution centers, is present in Olmsted Township, and is the best possible defense against a major fire that could place a burden on not only the business and its employees, but also on township tax revenues.

The Fire Department is aware of ESFR (Early Suppression Fast Response) Sprinklers, which could be used at some point in the future in Olmsted Township, if large storage facilities choose to locate in the Township. As consultant Randall W. Hanifen will attest, however, these systems will only slow the fire in many cases. Much manual firefighting and overhaul must often be conducted during a fire within large commercial buildings with over 50-plus firefighters needed in rotation to accomplish all tasks. Fire department personnel trained in forklift operations can often speed the operations.

Apartments

These occupancies have increased hazard ratings due to the number of occupant units within one building. To the right is a photo of the Evergreen Farms complex, with each separate building housing 24 units.

Right: Evergreen Farms Apartments in southwest Olmsted Township



While fire codes do provide safeguards in hotels and apartments, 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 cooking related fires. 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, 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.

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>

Senior Living Facilities

Hospitals and senior living facilities have many of the same hazards as hotels and apartments, with many occupants per building, often housed in individual units. In addition, hospitals and senior living facilities have occupants that may not be able to evacuate themselves. This is a significant hazard increase, 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.

OTFD and the Building Department should review all proposed construction and remodeling projects for senior housing to ensure adequate built-in fire protection. 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. The staff members 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 so that the department and the facility can identify their respective responsibilities in advance.

From a manual fire suppression standpoint, large numbers of firefighting forces are needed to evacuate and rescue occupants that are not under their own power. 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 many residents will need oxygen and special care during evacuation, and will need to be cared for by EMS until they can reoccupy the facility or be located to another facility.

Olmsted Township currently provides both Fire and EMS protection. This spreads the workforce thin. Currently Olmsted Township cannot meet NFPA (National Fire Protection Association) standards for minimum crew sizes at all times, [Recommend four (4) per apparatus].

Nonetheless, the standards do permit the fire companies to deviate from these standards when there is potential lifesaving potential. Standards are recommendations and are not legally required unless adopted by municipal ordinance or township resolution.

Educational Facilities

The Olmsted Township School District provides quality education, operating public schools. Reputable Private and Parochial Schools are also available in the Township. Fire Department response to any of the Olmsted Falls City Schools or area private schools would be a regional response involving Olmsted Township. (See Inset below.)

According to FEMA (www.usfa.fema.gov) An estimated 4,000 school building fires were reported by United States fire departments each year and caused an estimated 75 injuries and \$66.1 million in property loss. Fatalities resulting from school building fires were rare. There was a general increase in school building fires toward the beginning and end of the academic year.

Nearly 41% of all school fires are started intentionally. Needless to say, implementing these fire safety measures in schools are vital: 1. Exterior lighting with timers, motion- or daylight-detection sensors 2. Shrubbery and trees trimmed to keep areas around the building unobstructed 3. Intrusion alarms on doors, windows, ventilator openings and roof hatches 4. Trash receptacles stored away from buildings to reduce danger of fire. Locked metal lids for extra protection. 5. Encourage neighbors to alert school personnel to apparent dangerous conditions.

OLMSTED FALLS **CITY SCHOOLS**

- [ABOUT US: THE BULLDOG WAY](#)
- [ANNUAL FEDERAL/LEGAL NOTICES](#)
- [BOARD OF EDUCATION](#)
- [BUILDINGS](#)
- [DISTRICT DEPARTMENTS](#)
- [EMPLOYMENT](#)
- [FORMS/LINKS](#)
- [STRATEGIC PLAN](#)
- [STAFF DIRECTORY](#)
- [STAFF INTRANET](#)
- [COVID-19 INFO & UPDATES](#)
- [OLMSTED FALLS ALUMNI ASSOCIATION](#)
- [OFCS FAMILY & COMMUNITY LINK PROGRAM](#)

Our Mission

Olmsted Falls City Schools provides experiences that empower its future graduates to become life-long learners who have explored career pathways of their interest so that they can succeed as citizens in a global society.



Four out of five of the Olmsted Falls School District Schools are located within the Township.

See one school to the right which is part of the Olmsted Falls School District but is located outside of the Township.

On the next page are four additional schools which are in the Township, followed by helpful FEMA information in the inset.

Also located in the Township are school administrative offices, bus garage and fuel depot.



These four schools are located in Olmsted Township



From FEMA:

[School Fire Safety Education & Prevention Checklist](https://blog.nationwide.com/school-fire-safety-checklist/)

blog.nationwide.com/school-fire-safety-checklist/

1. People also ask

How to teach fire safety to a child?

What are OSHA hazards?

What is a fire safety lesson plan?

What is a fire prevention program?

2. [Fire Safety Lesson Plans for Grades PreK-8](#)

[prevention1st.org](#) › Before-The-Fire-Prevention-Works-1

Overview Fire prevention is everyone's job. Children need to understand the importance of fire prevention and learn ways they can keep themselves and their families safe. Objectives Students will be able to:

- Understand that fire prevention is the responsibility of both communities and individuals.

- File Size: 1MB

- Page Count: 34

3. [Grades 3 to 5• Fire Safety – Kids Health](#)

[classroom.kidshealth.org](#) › safety › fire safety

Fire Safety. When it comes to fire safety, kids can never be too prepared. Prevention is key, but so is knowing what to do – and not to do - in an emergency. These activities will help your students learn how to protect themselves in case there's a fire. Related Kids Health Links.

Dining Facilities:

Each community has a mixture of home-spun eateries and others that are parts of national chains. Covering a wide spectrum from fast food to fine dining they all have some fire-safety factors in common.

All restaurants attract hungry patrons, sometimes in numbers large enough that occupancy limits are imposed by the fire department based on square footage. A common placard places a limit on the number of patrons that can legally assemble

Right and Below: Burntwood Tavern.

5600 Great Northern Blvd,
North Olmsted,
OH 44070



While this establishment is actually in North Olmsted, any serious incident there would draw Olmsted Township Fire Department via the mutual aid pact.

All restaurants have various forms of cooking, baking, frying and heating equipment, that can lead to destructive fires.

Eating establishments have a variety of concerns, not the least of which is the omnipresent kitchen heating appliances, accumulation of grease, and often large gatherings of people. It is up to the fire prevention arm of the department to ensure cleanliness, maintenance, and adherence to occupancy limits.

Ohio Turnpike

Olmsted Township is responsible for emergency response to the portion of the Ohio Turnpike which traverses the entire width of the Township. The fire department must be able to handle fires, crashes, hazardous materials and all other emergencies which accompany an Interstate highway. See the website insert below and note the focus on safety and turnpike alerts.



OUR MISSION AND GUIDING PRINCIPLES:

To be the industry leader in providing safe and efficient transportation services to our customers, communities and partners, we must maintain or improve:



**SAFETY, QUALITY OF WORK LIFE, CUSTOMER
EXPERIENCE
SYSTEM CONDITIONS, FINANCIAL STEWARDSHIP**

ALERTS

Alerts, Construction Fuel

Turnpike Emergencies Cell Phone Users Dial #677

Ohio Turnpike and Infrastructure Commission

682 Prospect Street Berea, Ohio 44017-2799

(440) 234-2081

[Contact Us](#)

Welcome to the Ohio Turnpike, a 241-mile toll road offering one of the safest, best and most convenient routes for motorists to reach east/west destinations along the northern corridor of Ohio. We provide excellent customer service and amenities to meet travelers' wants and needs, including state-of-the-art service plazas, a variety of restaurant choices, and routine maintenance for a smooth, pleasant trip.

We think you'll agree – when you take the Ohio Turnpike you are choosing a better way to travel. We hope you enjoy your visit to our great state and your travel experience on the Ohio Turnpike!

New Challenges:

As Society evolves there are always new challenges facing the fire service. As this report was being drafted, a series of mass-shootings called into question the efficacy of Law Enforcement and the proper way to approach the deployment of Fire-Department paramedics. We just noted that four of the five schools in the Olmsted Falls Fire District are located within the Township. Below is a recent article – one of many -- that are written to help the modern fire department prepare properly for this type of horrendous event.



How do Triangle EMS crews and hospitals prepare for a mass shooting?

by: Maggie Newland Posted: Jun 1, 2022

RALEIGH, N.C. (WNCN) — As the nation mourns the deaths of children teachers, friends and grandparents all killed in mass shootings over the past couple of weeks, doctors continue to care for the injured. In mass shooting situations, planning can save lives and we wanted to know how our local hospitals and EMS crews prepare for the worst-case scenario.

From EMS crews to trauma surgeons, hospitals and first responders across the Triangle have plans in place in case of a mass shooting.

“I think it’s a matter of preparation, simulation, drilling and having the community be prepared,” said Dr. Abhi Mehrotra, Vice-Chair in the Department of Emergency Medicine at UNC Hospital.

In December, UNC held a drill to prepare health care workers for a shooter inside a hospital. Health care systems also train to treat large numbers of patients injured in shootings or other incidents.

In that case, Chief Medical Officer at Duke University Hospital, Dr. Lisa Pickett, said, “We need to have ready surgeons, intensive care units, operating rooms and teams of people.”

Duke Hospital put part of its mass casualty plan into practice in 2019.

“We did activate part of this plan even with the explosions several years ago in Durham, where we had a number of folks who had been injured, not by gun blasts but by blasts from a gas leak, so we learned from that,” Pickett explained.

From the time this report was started until the first working draft was produced, the price of fuel has nearly doubled. Fire Department responses will, however, not decrease but at a minimum remain steady or actually increase. Below is an article that shows how one department may try to cope.

14 NEWS

Evansville Fire Department impacted by high fuel costs

by [Lesya Feinstein](#)

May. 25, 2022

EVANSVILLE, Ind. (WFIE) - Responding to emergencies is getting more expensive with rising fuel costs. Evansville Fire Department officials say they will have to make some department changes if those costs don't ease up.

"Unfortunately, the emergency vehicles we drive, fuel economy is not... you don't buy a fire truck and ask what kind of mileage it gets," said Evansville Fire Chief Mike Larson. Larson says they have spent 51% of the annual fuel budget, not even halfway through the year. "It's a concern, obviously," he said.

Working fire trucks are a necessity, so Larson says regardless of fuel costs, the department won't go without, but he says changes could come if costs don't ease up. "Discussions are happening, and more than likely in the near future we will be making some changes to our daily operations to try and help conserve," Larson said.

This could mean cutting back on fire trucks at community events, company tours, and it could even change training." As the trucks are running and flowing water or sitting ladders, we're consuming fuel when we do that. It's not just when we're driving down the road," said Larson. "Anything over and above our typical responses would have to be edited."

Larson says fuel costs won't impact emergency response. "No matter what happens with the fuel prices, if somebody calls 911, the Evansville Fire Department will be there and we're going to make a difference," he said. Larson says they aren't in a spot to make any immediate changes, but they'll have to take action if fuel costs don't go down.

RAILROAD CONSIDERATIONS

Cargo Concerns; Crossing blockages:

There are numerous types of cargo carried by the rail lines that cross Olmsted Township, all with varying degrees of hazard. The fire department is aware of rail hazards and is planning for ongoing education regarding these hazards. On the following pages we provide additional information relative to rail traffic.



Since area fire departments must rely on one another for serious incidents, it is worth noting that railroad blockages can be a factor when Olmsted Township is responding into Olmsted Falls. Railroad crossing street blockages are a minor factor within Olmsted Township due to the two overpasses.

The use of technology can enhance decision making prior to fire units leaving the fire station within Olmsted Township. In reality, it is far more likely that units are unavailable because they are already on one emergency when another is called in, rather than being delayed by a train. Hence

the railroad blockage potential is just one of many factors that can affect response times by initial responders.

Nonetheless the effect of railroads can be measured and should be taken seriously. There are a few options that can be considered. The consultant has researched options that would allow a responding fire crew to know if a train is blocking the crossing and perhaps take an alternate route prior to leaving the fire station.

Some of the options available include the use of Wireless IP camera systems that will allow the viewing of the crossing via cameras in the fire station and on a Mobile Data Computer in the apparatus. One company that provides equipment for this solution is DLink. Their webpage displaying equipment options can be found at <http://us.dlink.com/business-solutions/ipsurveillancesolutions/>

A second system researched involved the installation of a wireless transmitter on the crossing gates that would activate a signal in the fire station, thus allowing the crews to make a routing decision based on the crossing. This option would only alert the personnel in the station and would not allow actual visualization of the tracks. It could allow the officer to make a more informed decision. However, this option is low cost and very simple to install. Wireless transmitter kits can be purchased from many vendors. One option for wireless sensor equipment can be found at <http://www.oemsensors.com/products/wireless-sensors/>

As technology continues to enhance government operations, the City of Little Rock, Colorado found success in linking their railroad crossings to their traffic signaling to ease traffic congestion. To view the article explaining this traffic enhancement, go to <http://www.imsasafety.org/journal/ja05/ja0511.pdf>

Costs are estimated to be between \$29,000 and \$45,000 for the above solutions.

Railroad Quiet Zones

Citizens of Olmsted Township may notice some changes regarding railroad crossings that are at least indirectly related to our study. Mr. Lawrence Bowron, Railroad Consultant to the Kramer Group notes the creation of quiet zones which in effect substitutes various signage improvements, double gates and other upgrades at railroad crossings to compensate for train whistles, which can be reduced or eliminated. Mr. Bowron provides the following information:

"Many communities have a long and rich history with both passenger and freight rail companies who have connected them with the rest of the world for years. Much has changed in the rail industry over the years but one thing that has not is the footprint of those train "whistles" which to some may be nostalgic and to others may be...well...too loud. After implementing additional safety measures at crossings which may include traffic control devices, signage, and other measures the trains will no longer be required to sound their horns as they approach these crossings. Should the train engineer see a safety issue that justifies sounding the horn they are free to do so but the sounding of the horns at the crossings will no longer be a regular practice." The following information is drawn from this link.
<http://www.fra.dot.gov/Page/P0104>

The Train Horn Rule and Quiet Zones

In response to an increase in nighttime collisions at locations with state whistle bans, Congress enacted a law that required FRA to issue a federal regulation requiring the sounding of locomotive horns at public highway-rail grade crossings. It also gave FRA the ability to provide for exceptions to that requirement by allowing communities under some circumstances to establish "quiet zones."

The Final Rule on Use of Locomotive Horns at Highway-Rail Grade Crossings, published in the Federal Register on April 27, 2005, was intended to:

- Maintain a high level of public safety by requiring the sounding of locomotive horns at public highway-rail grade crossings;
- Respond to the concerns of communities seeking relief from train horn noise by considering exceptions to the above requirement and allowing communities to establish "quiet zones"; and
- Take into consideration the interests of localities with existing whistle bans.

The Use of Locomotive Horns

Under the [Train Horn Rule](#) (49 CFR Part 222), locomotive engineers must begin to sound train horns at least 15 seconds, and no more than 20 seconds, in advance of all public grade crossings.

If a train is traveling faster than 60 mph, engineers will not sound the horn until it is within ¼ mile of the crossing, even if the advance warning is less than 15 seconds.



There is a "good faith" exception for locations where engineers can't precisely estimate their arrival at a crossing and begin to sound the horn no more than 25 seconds before arriving at the crossing.

Train horns must be sounded in a standardized pattern of 2 long, 1 short and 1 long blasts. The pattern must be repeated or prolonged until the lead locomotive or lead cab car occupies the grade crossing. The rule does not stipulate the durations of long and short blasts.

The maximum volume level for the train horn is 110 decibels which is a new requirement. The minimum sound level remains 96 decibels.

Establishing Quiet Zones:

The final rule also provides an opportunity for localities nationwide to mitigate the effects of train horn noise by establishing "new quiet zones." "No horn" restriction which may have existed prior to the establishment of the rule may be qualified to be "pre-rule quiet zones". In a quiet zone, railroads have been directed to cease the routine sounding their horns when approaching public highway-rail grade crossings. Train horns may still be used in emergency

situations or to comply with other Federal regulations or railroad operating rules. Localities desiring to establish a quiet zone are first required to mitigate the increased risk caused by the absence of a horn.

Regulations:

Federal Regulations about the Use of Train Horns at Crossings

- e-CFR [part 222](#) [↗] - Train Horns at Crossings and Quiet Zones
- e-CFR [part 229.129](#) [↗] - Sound Level Requirements for Train Horns

BALANCING FIRE AND EMERGENCY MEDICAL RESPONSE

It is a fact that fire services are becoming ever more closely tied to Emergency Medical Service Delivery, and in light of the fact that Olmsted Township does provide both Fire and EMS, any one emergency, regardless of category, would commit on-duty personnel. Mutual aid would be needed for a second incident, EMS or Fire.

Olmsted Township runs an integrated fire/emergency medical service system. 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.

Covering the entire spectrum of community size, jurisdictions like New York City, Columbus, Ohio, Florence, Kentucky, Lima, Ohio, and Washington Township in Adams County, OH all have gone from separate fire and EMS units to a joint fire/EMS model, including the transport role within the fire department.

If personnel are dual-trained as firefighters and Medics or EMTs, they can back one another providing either fire or EMS service. Normally and probably a larger total group of personnel are on duty for any emergency. It is not unusual for Olmsted Township 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 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.” Olmsted Township has assistance available from other communities and can handle additional calls with mutual aid and/or recall of its own personnel.

The attractive income dollars from EMS transports help to pay for equipment and personnel but could just as easily be flowing into the Olmsted Township coffers. These transport fees can be relied upon and factored into the pay-back for additional staff on station. See **Appendix 4** for an article showing how the U.S. Congress has supported this funding.

Fiscal Officer Brian Gillette has provided the actual Expenses and Revenues for 2021. The Temporary Safety Levy term was 2020 to 2024. He notes that Olmsted Township will not receive these funds after 2024 unless a new Safety Replacement Levy is passed.

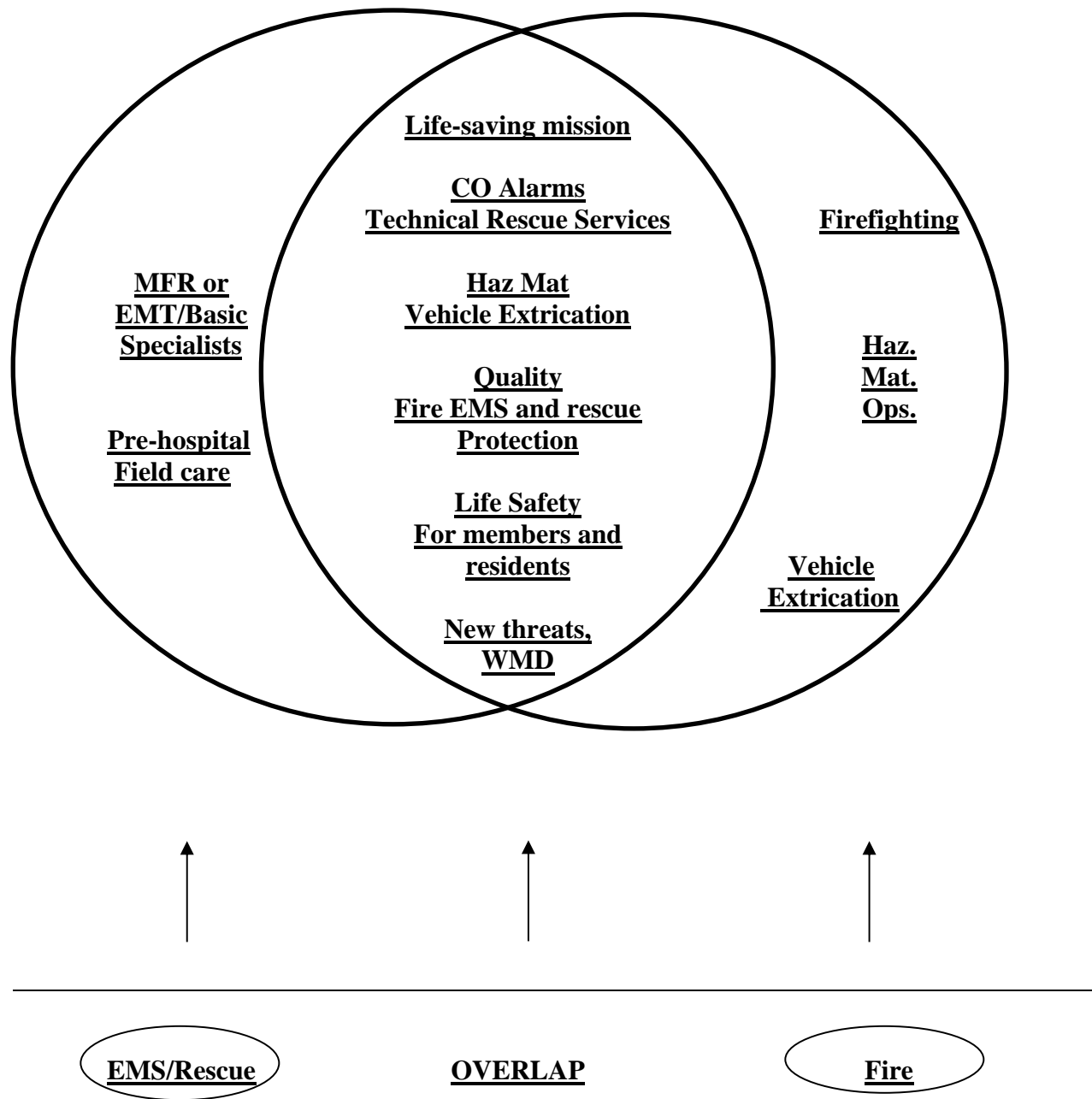
In Olmsted Township the Fire Department total operating expenses for 2021 was \$ 2,164,598. Of this, a major portion, \$ 1,839,620 was for salaries and benefits. In effect 85% the total Fire Department budget is payroll expenses. The other 15% pays utilities, supplies and so forth. Revenue was \$2.1M* and Expenses were \$2.2M.

*If we include the temporary levy, revenue for the Fire Department can be seen as \$2,702,467. On Page 52, Mr. Gillette Shows levy funding as \$ 1,648,115, the Ambulance Fund \$ 407,368 and Temporary Safety Levy \$ 646,984.

Below is **Figure 2** which shows the overlap between fire services and EMS/Rescue services.

Figure 2

The Rescue/EMS and Fire Operations Overlap



Whether the EMS is a specialty service or is integrated into a fire-based agency, the overlap and affinity between the two disciplines, as shown here in **Figure 2**, remains valid.

If some departments in Cuyahoga County consider adding paid personnel in the future, there may be opportunities for cross-trained personnel to cross-staff ambulances and fire vehicles. In Olmsted Township, there are not ample paid personnel who could specialize daily in either fire department or EMS operations, so they must be prepared to switch roles in a “first emergency first” operation.

If there is one service amenity that could be provided to Olmsted residents by Township Officials that provides the greatest opportunity to save lives, it would be additional staffing and another transporting ambulance.

This would provide enhanced service to the residents and help alleviate EMS Burnout. This is a problem both in /full-Service Fire/EMS Departments and in stand-alone third service providers as in Athens County. **(See Inset below)**

The Athens Messenger Tuesday, May 24, 2022

Burnout among problems plaguing EMS department

By Nicole Bowman-Layton, Messenger Staff Writer

With people leaving the medical profession in droves, Athens County Emergency Medical Services is no stranger to the industry’s woes.

Union president Keith Taylor noted the county needs to address burnout, inadequate pay and “underwhelming support” of the agency’s employees. Athens County EMS’ problems are complex and Director Rick Callebs said he has been working on correcting the department’s issues.

Fixing the issue is a national problem, as the entire EMS field is underpaid and overworked, said Taylor with IAFF 5126, the union that represents Athens County EMS employees. “We’ve attempted to approach the issue from a couple of different ways, and have yet to find an answer,” he said

See Full Story in Appendix 5

While the EMS service saves more lives in a community than any other agency, including the fire suppression forces, it is an expensive public service but can cover most or all of its costs, depending on labor costs. The service does operate in almost every community, large and small, throughout the United States in some fashion. Residents desire EMS service and find ways to pay for it.

Unlike pure fire departments which usually cost the community but have no way to generate revenue, EMS services can generate income both directly and indirectly. Several years ago, the Mayor of Providence, RI announced that his city was launching a new “for profit” EMS service. The primary revenue stream comes from the billing of insurance agencies for transportation fees, ranging up to \$2000 for a single patient.

NOT JUST A FINANCIAL DECISION

We have reviewed the anticipated costs and the anticipated revenues into the future. The consultant reviewed the figures and estimates that these revenues will increase gradually over time. Dollars alone should not, however, be the deciding factor.

Most importantly of all, there are real life-saving advances that come with a fire-based EMS service. Both fire protection and EMS service are greatly enhanced with the economies of scale that come from the greater sized force than would be affordable in a “Fire-only” department. It is nice to have both Fire and EMS directly under township control.

Although ambulance service within the Olmsted Township fire department is a tremendous service enhancement, there are some considerations that are necessary to preserve this function.

We note the plans for a new fire pumper. Over time, ambulances will need to be replaced, just as the fire vehicles are. At that time, we would recommend a turn-key approach which replaces the vehicles and their primary equipment (all of which has an effective life span of about 5 to 7 years). That means that the ambulance, cot, monitor, chest compressor and radio equipment all go in service new at the same time. This eliminates older equipment being matched to a new ambulance or new equipment being placed in an older ambulance.

One alternative involves the viable option of refurbishing the ambulances. New units can be refurbished after five years and gain an additional five years of life. The replacement schedule should be updated annually and can be refined with input from a person in charge of fleet maintenance.

New vehicles always present the opportunity to add new functions as technology evolves in patient transport. Modern cots which lift and load automatically are becoming standard, increasing patient care and decreasing the probability of back sprains among emergency personnel.

RESPONSE DATA

As in most communities the activity level of the fire department continues to increase in Olmsted Township, as per the data in **Table A** below and in the graphic chart on the next page. These statistics form the annual reports accurately break down the types of activity and show an overall trend of growth in the number of annual responses.

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 neighbors can be lengthy. Olmsted Township, in turn, provides back up assistance to other Fire and EMS Departments. Chief Kelly works well with surrounding departments.

These charts do not show the quality of work in the field which has not diminished even as the frequency of calls has risen. The fire and EMS services delivered by the Olmsted Township Fire Department are of high quality. The consultant had several opportunities to watch the current crews in action and was impressed with their knowledge and skill.

Table A -- Olmsted Township Run Volume through recent years				
	EMS	Fire	Other/Service	TOTAL
2015	1459	416	134	2009
2016	1394	278	28	1700
2017	1521	349	20	1890
2018	1712	265	33	2010
2019	1698	312	41	2051
2020	1706	378	69	2153
2021	1837	290	70	2197
2022	1890	310	65	2265*

***The 2022 Total Data is conservatively projected from actual data through June 1, 2022**

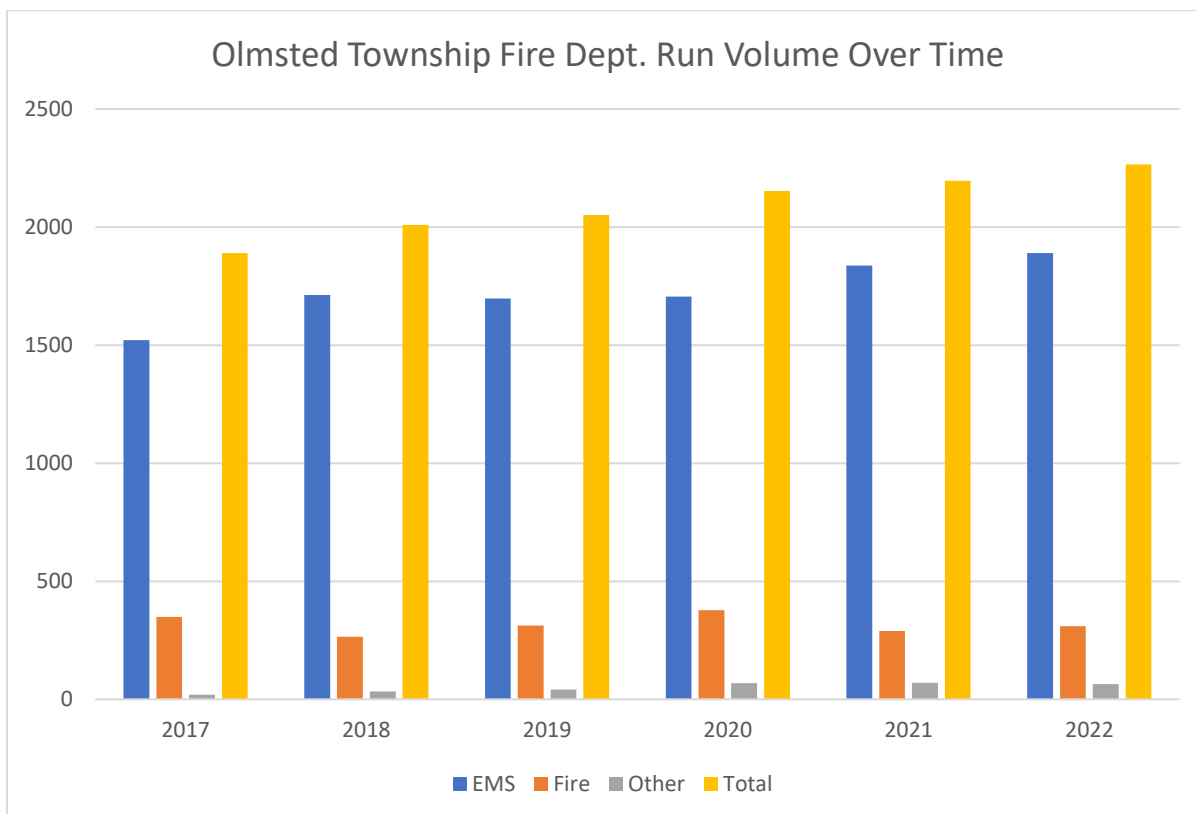
Response Times:

The statistics in the annual reports consistently show an average around five to six minutes. This is quite satisfactory and speaks well to the quickness of crews as they swing into action without delay.

One area of response times that effects a community like Olmsted Township is that of “in action” time or “at patient side” time, which is the time segment from the arrival of fire and EMS companies to the scene address until the time either the fire hoses are in place to the fire, or the time to actually reach an EMS patient.

In multiple-story buildings and apartment complexes that require personnel to traverse long distances from the areas in which large apparatus can park, this time segment, “in-action time,” or “reflex time,” can add 1 to 2 minutes to the overall response time.

While this exact time is not currently tracked by many departments, consultant Randall Hanifen has participated in trainings where this additional segment of time was calculated. The time to traverse to the 4th floor for EMS calls and the time for hose to reach the same floor are about 2-3 minutes. Fortunately, this time is minimal for residential fires, vehicle accidents and most EMS calls.



Representative Year

On the following six pages we reproduce some key data from the 2021 Annual Report Fire Department Website. This data shows a nice breakdown of calls by:

- Time of Day
- Month of Year
- Incidents by type
- Breakdown by day of week
- Responses by neighborhood
- Simultaneous or overlapping calls
- Overlapping calls by time-of-day

Also provided is a breakdown of the different types of fire calls

2021 Statistics

Average Response Times – (alarm received at station to crew on scene)
5.89 Minutes

Busiest Month

December with 230 and August coming in second with 229.

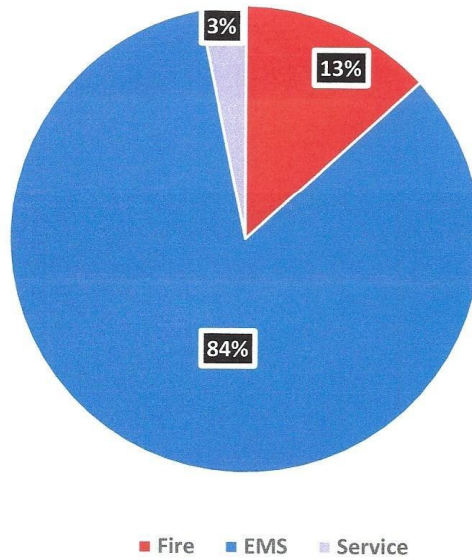
Busiest Time of Day

2 PM - 150 incidents – 11 AM second with 146.

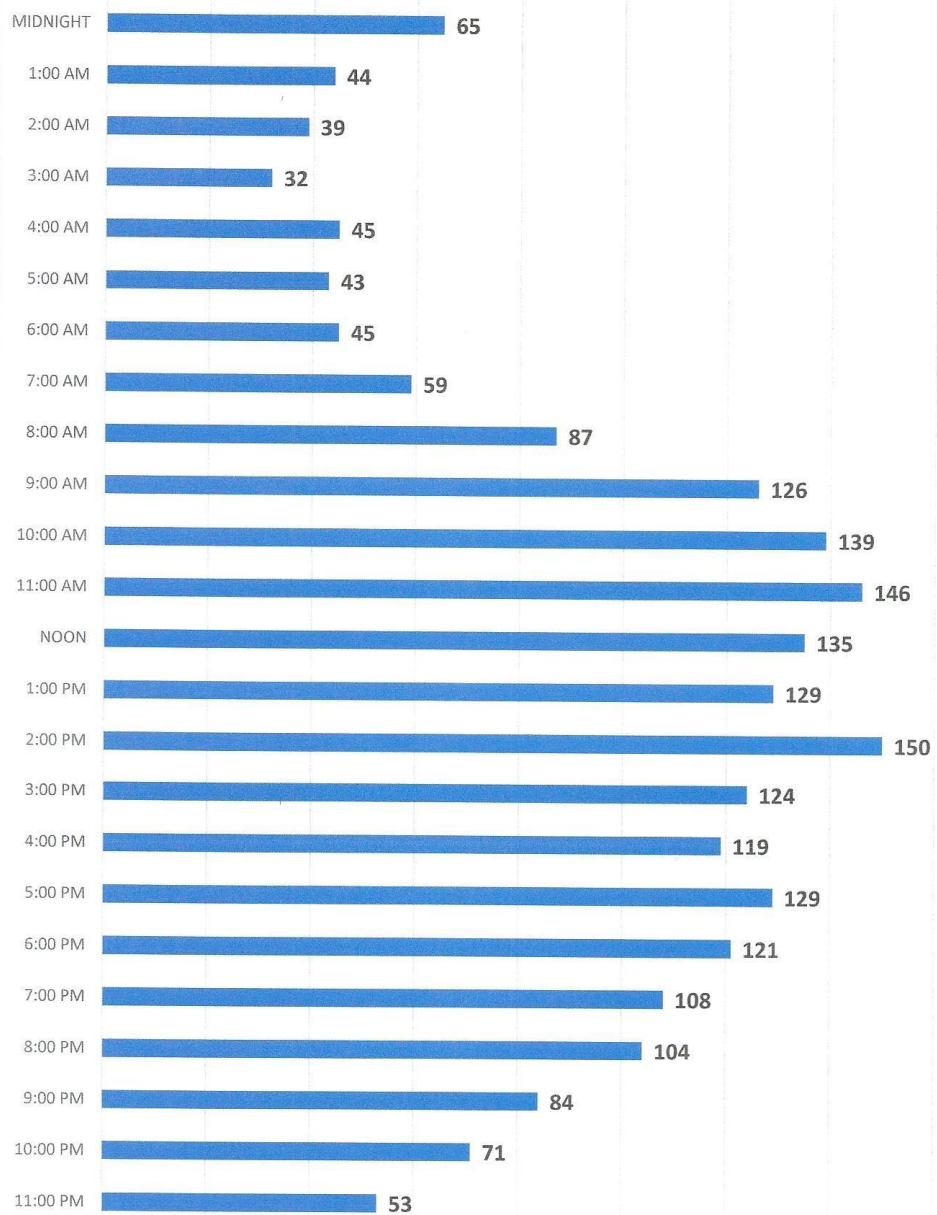
Total Incidents by Type

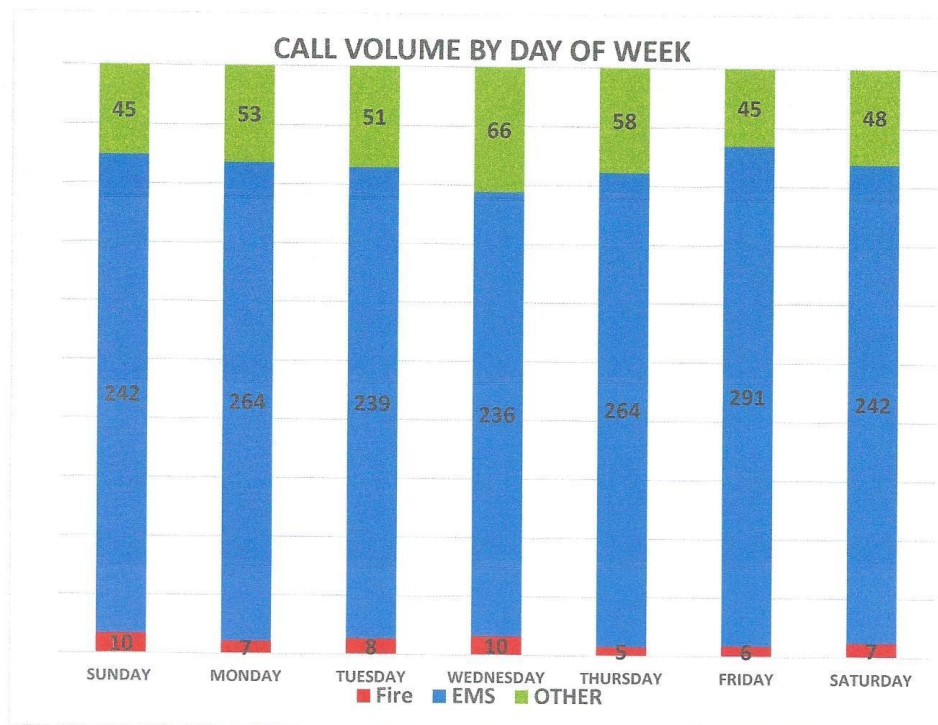
1. Fire	290	13%
2. EMS	1,837	84%
3. Service	70	3%
Total	2,197	100%

2021 OTFD Run Volume

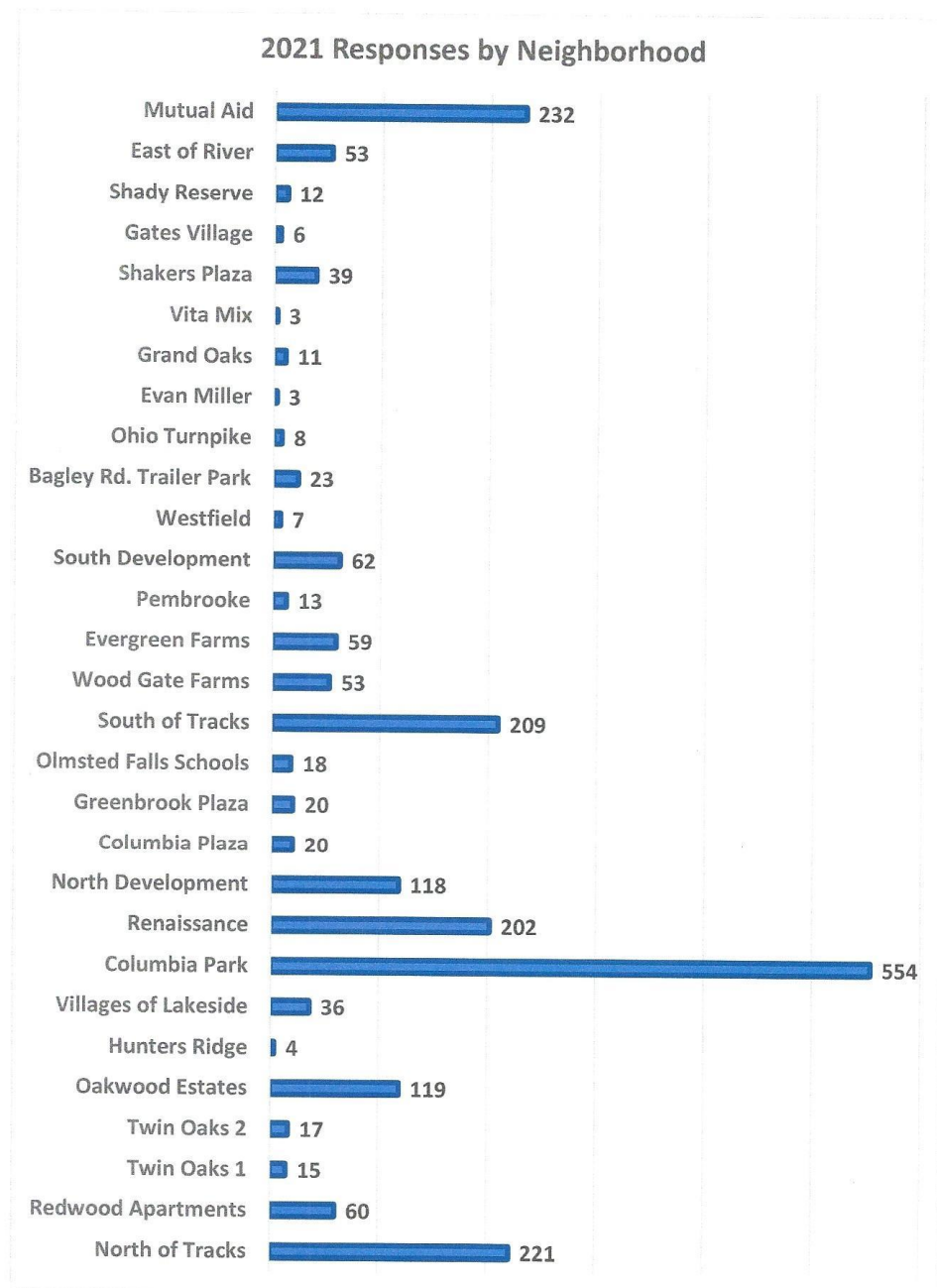


2021 CALLS BY TIME OF DAY





Call Volume by Day of Week	Fire	EMS	Other
Sunday	10	242	45
Monday	7	264	53
Tuesday	8	239	51
Wednesday	10	236	66
Thursday	5	264	58
Friday	6	291	45
Saturday	7	242	48
Total	53	1,778	366



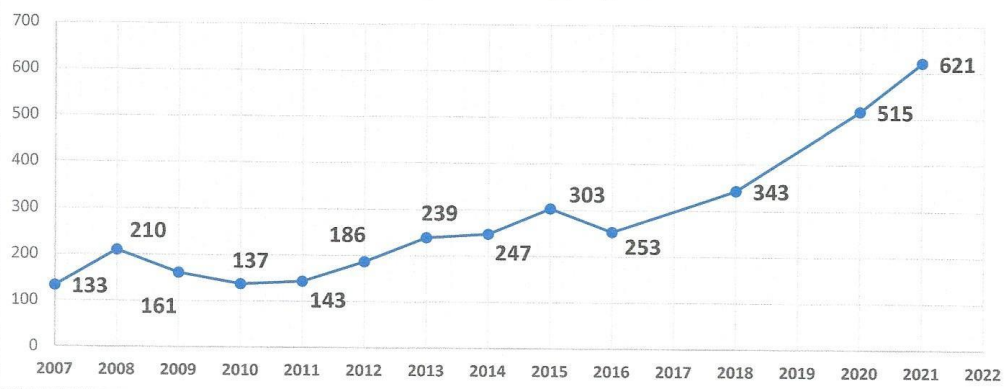
Simultaneous (Overlapping) Calls

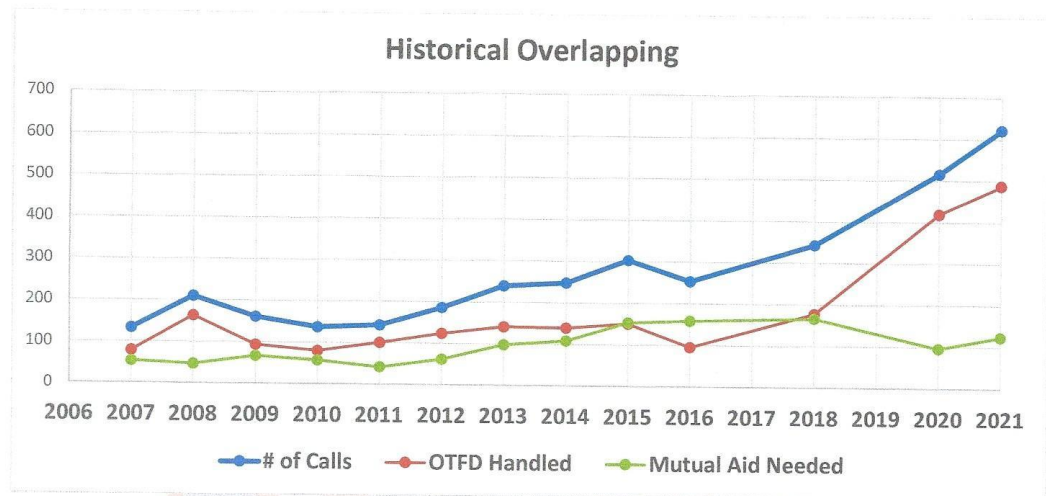
OTFD ran 621 simultaneous calls in 2021, which is 28% of our total call volume. A simultaneous call is defined as a second (third or fourth call) that comes in one hour or less after the first call.

Trending History of Overlapping Emergency Calls

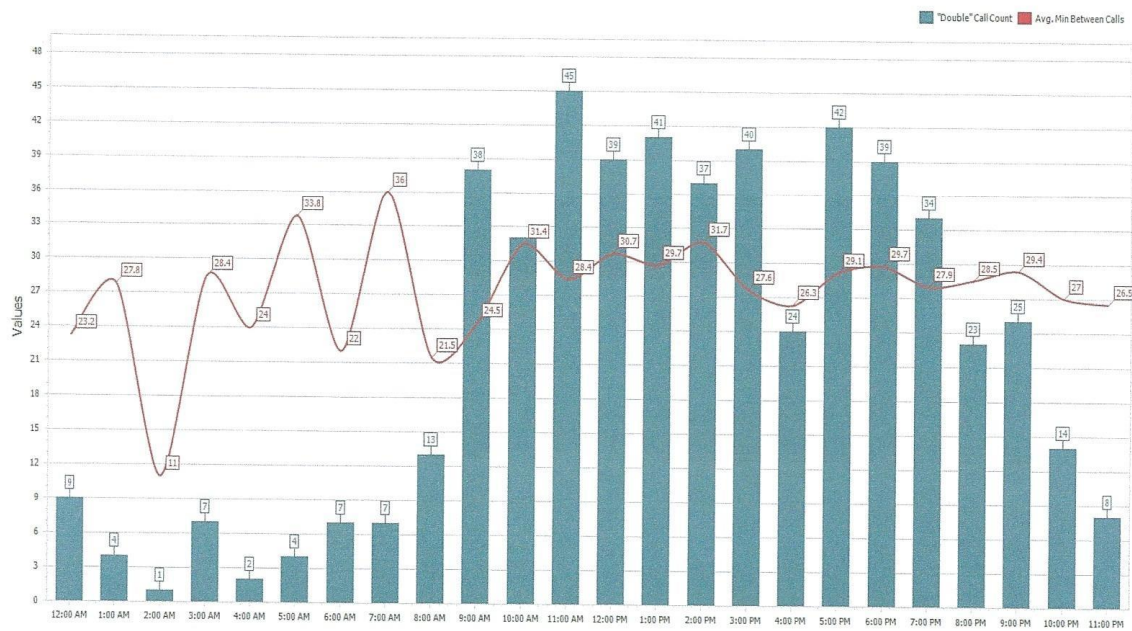
Year	# of Calls	OTFD Handled	Mutual Aid Needed	Staffing
2007	133	79	54	4
2008	210	163	47	4
2009	161	94	67	4
2010	137	80	57	4
2011	143	101	42	4
2012	186	124	62	4
2013	239	141	98	3
2014	247	139	108	3
2015	303	150	153	3
2016	253	95	158	3
2018	343	177	166	3
2020	515	419	96	4
2021	621	487	124	4

History of Overlapping calls





2021 Overlapping by Time of Day



ADEQUATE RESOURCES

The elected officials in Olmsted Township have been supportive of the Fire 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 Olmsted Township resident discussed taxation with the consultants, and expressed a view likely held by the majority of the residents: “We don’t mind being taxed if it is fair to all, equitably distributed, and is used in an efficient manner.”

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. Caution, however, is in order. At times, community leaders will say, “Tell us what we should have for fire and rescue protection, and we will find a way to pay for it.” Unfortunately, there is no easy answer, since it is virtually impossible to separate what a community *should have* and what is affordable.

It is not feasible to separate a decision regarding the level of fire and rescue protection from financial concerns, since the two are very much interrelated. Once a fundamental level of Fire protection is in place, (as is the case in Olmsted Township) each additional fire company is of marginally less value than the previously added resource.

In Olmsted Township the first Engine Company provided a major difference between any fire protection or none at all. The second improved response time for some portions of Olmsted Township and provided “depth.” A third engine in like manner, was valuable, but not as valuable as the second. The fourth engine is of marginally less value than the third, and so forth. The same logic could be employed to analyze the value of additional fire stations, or firefighting units.

POSSIBLE FUTURE NEED FOR A “FIRE AND AMBULANCE DISTRICT”

In all parts of the country, including northern 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.

Participation in a district could make sense for Olmsted Township, especially if there is new federal funding or other incentives for regionalization. If ever this becomes a serious discussion retention of at least one fire/EMS station in the township should be insisted upon.

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, village 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.

City and Village council members as well as 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. In this area a joint district between Olmsted and Columbia Townships, Olmsted Falls and North Olmsted could be considered.

The name of a new district cannot be the same as any one member, although it may contain the names of all members. There is a southern Ohio example in the “Deer Park-Silverton Fire District” formed between these two small adjacent cities north of Cincinnati. While both were unable to fund on-duty personnel, together they have 24 staffing for fire protection and paramedic-level EMS transport services. Olmsted Township does not face a serious financial constraint serious enough that it must consider joining with other communities in a district.

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 below:

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 in technical rescue teams or specialty services (Rope, Water, Confined Space, HazMat.)

On the next page is a half-page excerpt showing how a Fire District might make sense where several adjacent communities can fund personnel for a joint venture. **In Appendix 5**, there is an article about the formation of a district among several departments.

Author David Comstock states: "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."

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 continues to age.

"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, North Olmsted, Olmsted Township, or Olmsted Falls might each contribute more than the others in a given category (Equipment, Staffing, Specialty Functions, etc.) Overall, it is a "win-win." **See the gains expected near Louisville, KY with a merger there [Inset, next page]** See also how one other township is looking at options in the second inset.



big plus for all of us': Buechel Fire and EMS to merge with Fern Creek beginning July 1

Author: WHAS11 Staff

Updated: June 8, 2022

LOUISVILLE, Ky. — Two fire districts in Metro Louisville will merge into one.

Buechel Fire-EMS will merge into Fern Creek Fire & EMS.

[Jefferson County Fire](#) officials said the plan has been in the works for a year and will help them better serve the community.

"Better training platforms, better management systems, better accountability from our inventory, our fleets, our facilities," Fern Creek Fire Chief Nathan Mulvey said.

That is some of what can be expected soon, as Buechel Fire & EMS will become a part of the Fern Creek Fire Department. **[Full story in first entry, Appendix 6]**



The future of fire fighting in Monclova Township

By [Willie Daniely III](#)

Published: Jun. 28, 2022 at 3:09 PM EDT

TOLEDO, Ohio (WTVG) - During the June 27 Monclova Township Trustee meeting, trustees discussed exploring their options to improve fire services in the community.

One of the main points of discussion was whether the township should provide more funding to the Monclova Fire Service's or cut it all together and use another community;

"As a lot of organizations have, we have had challenges staffing. Especially the fire department, which is cause delays in services. We are looking to improve services to our constituents," said Chuch Hoecherl, a township trustee.

Trustees tell 13abc that they want to provide the best possible services with the fastest possible response time to residents. So, they're exploring options of improving and potentially replacing the services they have.

Some economy of scale is usually realized in a District but this is offset by sacrificing local control and facing an unknown future. Protection is generally improved overall, but might be less in one jurisdiction or another. In this hypothetical example, Glendale could suffer a degradation in its ISO score since it is currently so favorable at a “2” rating. Let’s consider 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
Township B	7	Township B:	4
AVERAGE	5	AVERAGE	4

In the above hypothetical example, the overall fire protection is improved with the creation of a district while it suffers a two-point degradation in one of the villages. This isn't necessarily a deal breaker, however. City of Defiance City Manager Jeff Leonard, 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 wherever any one community is contributing more than others. Districts aren’t always the best for a given community. In the Cincinnati area we note the withdrawal of both Newtown and Golf Manor from the Little Miami Joint Fire Rescue District. See the second entry in **Appendix 6** 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 7**. For a District Implementation Guide if this option ever needs to be explored see **Appendix 8**.

BALANCING TOWNSHIP SERVICES

With fire protection, it is very easy to make decisions based on emotional arguments such as: “If the fire station saves one life, it will be worth it.” It may very well not be worth it if neglected streets (poor signaling, rough pavement, etc.) cause two or more traffic fatalities, or if an under-funded police agency leads to more deaths from violent crime. All governmental services must be kept in a balance by Olmsted Township officials.

Consider a community that has to choose between the purchase of several new salt trucks or one new fire truck. The fire truck might indeed save one life but if a lack of treated streets leads to a multiple fatality accident, there is a net loss of life due to the purchase of the fire truck. All governmental services should be kept in a balance by elected officials.

Even if one could guarantee that one *could* save a life by adding a fire unit, most members of society would still want to weight this option against a “quality of life” factor. People *want* aesthetic beauty (parks, for example), and conveniences such as transportation. People are as a society willing to incur some risks to have this quality of life. Limited tax dollars need to be balanced among safety services and other Community needs, especially in light of the fact that some public funds might be expended better elsewhere.

If Olmsted Township Trustees were to introduce a plan that would eliminate 100% of all highway fatalities in Olmsted Township, it would certainly be more than “saving one life”. Therefore, should it be adopted? The solution would be to have no vehicle travel more than 10 miles per hour on any road within its boundaries. Olmsted Township residents would likely find this unacceptable. Society members are generally daring and are willing to incur safety risks including occasional accidental fatalities in exchange for mobility in life and aesthetic beauty in the surroundings. Accordingly, citizens are usually willing to spend only limited dollars for fire and rescue protection.

If we were to put a fire station on every major road in Olmsted Township, would it save one life? No doubt it would, but the price would be unpaved roads, a complete lack of any other basic services, and a populace taxed into poverty. Ultimately, there comes a decision point where “*the right level of fire protection*” must logically include the cost, and the effect on other government services. There is no equation that will dictate the proper number of fire units, and fire stations unless leaders are also willing to factor in the monetary cost of providing these.

Since the quantity and quality of fire protection remains then a subjective rather than an objective study, how does a jurisdiction determine what is best for its own citizens? That is, how much should be spent to maintain a balance between adequate fire protection, and adequate attention to other services provided by the community?

One technique is to compare Olmsted Township with similar communities.

The Consultants did some research to come up with a percentage of operating funds that would be proper for the fire department's share. The attempt was to see how other communities' budgets were divided among basic service.

It is obvious in some cases when a fire budget is low. See **Table B** below, from Glendale, Ohio which still relies on volunteers even though the community has wealth. It is likely that they will enact an earnings' tax to support a small 24-hour on station crew.

Table B -- Glendale, OH. -- UNDERFUNDED FIRE DEPARTMENT Discussion is underway to fund on-duty personnel through an Earnings Tax.		
Police	\$956,882	40 %
Fire/EMS	\$198,553	8.3 %
Other	\$1,236,770	51.7 %
TOTAL	\$2,392,205	100 %

SAFETY CONSIDERATIONS

We noted under "Olmsted Township Risk Assessment" that *"New properties should be inherently safer than older due to better building codes and internal fire prevention systems such as sprinklers, but light-weight building materials and synthetic components tend to offset these gains, replacing old firefighting challenges with new."*

In reality it is incumbent upon fire departments to exercise safety for their members regardless of overall staffing levels and regardless of numbers at the scene of a structure fire or other emergency.



Left: An accountability tracking system similar to the one used in Olmsted Township showing assignments and location of all personnel on the scene of a structure fire.

The consultants found no one in Olmsted Township who did not want its firefighters to be as safe as possible within their inherently unsafe profession. Numerous initiatives have been undertaken at the national level to educate the nation's firefighters on various dangers and to advocate safe fireground

practices.

After analyzing fire departments of many different sizes, the consultants feel that safety is a procedural matter and we discourage any unsafe actions, regardless of overall staffing levels and regardless of numbers at the scene of a structure fire or other emergency. There are some in the profession who think we are overdoing the emphasis on safety. Below is an inset story about New York Fire Lieutenant Ray McCormick and his opinion on safety which still is debated, even though his remarks are over a decade old.



Editor's note: Lt Ray McCormack's keynote speech was one of the most talked about events from FDIC 2009. What do you think of his views on firefighter safety?

FDNY Lt. says fire service needs culture of "extinguishment not safety"

By Jamie Thompson FireRescue1 Editor

INDIANAPOLIS — FDNY Lt. Ray McCormack claimed the fire service needs a "culture of extinguishment not safety" during a keynote speech to FDIC on Thursday.

In a hard-hitting address, Lt. McCormack criticized today's leadership, and said too much emphasis is being placed on firefighter safety.

"Too much safety makes Johnny a poor leader and a terrible rescuer," he said.

Lt. McCormack said firefighters are being taught to place their safety above all else, and said the lives of civilians could be put at risk because of it.

"Attempting to make the job safer by teaching you to place yourself above those in need is wrong and goes against everything the fire service has ever stood for," he said.

Firefighters should be willing to risk their lives to save total strangers, he added.

"When a parent meets you outside their house and tells you their precious child is inside trapped, you're their last hope," Lt. McCormack said. "If it was easy, someone else would've done it already."

If firefighters stop taking risks when needed to save lives, the fire service faces "falling from public grace" and the "loss of our identity. Lt McCormack said the "constant barrage" of safety messages is undermining our "sworn duty."

The 27-year veteran of the FDNY said the best way of achieving safety for everyone is simply extinguishing the fire. "If you put out the fire, safety is accomplished for everyone on the fireground," he said.

Photo Jamie Thompson
Lt. McCormack speaks at FDIC.



NATIONAL STAFFING TRENDS

As the Olmsted Township Fire Department continues to grow with the township, it will continue to add personnel. Plans will hopefully materialize soon for a second station.

Since staffing is by far the largest item in a fire department budget, personnel costs need to be calculated, both for the present, and projected into the future. Allowances must be made for inevitable pay raises and employment costs. Since full-time personnel require salaries, employer pension contributions and benefits and health care, their cost to the community is high.

Occasionally, **Fire Engineering**, one of the most respected periodicals in the firefighting profession, assembles valuable statistical data regarding staffing levels in fire departments. Among the information provided are the following statistics:

- Employees per 1000 population
- Full-time Paid personnel, on-duty
- Minimum Staffing Requirements
- Minimum Crew per apparatus

Information is given regarding the number of firefighters on duty, members per 1000 population, full-time paid personnel, on-duty, minimum staffing requirements, crew per apparatus, number of stations and similar statistical data that can be used for comparative analysis across similar jurisdictions.

According to this **Fire Engineering** Report, one statistic, which has remained rather constant, is the average number of fire department employees per 1000 population. There has been a gradual evolution throughout the United States toward internal fire protection, stronger building and fire codes, along with more efforts toward fire prevention and code enforcement. As a result, the frequency and severity of fires have declined nationally. Most Fire Departments have begun providing Emergency Medical Service (EMS), Technical Rescue, Hazardous Material Mitigation and similar services and have maintained their personnel strength. Olmsted Township has mirrored this trend.

As this report was being prepared the population of Olmsted Township was shown to be approaching 15,000. We will use this to analyze staffing needs.

The **Fire Engineering** Report shows that the number of firefighters per 1000 has consistently remained at about 1.6 since 1984. Using 15,000 as the base population for Olmsted Township, the number of full-time firefighters would be $1.6 \times 15 = 24$. This number divided by 4 would be the approximate number on duty each day, (Three shifts and a fourth shift equivalent to cover vacations, earned days off, sick leave etc.)

The 6 projected on-duty by the fire engineering data would represent a minimum of 3 per station in a two-station model. These numbers represent actuality across the country. Industry standards would increase this to four (4) per station.

Another approach is to start with the community footprint and attempt a measure of what is really needed. As Fire Department and Township Officials deliberate on proper fire and EMS protection levels, they often want to find some *measurable* quantitative standard that can be applied in their communities. An example which could be applied in Olmsted Township would be:

“We want 90% of all residences and business establishment inside Olmsted Township to be within 4 minutes of a responding engine company or paramedic ambulance.”

Utilizing time distance analysis and geographic projections, Olmsted Township could determine where fire stations would have to be located to produce such a result. These station locations could be coupled with desired strength levels on units to provide the “right-size” Department. Even in this case, however, the standard breaks down as soon as one engine or medic unit is already 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 quantity of fire companies and emergency medical service units remains fairly subjective despite the best efforts at quantifying it. In the end it comes down to budgets and financing.

With regards to safety for the community and its residents, one fact is true: the more well-trained personnel that can be placed on duty, the higher level of service they will likely receive. In the end it is the citizens that approve or turn down tax levies and decide how “safe” they want to be.

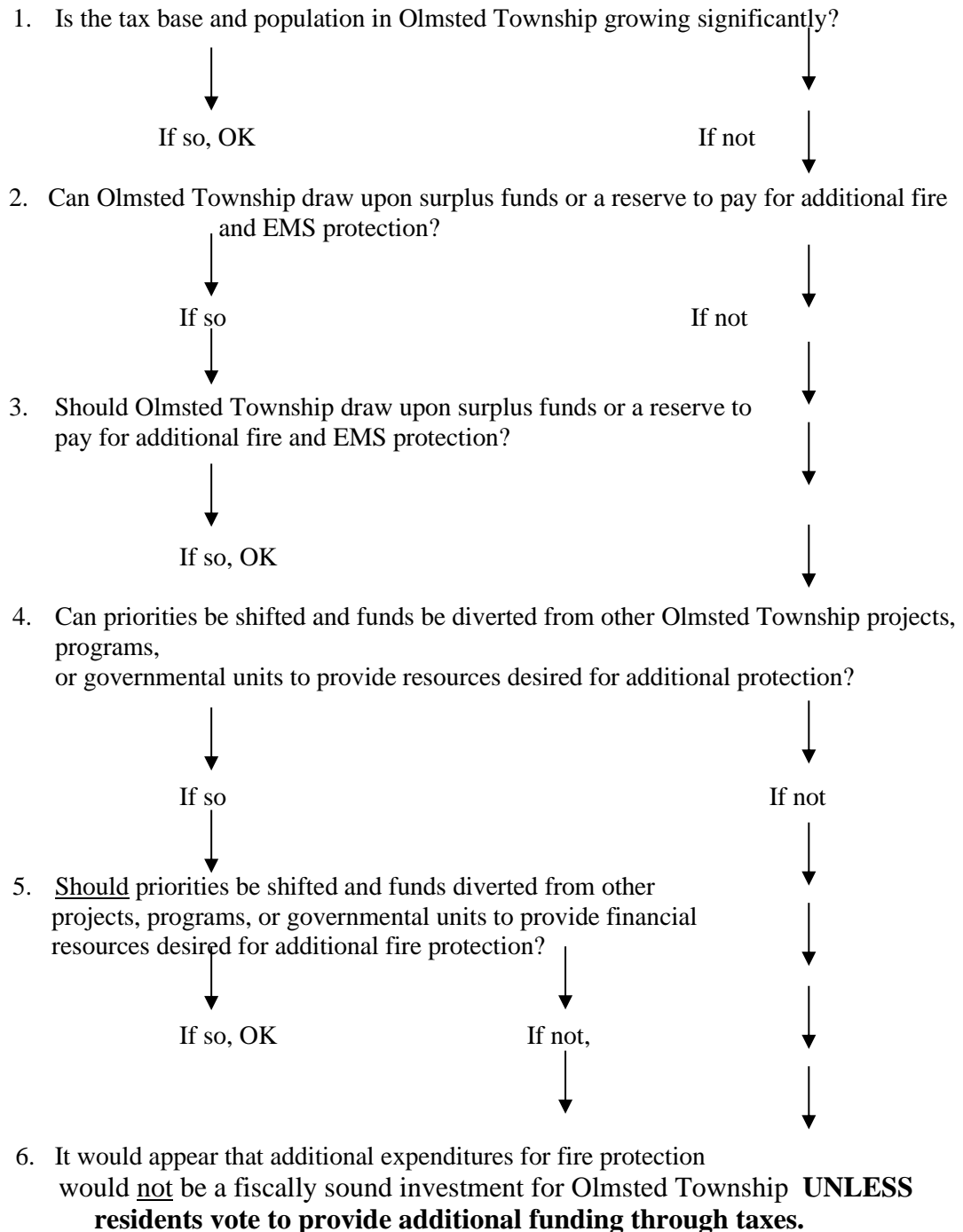
. Brian Gillette reported that the 2021 current Fire Levy in Olmsted Township produced \$ 1,648,115, the Ambulance Fund produced \$ 407,368 and the Temporary Safety Levy produced \$ 646,984 in revenue for the Fire Department.

The leadership in Olmsted Township can determine how best to see what is really affordable by using the tree diagram on the next page, **Figure 3**.

Right: Another fire station should be in the planning stage



Figure 3 **More \$ for Protection? -The Decision Chain**



On the next page, note how the hours per week which are worked by the front-line staff have an impact on coverage, and how a reduction in hours equates to one less firefighter available each week. See, too a key section from the Ohio Revised Code.

Olmsted Township Firefighter Work Schedule – 51 vs. 48 Hours:

The decision to reduce work hours in the fire department comes with a financial cost that can be calculated. Currently in Olmsted Township, line personnel are working an average of 51 hours per week.

The Township has a goal of 16 full-time personnel which increases greatly the probability of having four persons per day. (Four for each of three shifts, plus the equivalent of another shift which very closely covers earned days off, vacations and sick time). Sixteen (16) seems to be the maximum affordable number. Asst. Chief Methvin points out, however, that allowing two persons off per day works against the four-person complement. It is recommended that leave be limited to one absence per day, thus creating more even staffing levels throughout the year, and limiting overtime costs.

The following equations show that if 16 full time personnel each work an average of 48 hours, each provides three hours less coverage: At 51 hours: $16 \text{ personnel} \times 51 = 816$ hours of coverage. Olmsted Township is committed to having 16 full-time personnel, based on the current work schedule of 51 hours a week.

If the work week is reduced from 51 to 48 hours, each firefighter contributes three (3) less hours per week to coverage. Sixteen firefighters each giving three hours less just happens to equate to $16 \times 3 = 48$ hours. This is like having one less firefighter for coverage every week, ***or the need to hire an additional firefighter, which would be unaffordable, if the salary budget is maxed out and the same coverage is being sought for the same dollars. Local 2845 is mindful of this calculation and is willing to sacrifice other off time to compensate for the hour reduction.***

There is some advantage to Olmsted Township in reducing the hours since the job is then more attractive, not just because there are fewer average hours worked, but because an off-day can be scheduled for the same day of the week per person. This could help with recruitment and retention. And, for administration, more consistency in scheduling.

FROM THE OHIO REVISED CODE:

Section 505.39 | Tax levy for fire protection and other services. [Ohio Revised Code](#) [Title 5 Townships](#)

[Chapter 505 Trustees](#) ***Effective: September 28, 2016***

Latest Legislation: *House Bill 413 - 131st General Assembly*

The board of township trustees may, in any year, levy a sufficient tax upon all taxable property in the township or in a fire district, to provide protection against fire, to provide fire and rescue services, to provide and maintain fire apparatus, mechanical resuscitators, underwater rescue and recovery equipment, and other fire equipment and appliances, buildings and sites therefor, sources of water supply and materials therefor, to establish and maintain lines of fire-alarm communications, and to pay permanent, part-time, or volunteer fire-fighting companies to operate such equipment.

NUMBER AND PLACEMENT OF FIRE STATIONS

The existing locations of the fire station in Olmsted Township is well positioned to cover the majority of Olmsted Township. Because Fire Stations tend to be built in populated areas they are usually well located when originally conceived, and growth in most communities tends to be concentric.

Throughout Olmsted Township, there are some significantly sized homes and apartment complexes. All of these residents rely on the Olmsted Twp. Fire Department for service. Existing stations should continue to be replaced or upgraded and preventively maintained to ensure functional facilities into the foreseeable future.

In this section we use a series of maps to show how improvement in response times can be achieved with a two-station model. Both the AMA (American Medical Association) and the NFPA (National Fire Protection Association) recommend a response for the first arriving unit, medical or fire, within 4 minutes 90% of the time. Additional assistance, such as full first alarm complement should arrive within the eight minute window.

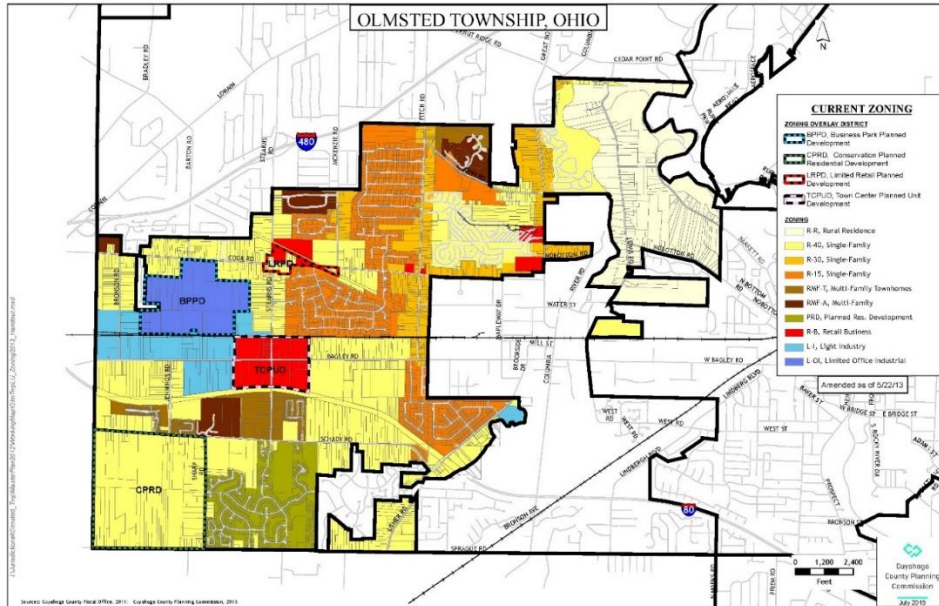
NUMBER OF FIRE STATIONS

We have reviewed the land area, geography, the zoning, and the particular characteristics of Olmsted Township, in order to determine the appropriate number of fire stations for the township. Ideally there should be two, but this his would be budget stretch right now. It is far better for the Township to settle on adequate staffing for one before adding a second with no funds for additional personnel.

ZONING AS IT RELATES TO FIRE STATION LOCATION

In reviewing the zoning for Olmsted Township, we note that there is a mixed zoning layout, but nothing that would significantly affect the positioning of fire stations. Optimal coverage of the township footprint remains the primary location criterion and that will be addressed in the next section on Polygon Mapping.

**ZONING MAPPING:
NEXT PAGE**



Right: Legend for Zoning Map

SIX-MINUTE RESPONSE TIMES

The Consultants used overlay technology to ensure that demographics, road patterns, and zoning shouldn't affect technology to portray the four-minute and eight-minute response zones, represented in the mapping which will follow with the median of six-minutes, surrounding the station locations.

Neither demographics, nor road patterns, nor zoning changed the fact that "Optimal footprint Coverage" should remain the determining factor.



Based on population, call volume, response times, and response coverage, the maintenance of a two-station option would be a worthy goal, and would ideally suit Olmsted Township, funding for this option would have to be arranged, most likely with an increase in fire millage when the levy is renewed in 2024. For now, it is also possible to serve the township with a single central station, but this option should come with a larger total on-duty crew.

To produce the response time polygons, Kramer enlisted the assistance of the women-owned W5 architecture and design company who produced maps on the following pages. Ms. Michelle Harrell RN, MSN, a principal in W5 firm, is the official cartographer. On the following four pages are found a series of maps.

- **Township limits; Area Fire Stations:** The first map shows a generic map of Olmsted Township based on the current boundary configuration. The second map shows regional coverage with 1.5-mile radii from nearby stations, including the existing station in Olmsted Township. The gap in coverage in the southwest portion of Olmsted Township is obvious.
- **Map A:** The next map shows a 6-minute response from the existing station: Station 1: 26900 Cook Rd. (Corner of Cook and Fitch)
- **Map B-1:** shows the six-minute response from the existing station plus a second station which should be planned. Looking strictly at the footprint coverage of the Township, this station should be in the vicinity of Sharp Rd. and Shady Rd. The Township-owned land on Shady Rd. would prove to be satisfactory.
- **Map B-2:** The third map, showing a second station near the border with Columbia Township in the southwest would be more appropriate if shared services might be considered and/or a fire district is formed to cover the Township and adjacent communities.
- In both **Maps B-1 and B-2**, darker shades show overlap in the 6-minute zones.

The reason for the selection of a six-minute polygon is that this represents the median between a four-minute response and an eight-minute response, the two parameters identified in NFPA Standard 1710, as seen to the right.

Using these maps, it is relatively easy to visually interpolate or extrapolate 4-minute and 8-minute zones from these median measures. The maps show only road travel time. Other response-time factors can cause delay.



NFPA 1710 Times

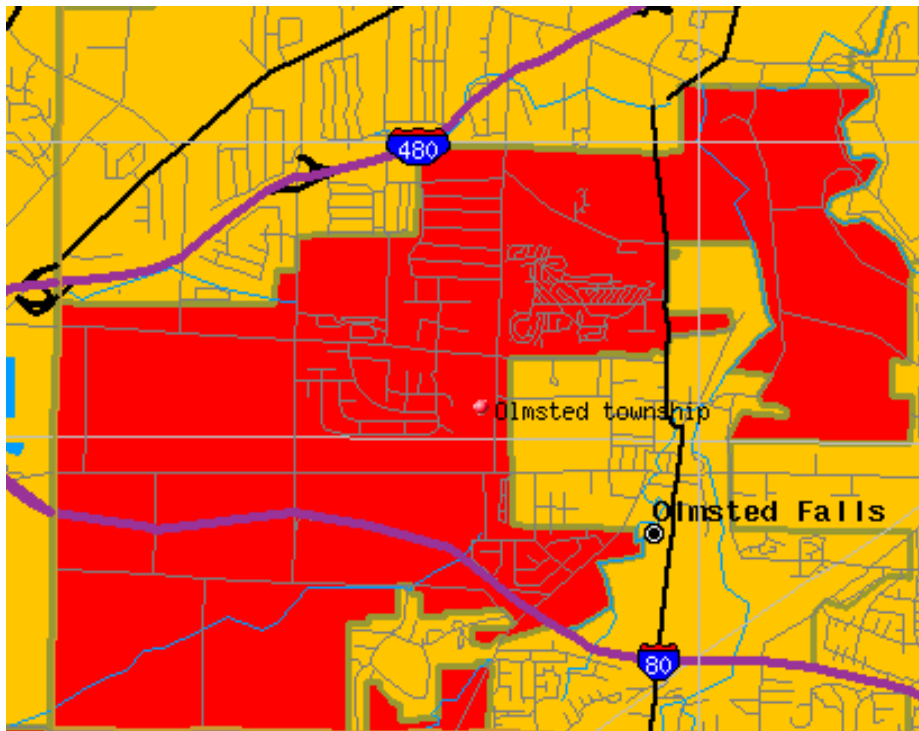
- **5.2.4.1 Initial Arriving Company.**

5.2.4.1.1 The fire department's fire suppression resources shall be deployed to provide for the arrival of an engine company within a **4-minute response time** and/or the initial full alarm assignment within an **8-minute response time** to 90 percent of the incidents as established in Chapter 4.

- **5.2.4.2 Initial Full Alarm Assignment Capability.**

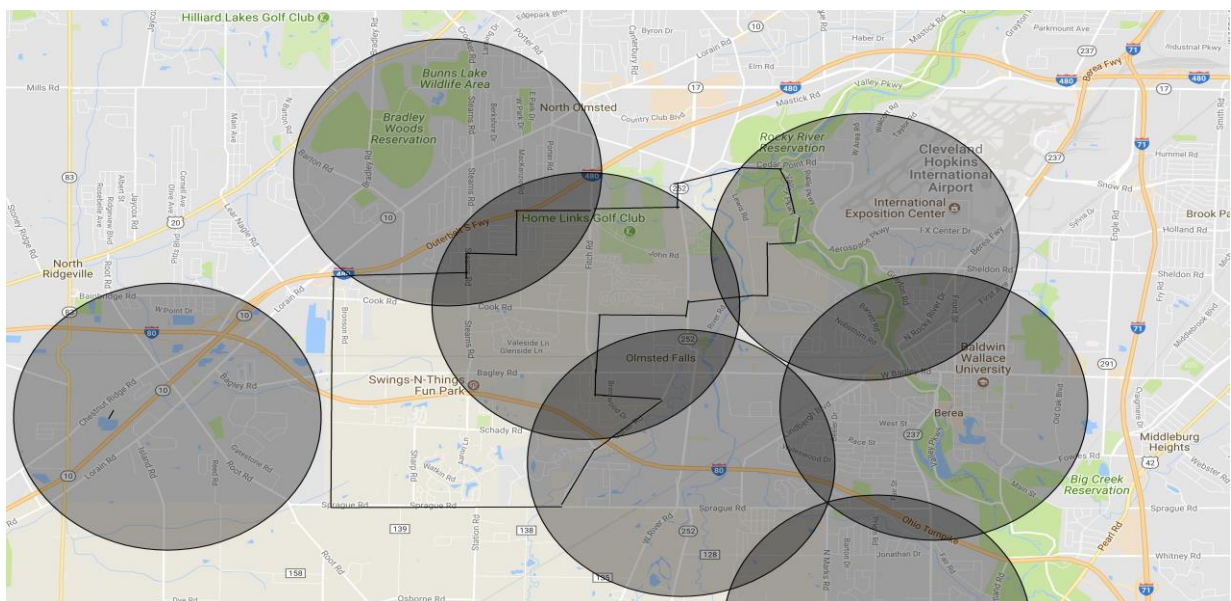
5.2.4.2.1 The fire department shall have the capability to deploy an initial full alarm assignment within an **8-minute response time to 90 percent** of the incidents as established in Chapter 4.



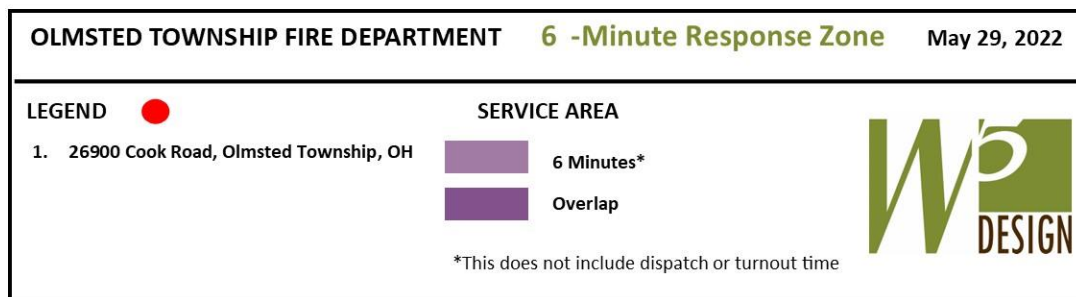
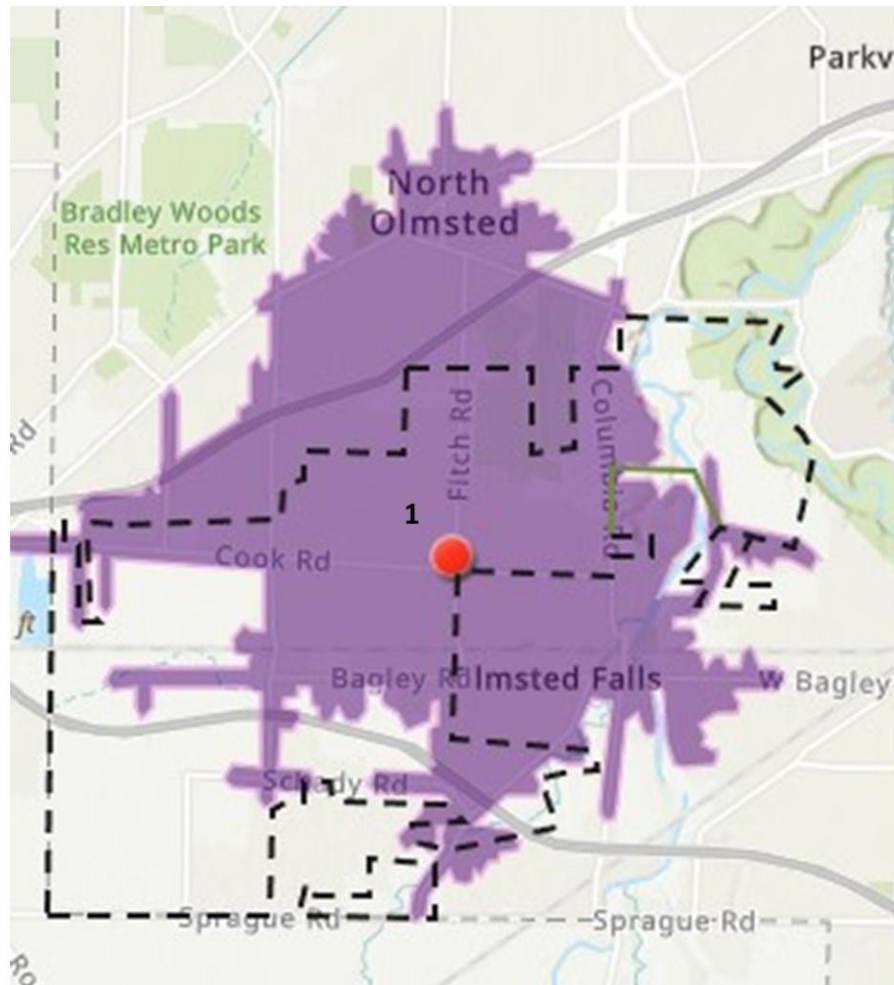


Olmsted Township Footprint

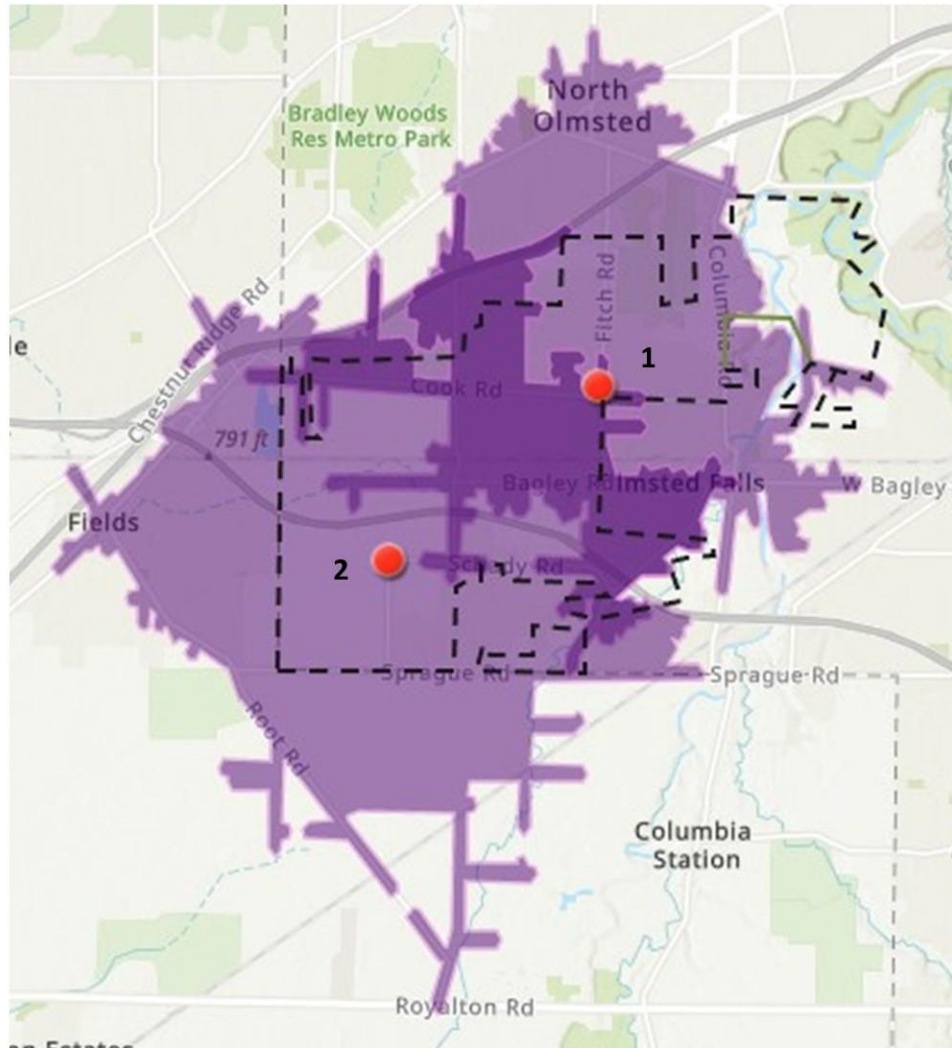
Regional Coverage; Graphic from Chief Kelly showing 1.5-mile radii from area fire stations, including Olmsted Township. There is an obvious gap in southwest Olmsted Township:



MAP A



MAP B1



OLMSTED TOWNSHIP FIRE DEPARTMENT **6 -Minute Response Zone** May 29, 2022

LEGEND

1. 26900 Cook Road, Olmsted Township, OH
2. Shady Road and Sharp Road, Olmsted Township, OH

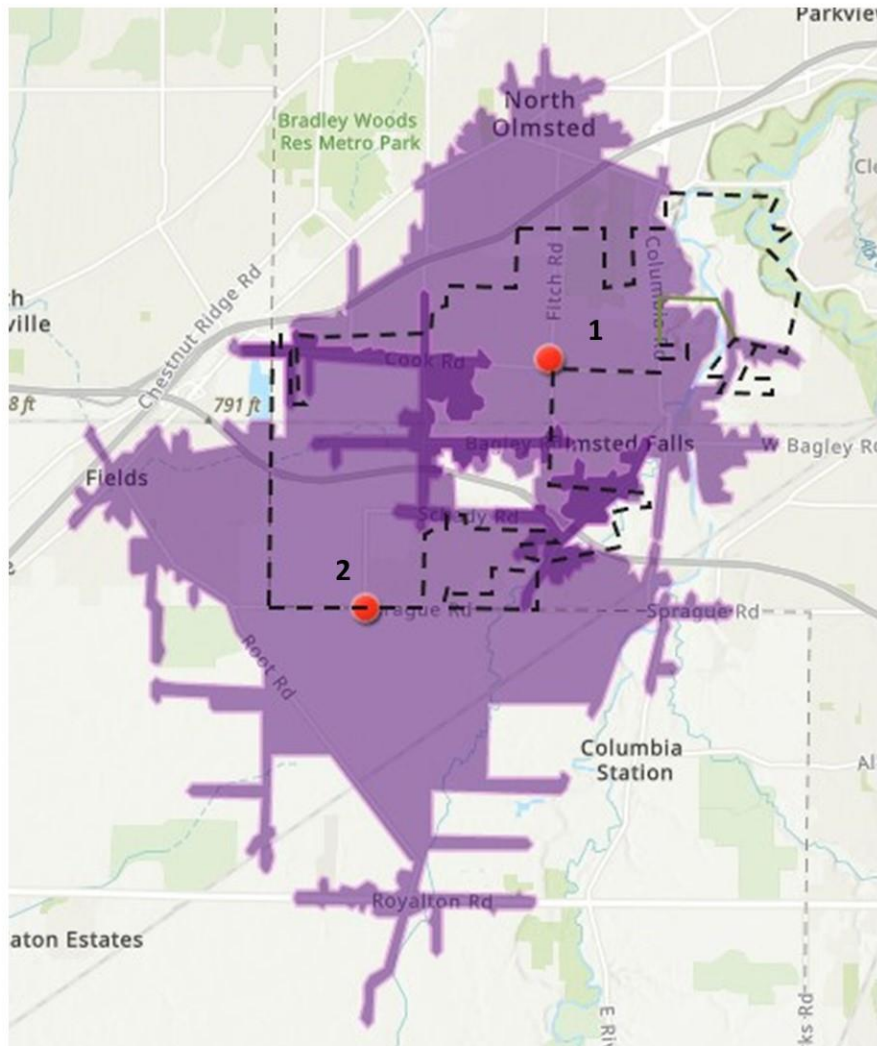
SERVICE AREA

- 6 Minutes*
- Overlap

*This does not include dispatch or turnout time



MAP B2



OLMSTED TOWNSHIP FIRE DEPARTMENT **6 -Minute Response Zone** May 29, 2022

LEGEND



1. 26900 Cook Road, Olmsted Township, OH
2. Sprague Road and Sharp Road, Olmsted Township, OH

SERVICE AREA



6 Minutes*

Overlap

*This does not include dispatch or turnout time



**Evergreen
Farms
Apartment
Complex in
southwest
Olmsted
Township;**

**Farm fields
yielding to
development:**



Single Station Option

It may be possible to continue indefinitely to operate a single station central to Olmsted Township. There are advantages and disadvantages.

POSITIVES TO RETAINING A SINGLE STATION:

- It certainly makes administration of the fire/EMS department easier,
- Permits meeting the standard of “Number of Crew members” per apparatus promulgated by NFPA. (Four)
- The elimination of operating budgets for a second facility would provide funding that could convert to additional staffing.

NEGATIVES TO RETAINING A SINGLE STATION:

- A portion of the Township would fall outside the four-minute response zone
- Many would argue that getting a larger crew that meets standards to a scene is more important than an understaffed crew that might arrive earlier. This is true both for firefighting and emergency medical assistance.
- Since the Township has ten (10) square miles of land, this would be stretching response.

INVESTING IN NEW FACILITIES

In the Olmsted Township Fire Department, the existing station is in relatively good condition and its location adjacent to Township offices is a plus. Any attention to facilities should be directed to planning for a second facility.

Physical facilities are a good investment for any governmental entity, especially those that contribute directly to the welfare of the citizenry. Capital Investment options should be explored now that could fund the second fire house, even if construction must be delayed.

Since the Township already owns land on Shady Rd. it is ahead of most other communities who must seek out and find adequate acreage and pay commercial – and sometimes premium -- rates to acquire it.

Space needs have only increased over time with the broadening scope of the Fire and Emergency Services. The consultants feel strongly that the station must include a community room to give a real township presence and an added dimension of functionality to this investment.

In departments with paid personnel, when the cost of a station is plotted next to the cost of the personnel who will staff that station over its lifetime, the investment of the building becomes relatively insignificant. We could estimate that a new fire station, adequate but without unnecessary frills, is likely to cost about \$4.5 million.

While this may seem to be a major investment, if the building will last 50 years the cost per year on a simplified straight-line basis is figured as follows:

Building: $4.5 \text{ million} \div 50 = \$90,000 \text{ per year}$

Let's say this building will conservatively house an average crew of five persons, for 24 hours a day, earning an average of \$95,000 per year. Three shifts plus earned days off, sick time, vacation leave and an overtime factor create a multiple of 4. Hence the following calculation:

Salaries: $5 \times 4 \times \$95,000 = \$1,900,000 \text{ per year}$

These are simplified calculations, and do not account for the time value of dollars. In actuality the station could have more or fewer personnel, the wages could average more, and will certainly rise over fifty years, etc. but there is no mistaking the high cost of personnel vs. facilities. As this station continues its life cycle over 50 or more years, its cost is dwarfed by personnel costs that would continue to accelerate. Hence, it makes no sense to cut corners on construction, or accept a substandard location for a new station.

Because site selection represents an investment far greater than the real estate and building, selecting a site is an important investment, especially if a non-optimal location results in higher response times. Olmsted Township is fortunate to have quality locations for the proposed new station or stations.

The overall layout and orientation of the facility is important to facilitate the rapid egress of emergency equipment. Drive-through bays are becoming increasingly popular due to reduced wear and tear on vehicles, improved visibility, and reducing the hazard of stopping traffic and backing apparatus with personnel present. They are not really necessary if apron space in front can accommodate fire apparatus completely off of the road.

ESTIMATED COSTS

New fire station facilities are typically in the \$350 to \$400 per square foot range based on local public contract laws. However, caution is in order, as recent construction bids have come in significantly higher as the labor market for building trades has not kept with new demand and has raised construction starts.

Pre-fabricated facilities such as Morton and Butler buildings can cost less, and though occasionally used, normally do not provide much in savings, especially when they are going to be occupied with paid personnel, and are a small part of the total investment as we just calculated. The Cheaper construction is particularly undesirable in Olmsted due to the winter weather and the potential aesthetics related to neighboring properties.

SQUARE FOOTAGE REQUIREMENTS



Although square footage requirements vary with the type of department and personnel needs, adequate space is critical to minimizing the need to expand unnecessarily in the future. Any new stations for Olmsted Township should factor in future needs.

A new station can be used to strengthen community support by showing an investment in the community by elected officials related to growing areas.

Below is a recent story from Idaho where the community leaders are planning a new station for about \$3 million. (See inset below)

Meridian Fire Department breaks ground on new station

Fire Station #7 is designed to reduce Meridian firefighter's carcinogen exposure. The 11,500 square-foot facility is planned to be fully operational by fall 2023.

Author: KTVB Staff

Published: May 24, 2022

MERIDIAN, Idaho — To improve its response time in southeast Meridian, the Meridian Fire Department broke ground on its seventh fire station Tuesday.

Fire Station #7 is planned to be a 11,500 square-foot facility, built to reduce firefighter's carcinogen exposure, according to the Meridian Fire Department (MFD). The new station, which is expected to be open for full operations by fall 2023, includes a firefighter work area, day room, kitchen, fitness area and six sleeping rooms for Meridian firefighters. Fire Station #7 is also designed for three fire engine bays and areas for equipment and decontamination.

"These facilities are essential to maintaining Meridian's status as the West's premier community to live, work, and raise a family," Meridian Fire Chief, Kris Blume said. "I am thankful to live and work in a community that holds its first responders in such high regard." **[For full story see Appendix 9]**

Below and on the following pages are examples which show that there is wide variety in cost, depending on options. Using bonding or TIF "Tax Incremental Financing" Olmsted Township should be able to build a second station.



**Station
Designed
by MSA
costing
about \$3.5
million
in Fairfax,
OH**

Fire Station with Administrative Headquarters built in West Chester Township, Ohio. Similar stations are in the \$8.0 to \$8.5 million range depending on options



.

**Below Westchester Station 73 designed by Emersion Architects.
Cost: \$4.5 Million.**



ADDRESS:[4850 Duff Drive](#)
[West Chester, OH 45246](#)



**New Fire Station designed by KZF for Violet Township, OH;
Cost \$3.5 million**



Deerfield Township's Fire Station 57 designed by KZF



Left: Deerfield Township Fire Rescue Department firefighter works a bailout training exercise from the stair tower training prop in Station 57. (Training props built into station design by KZF)



Fire Station Designed by MSA for Mason, OH



Fire Station Designed by MSA for Delhi Twp., Hamilton County OH



Fire Station for Lebanon, OH, Site Planning and Location Assistance from Kramer Group



**Left and below:
Lawrenceburg, IN
Fire Station by KZF**



Below: Lawrenceburg now served adequately in new quarters designed by KZF



Potential New Olmsted Township Station, Estimated Square Footage and Costs

Using 8500 square feet and utilizing the \$350 per square foot, the construction cost is \$2,975,000. Utilizing the \$400 per square foot figure, the station cost moves to \$3,400,000. In a recent project in which we were assisted by Emersion Architects, Architect Tim Wiley stated that in addition to the construction costs, there are 20% in soft costs that are for land preparation, permits, furnishings, etc., which will equate to between \$595,000 and \$680,000, thus equating to a final cost of \$3,570,000 to \$4,080,000. These costs are shown in **Table C**.

Table C: Estimated Construction Costs for a new Olmsted Township Station				
Sq. Ft.	Cost per Sq. Ft.	Const. Costs	Soft Costs	Total Costs
8500	\$350	2,975,000	595,000	3,570,000
8500	\$400	3,400,000	680,000	4,080,000

We noted earlier that Olmsted Township is fortunate to have land already available in a suitable location for its second station. The inset below shows that Wadsworth, OH paid \$500,000 for similar property.



Wadsworth spends \$500,000 on land for new fire station

THE BRUIN March 25, 2021 **BY JACKSON**

KERLEY

Wadsworth City purchased three acres of land on College Street for \$500,000 to build a new fire station. The current fire station was built in 1963 and has several issues.

"It was not designed for a combination style department such as we have now," said Matt Hiscock, the Public Safety Director for Wadsworth. "With both full-time firefighter/paramedics and part time paid on call staff."

For Full Story go to The Bruin Website

OLMSTED TOWNSHIP FIRE DEPT. APPARATUS

The consultant reviewed the fleet data from the Olmsted Township Fire Department (OTFD) and found a serviceable inventory of daily and special duty front-line fire apparatus, matched well to community needs, but like all fleets it is continually aging.

The reserve fleet, i.e., the vehicles utilized to temporally replace the “front-line” fleet, follows industry standards, and overall, the fleet is in good condition.

A new engine will be a valuable replacement in the Olmsted Township Fleet. A new ladder truck might be in order due to the age of the existing truck, now more than ten years overdue based on **Table D** below. The consultant feels strongly, however that the approximately \$1.5 million that would be needed for this piece might better be used to bolster staffing.

What good is a ladder truck of any age that cannot be staffed. The township is surrounded by other aerial ladders that can be placed on automatic dispatch for reported structure fires. Increasing use of shared services will be needed by Olmsted Township and all of its neighbors.

A quality fleet with a variety of vehicles, all worthy of the quality personnel who staff the vehicles



Table D – Ideal Apparatus Replacement Intervals

Replacement Schedule (Frontline)	
Engine	10 years
Rescue	10 Years
Ladder	15 years
Medic	7 years

These consultants feel that replacement of vehicles is on target, but funding requests for equipment compete with personnel, station maintenance, and technology upgrades, among other things. The fleet will age quickly if the replacement schedule is not adhered to, and this can place a future financial burden on the fire department.

**Right: Two of Olmsted's
Finest stand by Medic one
during the pandemic which
changed the protocols for
personnel and apparatus units.**



Normally, most apparatus units are scheduled for replacement at 10 years or 100,000 miles whichever occurs first.

The Olmsted Township ladder apparatus is a 1995 unit, nearly 28 years old and needs to be replaced. The township is surrounded by other departments with newer ladder capabilities. Enhanced shared services, relying more on these surrounding ladder units, is in order. The consultant advises that serious consideration should be given to additional staffing rather than ladder truck replacement. The new engine will be a welcome fleet upgrade.

Consultants reviewed all records as shown below and were pleased to see that all were up to date and all equipment passing satisfactorily

- Ladder Tests current and satisfactory
- Pump tests current and satisfactory
- Hose tests current and satisfactory

When is the right time to replace aging fire apparatus? Some fire departments have a predetermined replacement schedule. The Cincinnati Fire Department (CFD) has determined that front-line fire apparatus is scheduled for replacement at 10 years or 100,000 miles whichever occurs first.

According to the NFPA 1901, pumpers should only be kept in service for 20 years which includes “reserve” status. Aerial Truck life cycles should not exceed 25 years of service.

Based on the 2017 edition to the National Fire Protection (NFPA) 1901 Standard of Fire Apparatus, vehicles older than 15 are suggested to be removed from front-line status. A synopsis of the changes made to NFPA 1901 are found in a Fire Chief Magazine article found at <https://www.firechief.com/2017/04/19/key-changes-to-nfpas-fire-apparatus-rule/>.

According to NFPA 1901 Annex D, "Guidelines for First Line and Reserve Apparatus," essentially takes into consideration all of the operational and safety changes that have evolved as updates to the apparatus standard. It states the following: “It is recommended that apparatus greater than 15 years old that have been properly maintained and that are still in serviceable condition be placed in reserve status and upgraded in accordance with NFPA 1912, *Standard for Fire Apparatus Refurbishing*, to incorporate as many features as possible of the current fire apparatus standard.”

This will ensure that, while the apparatus might not totally comply with the current edition of the automotive fire apparatus standards, many improvements and upgrades required by the recent versions of the standards are available to the firefighters who use the apparatus. Heavy fleet is defined as vehicles weighing greater than 30,000 pounds, e.g., fire trucks of various assortments. Medium fleet is defined as vehicles weighing greater than 10,001 pounds, e.g., an ambulance. Light fleet is defined as vehicles weighing less than 6,000 pounds, e.g., sport utility vehicle (SUV).

Below: Medic 2 with a long list of persons saved.



Three factors are involved in the evaluation of the fleet:

- 1. Reliability**
- 2. Liability**
- 3. Serviceability**

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.

The Olmsted Township Fire Department (OTFD) has expanded its role in specialty functions such as advanced technical rescue and haz-mat mitigation. These functions require specialty apparatus purchased and operated on a larger scale by technical rescue teams at the Cuyahoga County Level.

There is good collaboration of fire departments in the region and this saves taxpayers from having to pay for multiple redundant specialty services, needed based on community risk assessment, but not needed on a daily basis.

The Olmsted Township Ladder has the ability to carry, pump and deliver water, adding to its versatility, but its age suggests a need for replacement. Its services can be replaced by units outside the township, however. Olmsted Township struggles to staff an engine and/or a transporting medic unit, and normally cannot get the aerial on the road without recalled personnel. The township is advised to use shared service agreements to summon adjacent aerials, and use the savings to adequately staff the other vehicles.

The consultants recommend the following for the OTFD regarding fleet management.

1. The OTFD should continue the Preventative Maintenance (PM) program of its fire fleet, the fire department should continue to have either an in-house mechanic or a contracting mechanic.
2. The OTFD should consider utilizing a web-based records management system to record daily and weekly vehicle maintenance on the fire fleet. An example would be Emergency Reporting © software. Any program that is built on a database platform and has customizable inputs and report generation options can save hundreds of costly personnel hours from off the shelf programs or a patchwork of commercial programs, such as Google Docs.
3. The OTFD should consider continuation of the use of class A structural fire foam in hose line operations which would reduce the amount of water needed to suppress most room and contents fire; the use of class “A” foam could also reduce the probability of a fire rekindling, not to mention reducing pump time at fire scenes.
4. The OTFD should continue the process of managing its vehicle and specialized fleet as it currently does. The consultants see no need to change the current vehicle replacement process.

Tracking of the hours and mileage on all Olmsted Township Fire Vehicles is important and is completed by the department mechanic. The above dates and costs can vary and serve as guidelines.

They provide a means of planning approximate replacement dates. Specific circumstances must be weighed prior to any significant investment in rolling stock. 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. Olmsted Township balances these well, as can be seen in the article, next page, featuring the new ambulance.



cleveland.com

New ambulance adds miles of technology, safety to fire fleet: Olmsted Dates and Data

Published: Jun. 06, 2022

By [Joanne Berger DuMound/special to cleveland.com.](#)

Olmsted Township firefighter/paramedic Will Hoyett pulls open the sliding door of the fire department's new Medic 3. The door allows for a maximum opening and better visual capability than a common hinged door. (Joanne Berger DuMound, special to cleveland.com)



Welcome Medic 3 into the Olmsted Township Fire Department's fleet. The department's calls have risen and its other two medics, or ambulances, have close to and exceeded traveling over 100,000 miles each.

"Our call level has increased expeditiously over the last 10 years," Assistant Chief Christopher Methvin said. "We had 700 calls 10 years ago. We are now looking at 2,200 calls a year, of which 82 percent are EMS related." The department's 2009 Braun ambulance has traveled more than 100,000 miles.

The 2016 ambulance, not a Braun, has almost 100,000, said Methvin. "We have an aging fleet," he said. "If one goes down, we only had the second. Now we have another that will help. It is a safer one and meets all safety requirements."

The OTFD frontline fleet is in relatively good condition and can perform as expected. Pump and ladder tests are current.

The exterior paint on most vehicles appears to be in good condition barring small spots of electrolysis (corrosion) between dissimilar metals. The consultants recommend an annual preventative maintenance assessment, based on the manufacturer's recommendations. This can identify and allow budgeting of proper maintenance and upgrades that prevent premature replacement of vehicles.

New apparatus is a major investment. See the Inset on the next page.

9 & 10 **NEWS**

Sault Ste. Marie (MI) Fire Dept. Gets \$1.4M Aerial

June 30, 2021

Jim LeHocky



7.1.2021

Pierce Mfg.

A \$1.4 million rear-mount platform aerial was recently put in service by the Sault Ste. Marie (MI) Fire Department.

The 100-foot aerial will replace a 30-year-old 75-foot apparatus, according to a report broadcast by News 9&10. The new apparatus has controls checked by computer to limit human error, the television station reported.

It's expected that all firefighters on the department will be trained on its operations and everyone will be able to drive and operate it after lessons have been completed, the station reported.

The new truck is expected to be in the community's July Fourth parade and in service by the end of next week, according to 9&10 News. The fire truck will be in the Fourth of July parade in Sault Ste. Marie Sunday. LaBonte said it should officially be put into service by the end of next week.



Pump and ladder tests are current in Olmsted Township



On the next page are two examples of new purchases, an ambulance next door, and two engines in mid-Ohio.



cleveland.com

Olmsted Falls Fire Department to buy new ambulance

Nov. 17, 2021

By [John Benson, special to cleveland.com](#)

OLMSTED FALLS, Ohio -- Good fortune and opportunity met recently, allowing the Olmsted Falls Fire Department to purchase a new ambulance.

After learning that the city was set to receive \$924,000 from the American Rescue Plan Act (ARPA), Fire Chief Matt Sheehan started to explore the cost of adding a new vehicle.

The fire department fleet currently includes a 2016 frontline ambulance, as well as a 2009 backup vehicle.

"Both have relatively low mileage -- 67,000 miles -- for ambulances, but with the wear and tear, especially on the frontline one, it was time to start looking at a new ambulance," Sheehan said

richlandsource

Mansfield City Council expected to vote Tuesday on \$1.4 million purchase of 2 fire trucks

By [Carl Hunnell, City Editor](#)

Feb 12, 2022

MANSFIELD -- Mansfield City Council is expected to vote Tuesday on the \$1,408,054.53 purchase of two new Pierce Impel Pumper Fire Trucks.

A final decision on how to pay for the trucks has not been made, Mayor Tim Theaker said Saturday. The legislation includes language that says "lease-to-own" over a maximum of 10 years and also "pay within 30 days of the contract signing."

The mayor said Finance Director Linn Steward is examining the best financial options for the city. "My best guess, the way it's working out, is we will (lease-to-own)," Theaker said, adding the department's patient transport fees could likely cover the cost.

[See full story in Appendix 10]

OFFICER DEVELOPMENT

A competency-based selection process, as used in the selection of the current fire chief, is recommended to continue for all officers, as long as the process remains in accord with the current labor agreement with Local 2845. Selection in this fashion presents a proactive approach to the increased activity that the Olmsted Township Fire Department will see and will feel many years into the future.



Training and Professional Development are hallmarks of the Olmsted Township Fire Department

Strong leadership is a key principle of an effective fire organization. The department may want to plan and prepare future leaders through various programs that are available, often at little cost. Olmsted Township is encouraged to develop quality promotional criteria.

Specific recommendations for the organization include targeted training at every level of the department, including operational, managerial, and leadership preparation. Succession Management Practices that can be found through the IAFC Succession Management for the Fire Service's document located at [**https://www.iafc.org/topics-and-tools/resources/resource/succession-management-in-the-fire-rescue-service-\(abstract\)**](https://www.iafc.org/topics-and-tools/resources/resource/succession-management-in-the-fire-rescue-service-(abstract))

This document will become increasingly important as retirements occur that create vacancies at all levels. The fire service is a trade at the entry level, but a business at the upper levels and helping internal candidates understand and properly transition is the best way to ensure an enhanced return on the major investment by OTFD in its personnel.

One of the biggest issues identified in the IAFC (International Assoc. of Fire Chiefs) Succession Management Document is the time needed to acclimate to a new position.

In Olmsted Township, formal education for fire department personnel has been encouraged and incentivized. This has paid handsome dividends with Chief Kelly gaining formal education and applying this knowledge daily. The lieutenants have also acquired higher education in varying degrees and help set a tone of excellence.

Appropriate management-level training is always available at locations such as the acclaimed Maryland Fire Rescue Institute's Staff and Command School and the National Fire Academy in Emmitsburg, Maryland. In Ohio, numerous offerings are available such as those at Cleveland State University. See **Appendix 11** regarding website information for the National Fire Academy.

Attention to available developmental courses and training will help build the Department's foundation of knowledge, as well as create a healthy, competitive environment for the organization. In Olmsted Township, it is good that existing members have an opportunity to compete for promotions. This shows an appreciation of their contributions in the past and acknowledges that local knowledge and support are shown to be important.

Below are some of the latest programs available for officer development:

1. IAFC Company officer leadership symposium

<http://www.iafc.org/micrositeFRIconf/Education/Content.cfm?ItemNumber=6593&navItemNumber=6465>

2. IAFC Company Officer Mentoring Program

<http://www.iafc.org/CompanyOfficers/CompanyOfficerMentoring.cfm>

3. National Fire Academy Managing Fire Officer Program

http://www.usfa.fema.gov/training/nfa/programs/mo_program.html

4. Center for Public Safety Fire Officer Designation

<http://publicsafetyexcellence.org/professional-credentialing/fire-officer.aspx>

FUTURE SCHEDULING & TRANSITIONING TO GREATER PERCENTAGE OF CAREER STAFF

Although the recruitment and retention of part-time personnel in fire departments is becoming more difficult, there are ways to maintain these personnel. The Consultants have maintained a comprehensive research library measuring the availability of volunteers and part-time firefighters. The latest facts and figures will be used to provide guidelines to Olmsted Township for decision making.

Since part-time firefighters remain valuable, they are well worth the efforts and incentives to preserve them. On the following page we list a few options that we will elaborate upon and show how the part-time spirit can remain viable in Olmsted Township.

Some of the techniques that help preserve part-time personnel

1. Increase incentives for regular scheduling, such as a December bonus proportional to the number of hours worked in the year.
2. 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.)
3. Provide in-house amenities that make serving 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 with or without any monetary compensation.)

In Eastern Cuyahoga County, several fire departments are joining forces in a collaborative testing process that will hopefully gain sufficient quality personnel to fill vacancies in each participating fire department.



East side fire departments holding joint test to hire firefighters, medics

Eight Northeast Ohio departments are working together to source the most qualified candidates to become firefighters.

Author: WKYC Staff Updated March 17, 2022

MAYFIELD HEIGHTS, Ohio —

Staffing shortages are affecting many businesses in the wake of the pandemic, and Northeast Ohio first responders are not exempt from this problem. Chief Bruce Elliott of the Mayfield Heights Fire Department said he and other fire chiefs have discussed how they can fix the issue.

"We've got a problem with recruiting. It's a nationwide problem, there's less and less people wanting to get into these public safety type jobs," Chief Elliot said. "We deal with hazardous materials, and there's just a lot of inherent dangers with the job itself." Hoping to streamline the hiring process, eight east-side suburbs will be holding a joint test on May 24, 2022.

(For full story, See Appendix 12)

Regarding overtime, while the pay increase is often appreciated by the personnel at first and to a certain threshold, overtime is cheaper than hiring additional full-time employees, the long-term effects on the staff and budget are often not sustainable.

Consultant Randall W. Hanifen can speak first hand to this fatigue after working 997 hours of overtime in one year at a local fire department. By the end of the countless 48-hour shifts, decision-making and motivation were at an all-time low.

A changing dynamic in many areas of the country is the lack of qualified candidates for firefighter/paramedic positions. As the applicant pool shrinks, fewer personnel are willing to work part-time at numerous departments to earn the equivalent of a full-time salary. Because the part-time firefighters worked in two or three departments, their unavailability affects numerous departments.


Several articles follow which illustrate difficulties with the part-time system. The articles are chosen since the named departments have many features comparable to Olmsted Township. They have converted many of their firefighter paramedic positions from part-time to career to reduce the amount of mandatory overtime for their current career staff.

OLMSTED TOWNSHIP IS NOW HIRING

FIREFIGHTERS

The Olmsted Township Fire Department is presently seeking motivated individuals to faithfully and honorably provide emergency services to the Olmsted Township community as part-time firefighters.

<p>QUALIFICATIONS:</p> <ul style="list-style-type: none"> Must have High School Diploma or GED Must be at least 18 years of age Must possess a valid Ohio Driver's License Must Possess a State of Ohio FF2 card Must possess a State of Ohio Paramedic Card Successful completion of physical agility test within the past year 	<p>BENEFITS:</p> <ul style="list-style-type: none"> Uniform Allowance and Duty Gear Flexible Schedule Shift Work Paid Training Opportunities Holiday Pay Competitive Pay Scale—starting at \$22/hour after completion of training Annual raises based on performance
---	--



Interested persons can pick up an application at the Fire Station or can visit our website at:
www.olmstedtownship.org/fire/employment

Completed applications, along with copies of the qualifications listed above, can be dropped off in person at:

Olmsted Township Fire Station, 26900 Cook Rd., Olmsted Township, OH 44138

First, an article from the Pulse Journal indicates many Butler County fire departments are converting positions to full-time to offset the “revolving door” that Chief Don Bennett of Fairfield describes of the current part-time system.

Second, an article from the Louisville, KY area is included to demonstrate this is a broad regional issue, and our research shows that it rings true throughout northern Ohio.

Pulse Journal

Area fire departments are hiring full-timers in bunches. Here's why.

BUTLER COUNTY —

Several fire departments in Butler County have recently beefed up their full-time staffs to offset a shortage in available part-time firefighter/medics.

Oxford, Ross and West Chester townships are all adding more full-time people this year because the dearth of part-timers is negatively impacting operations. Liberty Twp. trustees last week approved a three percent pay hike for their 52 part-timers to stay competitive in a tight market.

The trustees in West Chester Twp. approved hiring six new full-time firefighter/medics — and reduced the number of approved part-time slots from 73 to 47 — at a cost saving of \$36,000, when all costs associated with part-time help are factored into the equation. Fire Chief Rick Prinz said the move was mandatory in the current environment.

“It’s status quo as far as our part-time problem, nothing has changed,” Prinz said. “We are still experiencing a dramatic decrease of the available part-time firefighter/EMT and or paramedic candidates ... The reliability of being able to hire a part-time person and then retain them is not a sustainable model anymore.”

Prinz said jurisdictions are bearing the cost of outfitting the new hires with gear and training them only to have them leave in a year or two to take a full-time job somewhere else.

Prinz said it costs \$97,969 to hire a full-time person — gear, training, salary and benefits — and there were total costs of \$80,790 last year for the 15 people who resigned. The turnover rate from 2014-16 was 74 percent.

Fire departments all over are experiencing the shortage, and Prinz said they are using different tactics to cope. West Chester has instituted holiday and longevity pay programs as an incentive to get part-timers to stay, and other departments are paying benefits to part-time firefighter/medics.

Facing the same predicament, Ross Twp. in January hired three full-time firefighter/medics, the first full-time fire staff other than Fire Chief Steve Miller ever. He said it will cost about \$40,000 more per person to pay for full-time employees.

LOUISVILLE, Ky. (WDRB)

Louisville-area fire departments burned by staffing shortage

Cody Rowan is one of three new hires at the Okolona Fire Department. The problem is he's one of only three new hires with eight jobs to fill

LOUISVILLE, Ky. (WDRB) -- Louisville fire stations faced with a staffing shortage are coming up with creative ways to fill shifts. The bottom line is there aren't enough firefighters to go around, and now fire departments are shuffling to fill the need.

Cody Rowan, a new recruit, was working his second day with the Okolona Fire Department on Thursday when he, quite literally, rushed into a wall of flames. "It's hot," he said. "Unbelievably hot." But it was all just a drill.

Rowan is one of three new hires at the department. The problem is he's one of only three new hires. Battalion Chief Jody Craig said he can't find enough people to do this job.

"The hardest part is we've lost a lot due to retirement," Craig said. "Retirees were scared of the changes in the retirement system."

Craig said it's not just the Okolona Fire Department. All 14 fire departments in Jefferson County outside Louisville Fire & EMS report staff shortages. As a result, more firefighters double-dip, taking advantage of the 24-hour on, 48-hour off shifts to work for a totally different department in their off time.

But it's not just about filling gaps. It's about filling gaps while still ensuring that firefighters don't get drained. Even at Wednesday's training, you could see sweat pouring from fire crews exhausted by the demonstration, and officials want to make sure the stress doesn't put a strain on the health of fire crews.

"Some days it's tough, and you just have to manage your time management and sleep when you can," said Jordan Yuodis, spokesman for the Okolona Fire Department.

Financial rewards can help, as shown in the inset below. Most personnel, however, are looking more toward on-the-job satisfaction than monetary rewards.

FOX 47 NEWS

Meridian Township approves second round of \$1,000 bonus payments for first responders

By: [Erica Murphy](#)

Jul 21, 2021

LANSING, Mich. — Meridian Township first responders are getting a second \$1,000 bonus to show them how much the community appreciated their hard work and dedication during the pandemic.

"You know a lot of individuals in most communities got to stay home for a number of months during the peak of COVID. Firefighters and police officers had to come to work every day, which no problem. They enjoy their job and it's in their blood if you will," said Fire Chief Michael Hamel.

Hamel isn't alone in recognizing first responders in Meridian Township. The Township Board voted in favor of issuing a second round of hazard payments to police, fire and EMS workers as a thank you.

"We passed another \$1,000 per first responder to thank them in 2020 and then again here in 2021 because as we all know the pandemic didn't go away last year. It carried on and we're finally now towards the end of it," said Meridian Township Treasurer Phil Deschaine....

(Full story is found in Appendix 13)

Staffing Model Transition Assessment and Cost Estimates

Staffing in OTFD consists of a mix of full-time and part-time personnel. Since its inception, OTFD has tried to expand the number of full-time positions based on available funds, recognizing that the full-time staff offers more stability in scheduling. Also, full-time personnel lend themselves readily to the assignment of non-emergency duties that require planning and preparation activities. While there are a few core part-time personnel that have years of tenure, and these personnel should be commended, this is not the norm for part-time personnel.

The continual decreased experience and increased turnover of the part-time personnel negatively impacts the stability and performance of OTFD. From an operational standpoint, officers on shift must spend many extra hours orientating and training new personnel not only on basic fire skills, but on OTFD policies, operations, and equipment.

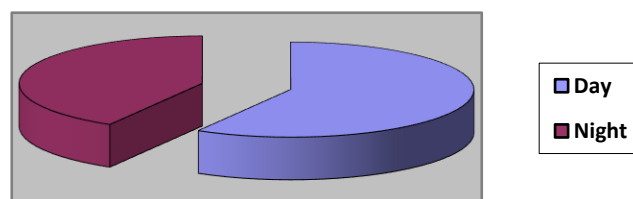
While training would be on-going regardless, these efforts would serve the department better if directed toward advanced operations and updating preplans of community hazards instead of the repetitive basic skills.

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 14**, 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 in Olmsted Township.

All across Olmsted Township responses escalate as an active populace awakes and goes about the busy workday world and a significant workforce takes 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 Olmsted Township, are shown graphically in the pie chart here. The 10-hour day shift is much busier even though it is 4 hours shorter. In the Olmsted Township Response Data shown earlier in this report, the really slow time was midnight to 6 A.M.

In the Naperville example given in **Appendix 14**, 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 Olmsted, a more likely scenario would be to offer this to part-timers who might indeed find an eight-hour or ten-hour shift desirable.

Preserving Part-time Personnel

The utilization of part-time personnel has allowed the Olmsted Township Fire Department to place more personnel on duty than would be affordable if all were full-time. They are at times are not totally reliable since this is not their primary career.

Fortunately, it is seldom when the Olmsted Township Fire Department 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 North Olmsted, Olmsted Falls and the Township all support one another.

Survey of Current Part-time Recruitment & Retention Programs

Part-time personnel can be rewarded with holiday, response, longevity, and merit pay incentives. These can be reviewed to see if they are merited.

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**



COMMUNICATIONS AND DISPATCH

Olmsted Township is fortunate to have its dispatching conducted through the **Southwest Emergency Dispatch Center (SWEDC)**. Strongsville is proud to host the Dispatch Center, a state-of-the-art 911 emergency operations center that offers advanced equipment and expert dispatching services to the region.

SWEDC includes Cuyahoga County Telecomm and is a separate entity from any police or fire agency. This ensures fair and equitable service to all agencies dispatched through the center. There are, however, always opportunities to improve operations.

The Computer Aided Dispatch software package used in the communications center seems to meet the area's needs, and can incorporate the latest technology, such as the Broadband touted in the article from Southport, N.C. and shown in the inset.

When anyone in the Township dials 911 for fire or medical assistance, the clock begins for the fire department. 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 4** which illustrates these elements:

Figure 4 -- 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 Time:** The time interval that starts when the call is created in CAD by a Fire Dispatcher until the initial Fire or EMS unit is dispatched.
- **Alerting Time:** Dispatch of the emergency call.
- **Turnout Time:** The time interval between the activation of station alerting devices to when first responders put on their PPE 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 (Reaction):** 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 department. The consultants believe that the Cuyahoga County Dispatchers have been diligent in knowing the importance of minimizing call taking and dispatch times.

Appendix 15 contains an excellent article on reducing all response time phases.

We will see later in our report that dispatching is a key grading factor for the ISO (Insurance Services Office).

Ideally call processing time and alerting time combined are about a minute or less, within the recommendations of NFPA standards. SWEDC 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 State-Wide Mutual Aid network is available and the Cuyahoga County Emergency Management Agency is able to assist with large disasters.



Federal broadband network helps local first responders communicate better in a crisis

By [Kendall McGee](#)

Published: Mar. 29, 2022

SOUTHPORT, N.C. (WECT) - Life without internet or cell service is an inconvenience for most of us, but in times of crisis, it's a matter of life or death for first responders.

Several local law enforcement and rescue agencies gathered Tuesday in Southport to demonstrate and learn about a new network AT&T built with the federal government to ensure first responders don't lose communication if an area sees outages or service interruptions.

Across the nation, it's been used to create a special network for first responders in situations ranging from wildfires in Colorado, to tornadoes in Kentucky, Hurricanes in New Orleans and even to the presidential inauguration.

Military Ocean Terminal Sunny Point was one of two bases in the country chosen to pilot the First Net system in 2020, before the Army signed a formal contract with First Net last year.

"Fortunately we haven't had to use it during an emergency yet, but we know hurricane season's coming up," said Sunny Point Fire Chief Michael Scott.

During Hurricane Florence, areas of the Cape Fear lost wireless services, leading to issues making life saving calls and getting critical information out.

The chief added that connectivity isn't a problem that's just limited to natural disasters.

“One of our issues in this area is Southport’s Fourth of July parade,” said Scott. “The population in Southport grows dramatically in our area and our cell phones in this area aren’t the best.”

Whether it’s an emergency or a planned event, FirstNet provides assets, which it uses to launch a special encrypted network just for emergency workers. The equipment basically turns into a portable cell tower, allowing different agencies to talk to one another and coordinate their response.

It’s technology the Wilmington Police Department and the New Hanover County Sheriff’s Office are considering adding to their arsenal, too.

“We’re getting as much information as we can to be able to take back to share with decision makers at our agency and the county level,” said Lt. Christopher Smith of the New Hanover County Sheriff’s Office. “We certainly have partnerships that are currently in place, but we’re always looking at new, emerging technologies.”

The project is decades in the making, with congress kicking off the effort after emergency crews had difficulty communicating during 9/11. Ten years later, the funding bill was passed to begin the process of building out the first responder network.

First Net’s network itself has been in development for five years and there’s more than 19,000 subscribing agencies across the country, including the Air Force and the Army.

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SOUTHWEST EMERGENCY DISPATCH CENTER



Strongsville is proud to host the Southwest Emergency Dispatch Center (SWEDC), a state-of-the-art 911 emergency operations center that offers advanced equipment and expert dispatching services to the region.

FIRE DEPT. MISSION

When assessing needs, 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. The department handles fire suppression, fire prevention, emergency medical care and transport and technical rescue. Other programs which the consultants feel are valuable are the training of kids with a fire safety house and the juvenile fire setters' program.

Leadership in the Olmsted Township Fire Department is strong and Chief Kelly has been pro-active in accepting challenges and broadening the mission of the department.



New tools will continue to evolve. Many Departments are acquiring drones.

Left: A drone providing aerial surveillance during a wildland/urban interface fire.

New technology and new tools come along which help the fire departments cope with their broadening mission. Drones and robots now play vital roles in many departments and might figure into future plans for Olmsted Township.

See **Appendix 16** which portrays these high-tech allies that have been added to fire agencies nationwide. The Consultants note an open-mindedness by Chief Kelly for new technology. The Olmsted Township Fire Department has worked with corporate safety officers and other officials at these facilities to assist with internal fire safety concerns and maintain a positive relationship. The fire department must continue to ensure that it can meet the needs of its entire district and the special needs of its largest customers.

The Olmsted Township Fire Department needs to remain aware of all issues concerning fire and life safety matters since its firefighters will be put in danger during responses.

On the following page are the myriad activities that comprise the fire department mission in Olmsted Township.

Missions currently performed by the Olmsted Township Fire Department

Fire and fire related incidents
All fire, smoke, medical alerts/alarms
Gas leaks
Carbon monoxide incidents
Chemical Spills or leaks
Power Lines down
Electrical wiring issues, electrical arcing
Smoke and Odor removal
Rescue
Medical Assists
Lift Assists
EMS calls
Motor Vehicle Incidents
Hospital Transports
Animal rescue, problems
Windstorm, tornado, weather related incidents
Police and government agency assists
Public assists
Public Service Requests
Service calls
Lock Outs
Smoke Detector Installs and Battery Installs
Lock Box Installs
School fire Drills
Fire inspections, building, business, group homes, foster care
Food Truck Fire Inspections
Stand-by at Community Functions
Station Tours
Educational Safety Talks
Citizen Complaints
Child Car Seat Installation
File of Life Program
U. S. Flag Collection Box
CPR/AED Training
Fire Extinguisher Training

FIRE PREVENTION

The fire prevention efforts within the Olmsted Township Fire Department are of good quality, and the number of staff dedicated to this function seem to be adequate, given the fire company's assist with the annual fire inspections. A dedicated hierarchy, including Chief Kelly, is assigned to oversee the fire prevention activities and cover the plan review for new and remodeled commercial properties. See **Table H** below.

Table H -- OTFD – FIRE PREVENTION PERSONNEL		
RANK	NAME	FUNCTION
Chief	Patrick Kelly	Inspector
Asst. Chief	Chris Methvin	Fire Marshal, Inspector
Lieutenant	Joe Foecking	Inspector
Lieutenant	Dave Dahlhausen	Inspector
Firefighter	Anthony Puklavec	Plan Reviewer, Inspector
Firefighter	Damon Schreiber	Inspector
Firefighter	Chris Jansen	Inspector
Firefighter	Paul Rastall	Inspector
Firefighter	Christian Platzar	Inspector

Between alarms, front-line staff do conduct engine company inspections in Olmsted Township. These “Fire Company Inspections” improve the fire prevention efforts and allow familiarity with the various commercial occupancies throughout the township, but they can at times hinder quick response and interfere with the primary emergency response duties. However, when measured against the familiarization with the buildings that the personnel will respond to, the net equation of positives and negatives comes out significantly positive. The consultants recommend this practice continue.

The consultants noted a high degree of quality in the efforts of the Fire Prevention Bureau under the capable leadership of the Fire Marshal as the department conducts the functions listed below.

Fire Prevention Bureau functions:

- Inspections
- Plan Review
- Fire Safety Messages
- Public Education
- Technical review board of board of zoning appeals
- Schools’ emergency response plans
- Corporate emergency response plans
- Fire Investigation

With new construction and ongoing renovations planned throughout the Township, it is important that the prevention bureau work well with the Building and Zoning Department, since they share the inspection mission and the fire department has the opportunity to take a proactive role in scrutinizing plans.

Fire prevention personnel also conduct construction inspections to ensure fire code compliance as the buildings are constructed or renovated. Once plans for required fire safety features are overlooked in the plan review stage, it is often difficult to retroactively add the needed fire safety features, thus putting the public and responding firefighters at greater risk.

A full-time or part-time fire prevention professional would be a valuable enhancement to the education and prevention efforts within Olmsted Township. The consultant agrees with Chief Kelly who feels that this position would be very beneficial and is needed for uniformity. The Chief points out that “To have one consistent face of the department in the community on inspections would help by having a standardized, uniform process. It would also be beneficial to have one person in contact with the building department. This position could also do life safety training, fire extinguisher training, pre-fire planning, etc.”



Fire Safety Education for Children is a priority in Olmsted Township.

PRE-INCIDENT PLANNING

As new development continues to occur in Olmsted Township, it will be vital that firefighters gather detailed information about the buildings to which they respond and the consultants were 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, as conducted by the Olmsted Township Engine Company Inspections Program, 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.

MUTUAL AND AUTOMATIC AID

Chief Kelly and the Olmsted Township Fire Department fully support and participate in the regional MABAS (Mutual Aid Box Alarm System.) which is a standardized procedure for summoning automatic and mutual aid. Below are the relevant statistics for recent years

Mutual Aid Given

	FIRE	EMS
2021	24	109
2020	45	95
2019	23	138
2018	13	121
2017	81	103
2016	44	86

Automatic Aid Given

	FIRE	EMS
2021	28	1
2020	5	6
2019	16	1

Mutual Aid Received

	FIRE	EMS
2021	24	109
2020	40	83
2019	20	117
2018	25	83
2017	165	185
2016	100	179

Automatic Aid Received

	FIRE	EMS
2021	49	6
2020	21	
2019	13	

The command staff from OTFD also actively participate in miniature Incident Management Teams that allow assembly of chief officers to fill roles, such as exterior divisions and safety officers. This increases compliance with NFPA standards and answers lessons learned through NIOSH firefighter fatality reports. Reciprocity occurs back to OTFD, thus preventing the need for a large on-duty command staff.

This is an area that could be examined closer to determine the specifics of how the inequality occurs and possibly adjust the response somehow. Even when mutual aid is unbalanced this isn't necessarily a deal breaker.

Using a Kramer client from another Ohio city as an example, we quote the City of Defiance City Manager Jeff Leonard. When evaluating the formation of a Fire District with volunteer fire departments around his staffed department Jeff made this point:

“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.”

RELEVANT NATIONAL STANDARDS

For fire operations sufficient personnel must be available in order to provide adequate fire protection to the community. The Olmsted Township Fire Department can provide adequate minimum fire protection for the community, and through automatic aid can usually comply with two standards which, although not mandatory are considered an "industry standard" and often used to determine the number of firefighters required at emergency scenes:

- The National Fire Protection Association (NFPA) Standard 1500 recommends that a minimum of four persons be available on the fire scene before structural firefighting commences.
- The Federal Occupational Safety and Health Administration (OSHA) has determined that fire structures meet the definition of an IDLH (Immediately Dangerous to Life and Health) environment and therefore are subject to the “two in-two out – rule” meaning there must be a minimum two-person rescue team besides the crews committed to structural firefighting. The International Association of Fire Chiefs (IAFC) have endorsed this standard.

With all fire and medic response units available, the Olmsted Township Fire Department can meet the initial standards as outlined above, but must rely on automatic/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.

When personnel are thin, this ability to adequately provide adequate initial fire protection is compromised. Chief Kelly has maintained a good working relationship with nearby neighboring fire departments and these can be summoned to bolster the OTFD forces when they are stretched thin. Olmsted Township, in turn, reciprocates often.

Perspectives on ideal staffing can be found in the Fire Protection Handbook (2008) published by the National Fire Protection Association (NFPA):

- The NFPA Fire Protection Handbook states that a single-family residential structure fire requires not less than eighteen (**18**) firefighters and one chief officer with two engines and one ladder, and a commercial complex requires not less than twenty-nine (**29**) firefighters and two chief officers with four engines and two ladders on the first alarm.

In May 2002, the NFPA adopted two new related standards, #1710 and #1720. The former relates to larger full-time fire departments, and the latter refers to primarily volunteer departments. Among other requirements, these standards list “four” (4) persons as the minimum crew size on apparatus. OTFD is not yet compliant with Standard 1710 but this is the norm for departments that cover jurisdictions the size of Olmsted Township. See **Figure 5** below for a capsule summary of 2016 edition of NFPA 1710.

Figure 5—NFPA Standard 1710 Highlights*

- ✓ **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.**
- ✓ **Eighteen to Twenty-nine personnel on first alarm within eight minutes**
- ✓ **Quality and safety parameters**

***In the 2016 Version of 1710 and 1720, needed tasks and the minimum number of personnel to complete the tasks are outlined. The number of personnel above are considered minimums and do not account for rotation of personnel. This calculation does not include High-Rise occupancy response**

The most obvious deficiency in Olmsted for this standard is the 4-minute response time 90% of the time. This is due to irregular geographic shape of the township, disjointed land masses covered and the suburban nature of zoning. In many cases, the tax base is often insufficient to support the number of stations and personnel needed to comply. The premise of this standard was on the time-temperature curve and cardiac survival chain and had little to no consideration of budgeting constraints. The breakdown of the needed tasks and personnel to accomplish the tasks based on NFPA 1710 for a Single Family Residential (2000 ft²) and an apartment building are **Figure 6 and 7** In Olmsted Township as in most communities the department is unable to comply totally with this standard without mutual aid.

Among the most routine of fires in Olmsted would be a single-family dwelling. Staffing needs, including mutual aid, are shown in **Figure 6** on the next page.

Figure 6

SINGLE FAMILY RESIDENTIAL HOUSE FIRE

2,000 sq. ft. 300 gpm water flow minimum water flow

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



Left: A single-family home in Olmsted Township, the most likely type of occupancy to experience a structure fire incident

Figure 7

APARTMENT BUILDING FIRE

3,000 sq. ft. in kitchen/dining room, 25% involved = 500 gpm water flow

POSITION	ASSIGNMENT	STAFFING
Incident Commander	Coordinates all on scene operations (Company Officers run command until ranking officer arrives)	2
Safety Officer	Monitor and corrects fireground safety issues	1
Pump Operator	Maintains water flow to attack crews and radio communications	2
Ventilation	Removes heat, toxic gases and smoke improving victim survivability and safer environment for fire crews.	4
Ladder Operator	Operates ladder truck aerial device	1
Primary Search	Rapid discovery and removal from toxic environment insure highest possible chance for victim survivability without brain damage.	4
Fire Attack	Three hand lines @ 150 gpm each for adequate water flow	6
Fire Attack Support	Connects hydrants, manages supply and hand lines	3
EMS	Renders immediate medical care to rescued victims or injured firefighters	2
SUB TOTAL		25
Rapid Intervention Team	(Rescues trapped/injured/lost firefighters)	4
TOTAL		29



Left: Apartment complex in Olmsted Township, where a working fire will draw extensive automatic and mutual aid.

Some large commercial enterprises will draw nearly twice this number in the event of a serious fire.

AVAILABLE GRANT FUNDING

Running a professional fire department costs money, with most budget funding going to salaries as we have just seen. One way to fund equipment and personnel is grant funding. There are numerous sources of grant funding available to fire departments in Ohio. After inquiring about previous efforts to secure these grants, it is clear that Chief Kelly has been quite in tune with the grant availability.

Olmsted Township deserves credit for the grant funding it has obtained, and efforts to secure additional funds are already in progress. 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). This should pose no problem to Olmsted Township.

Olmsted Township can likely qualify for the following grants, although they are awarded based upon competitive application:

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.

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

The 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. Olmsted Township is aware of these SAFER grant opportunities and hopefully they will be awarded a grant to assist in bolstering staffing. They are renewable and in worst-case scenarios, at the end of the grant, the Township would have to lay off any firefighters whose positions have not become self-funding through the retirement or resignation of other members.



FEMA

See **Appendix 17** for the following article,
"Nine keys to a competitive SAFER grant"

On the next two pages is a recent story regarding a new grant opportunity in Ohio



\$70 million in grant funding announced for Ohio first responders

The Ohio Emergency Management Agency began accepting applications for the Ohio First Responder Recruitment, Retention and Resilience Program Thursday.



Credit: WBNS-10TV / Lindsey Mills
Columbus Division of Fire
Author: Celeste Houmard (WBNS)
Published May 6, 2022

COLUMBUS, Ohio — Ohio Governor Mike DeWine announced \$70 million in grant funding for Ohio first responders' recruitment and wellness on Friday.

A press release from the governor's office says the Ohio Emergency Management Agency began accepting applications for the Ohio First Responder Recruitment, Retention and Resilience Program Thursday.

"Ohio first responders stand ready to protect, defend, and provide life-saving services to the citizens of Ohio every day of the year, often putting themselves at risk both physically and mentally," DeWine said. "With these funds, my goal is to help local agencies keep first responders on the job and attract more qualified Ohioans to seek careers in public safety professions."

This grant is intended to go toward first responder wellness programs, recruitment and retention efforts, onboarding and training costs and programs to teach young adults about first responder careers.

This grant is part of the [\\$250 million American Rescue Plan Act funding that DeWine and the Ohio General Assembly dedicated to first responders](#) to help during the COVID-19 pandemic. First responders eligible for funding include law enforcement, fire and emergency medical services.

The application for the Ohio First Responder Recruitment, Retention, and Resilience Grant Program is available on the [Ohio Department of Public Safety website](#). The deadline to submit a grant application is June 17 at 5 p.m.

Smaller Departments in Ohio, such as Olmsted Township can often be successful in obtaining grants since they are in fact the neediest in many cases.

See for example, the inset which follows. This contains a recent article about grant funding obtained when five county departments cooperated in the application. Those awarding grants often look favorably on regional efforts since the dollars granted have an economy of scale. This example features departments in Grand Traverse County in nearby Michigan. A similar venture could feature Olmsted Township, North Olmsted and Olmsted Falls.

The TICKER

Local Fire Departments Get Federal Funding for New Equipment

By Beth Milligan | Sept. 8, 2021

The Traverse City Fire Department, Long Lake Township Fire-Rescue, Almira Township Fire and EMS, Paradise Emergency Services, and Whitewater Township Fire Department will receive more than a half million dollars in federal funding to purchase new equipment.

The five fire departments will receive \$598,181 for self-containing breathing apparatuses and air supply equipment to provide assistance for communities across Grand Traverse County. The funding comes from the Federal Emergency Management Agency's (FEMA) Assistance to Firefighters Grants (AFG) program.

Gases present in structure fires can injure or kill firefighters; the new SCBA packs will increase the health and safety of firefighters by providing the highest level of respiratory protection available. The equipment will be utilized during firefighter operations, including manmade and natural disasters, in the communities and any other community that requests mutual aid.

"Our firefighters and first responders put their lives on the line to protect our families, homes, and communities," said U.S. Senator Debbie Stabenow in a co-announcement with U.S. Senator Gary Peters about the funding. "These new resources will help keep the public safe and give our first responders the equipment they need to do their jobs more safely and effectively." Peters added that "it is critical that firefighters and first responders have up-to-date equipment to continue doing their jobs safely and effectively. These grants will ensure that fire departments and emergency responders in northern Michigan have the resources necessary to protect everyone in their communities."

Long Lake Township Fire-Rescue Fire Chief Andrew Down said the grant will go "a long way towards keeping area firefighters safe. We're very excited to have received this grant, and we thank Senators Peters and Stabenow for their support."

GOING TO THE VOTERS

There is always the opportunity to ask the residents of Olmsted Township if they want improved life-saving services. A ballot initiative may be in order. On this and the next page, we see how such an initiative was undertaken in New Baltimore, MI.

This Department is small and like the Olmsted Township Department will need new taxes to add staffing.

The VOICE

• **News**

New Baltimore voters to decide fire millage



Funding would boost staffing at mainly paid-on-call department

New Baltimore voters will be asked Nov. 2 to approve a 1 mill levy for fire department staffing, equipment and operations. (MediaNews Group file photo)

By [KATELYNLARESE](mailto:klarese@medianewsgroup.com) | klarese@medianewsgroup.com | **The Voice**

PUBLISHED: October 27, 2021

The city of New Baltimore will ask voters Nov. 2 to approve a fire millage to fund additional staffing and other operational costs.

The proposal slated for the ballot seeks a 1 mill levy to employ additional fire personnel, furnish and equip the fire department and cover other operational costs of the fire department. If approved, the owner of a home with a market value of \$300,000 would pay \$150 per year. The millage is estimated to raise roughly \$445,000 in the first year.

“My department consists of one full-time chief, one full-time firefighter and eight paid-on-call firefighters,” New Baltimore Fire Chief Jeff Stellman said at an Oct. 12 town hall focused on the millage proposal. “All other departments in the city are full-time except for the fire department. **(For Full Story See Appendix 18)**

EXCELLENCE CHECKLIST

This report has already referenced several of the key NFPA (National Fire Protection Agency) standards and showed their relevance to staffing issues in Olmsted Township. Since the NFPA is a non-profit information collection center and internationally respected authority for the fire protection industry, it can provide useful guidelines for organizations wishing to improve themselves.

In terms of the future, one of the more enduring standards is NFPA Standard 1201, *Developing Fire Protection Services for the Public*. This Standard, which was introduced back in the year 2000, is an excellent checklist for fire agencies that want to list potential areas for improvement as they plan ahead. This standard can be helpful to Olmsted Township fire officials as they ensure that they are “covering all the bases.” **Figure 8** shows key component sections of NFPA Standard 1201.

Figure 8

KEY SECTIONS OF NFPA STANDARD 1201

- Purpose of a Fire Departments
- Governmental Responsibilities
- Strategic (Master) Planning
- Organizational Structure of the Fire Departments
- Financial Management and Budgeting
- Human Resource Management
- Training
- Organization for Fire Suppression
- Emergency Scene Management
- Emergency Medical Systems
- Community Relations
- Public Fire Safety Education
- Code Enforcement
- Fire Investigation
- Communications
- Equipment and Buildings
- Management of Water for Fire Protection
- Hazardous Materials
- Major Emergency Management
- Management Reports and Records

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.

On the next page is a breakdown in the number of the nation’s fire departments in each classification. It can be seen that Olmsted Township is already way ahead of the average fire department as a Class 3/3Y department. In southern Ohio, it is a Township and not the City of Cincinnati, Colerain Township, that has achieved a “Class 1” ranking. See **Appendix 19** for their story. 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:

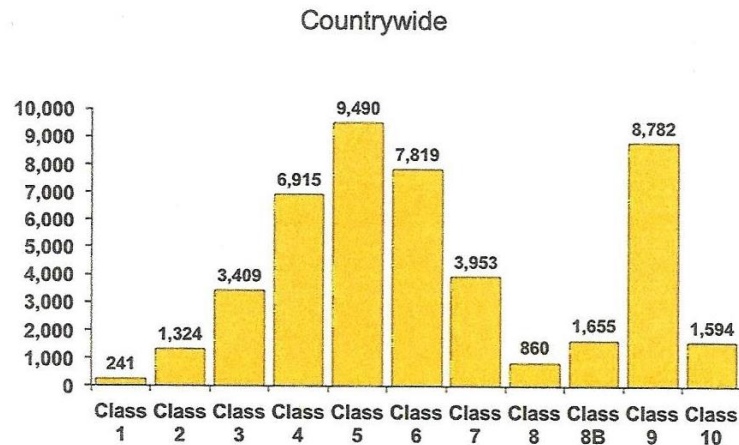
- 1. Alarm and Communication**
 - Emergency Reporting
 - Telecommunicators
 - Dispatch Circuits
- 2. Fire Department:**
 - Engine, Ladder, and Service Companies
 - Reserve Pumpers
 - Deployment Analysis/Station Location
 - Staffing
 - Training
 - Pumper Capacity
- 3. Water Supply:**
 - Water Quantity
 - 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

PPC = Public Protection Classification

FSRS = Fire Suppression Rating System

Distribution of PPC Grades

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



Assistance

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

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

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

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

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

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

Mr. Mike Rundell former Field Representative for ISO visited Oldham County several years ago while the Kramer group was serving as a consultant to the County, one quite similar to Shelby County in Ohio. Mr. Rundell provided helpful insight into the grading schedule and its effect on insurance rates, both commercial and residential.

Mr. Rundell pointed out that split classifications, as we have in Olmsted Township are due to variations in water supply. The lower (better) classifications apply to properties within 1000' of a water supply, and this does cover most of the population and virtually all commercial properties in the Olmsted Township response area.

Throughout all of Cuyahoga County, almost all properties are within 5 miles of a fire station, avoiding the worst 10 rating. Most of Olmsted Township does fall within the five-mile zone. More information on this is found in the Fire Station location section in this report.

The Task Force inquired about the effect on homeowners' fire insurance rates and were informed by Mr. Rundell that some carriers "band" the higher categories for residential rates. Consultant William Kramer pointed out that usually differences in residential rates are minimal once a fire district has reached a level of 6 or better. See **Appendix 20** regarding the effect of improved ISO ratings on homeowner insurance premiums in Center Township, Michigan. This community went from a Class 9 to a Class 5, even in non-hydrant areas by incorporating resources from other departments.

Last ISO rating

Olmsted Township already has an above average ability to control fire as indicated by its favorable rating of a class 3 from the Insurance Services Office (ISO).

Olmsted Township has already earned full credit for engine companies, pumper capacity and operational considerations and has respectful credit in other categories. As one can note, ISO rating is a collaboration of the dispatch center, water department, and the fire department.

In the dispatch section, there are areas for improvement. Even though it is the Independent Dispatch Center in Strongsville that controls this part of the equation, there may some cooperation between the dispatch center and fire officials that would help ratings throughout the County.

These are referred to as Alarm Receipt and Alarm Processing in the ISO Rating Schedule. NFPA 1221 assigns a time of 15 seconds for 95% and 40 seconds for 99% of calls to the Alarm Receipt category. NFPA 1221 assigns 64 seconds for 90% and 106 seconds for 95% for Alarm Processing. Additionally, credit is awarded for Emergency Dispatch Protocols, Telecommunicator Training and Certification, and Telecommunicator Continuing Education and Quality Assurance.

The current system allows two methods to determine compliance with distribution. The first is to have an engine company within 1.5 road miles of each area of fire protection and for a ladder company within 2.5 road miles. The second is for a Computer-aided Dispatch (CAD) analysis of compliance with NFPA 1710 time constraints and full alarm analysis. This is typically 4 minute arrival of the first arriving engine company. In other sections of the report, the consultants show how this aligns with current stations through the use of time/distance polygons.

ISO recognizes three categories of personnel for which credit is awarded. The categories are On-Duty Firefighters at Fire Stations (ODF), Public Safety Officers (PSO), and On-call Off-duty Firefighters (OCF). Full credit is given to on-duty firefighters and one-third credit is given for on call firefighters, as they need to respond to either the station for apparatus or assemble at the scene. The use of automatic aid does factor into the equation of personnel provided they are within 5 miles of the district boarder and automatically respond to every reported structure fire. Olmsted Township is in good stead with mostly career personnel.

While training did show only about half of the available credit, one area that is a key factor in the deduction from full credit, is company level training.

The Water Supply section is related to the findings of the ISO inspector and through test records of the fire flow tests of hydrants throughout the community. The Olmsted Township water system scored well, and additional credit is still possible in the future based on water main extensions underway and planned.

Because the fire flow is so critical to success of extinguishing a fire, this area receives much emphasis. This fire flow is in relation to the needed fire flow, as determined by the fifth largest fire flow in the community, as calculated through the size, construction type, and fire protection features of the buildings within the fire district

Maintaining the OTFD ISO Rating

The Consultants are confident that some personnel, training and water supply enhancements will allow Olmsted Township Fire Department to hold strongly onto a Class 3 rating. It is unlikely that Olmsted Township could gain an improvement to "Class 2." Any time soon. The existing "Class 3" rating does make Olmsted Township attractive to commercial properties due to potential insurance savings.

Dispatch Section of ISO

Olmsted is only one of the many Cuyahoga County agencies that are centrally dispatched by the 911 Center. They can work through the OH Mutual Aid Box Alarm System (MABAS) to make improvements that benefit all users, including Olmsted Township. One area for improvement in the dispatch center, for example, involves the need to monitor for the integrity of circuits. As is the case with any electronics, failure can occur and a monitoring system will alert the dispatch personnel to its failure and the need to implement secondary systems. This is a one-time purchase of a monitoring system will increase the credit in the category Dispatch Circuits.

Fire Department Section of ISO

Within the Fire Department section, there are a few areas of improvement that will increase the overall score. Some of the improvements are costly such as increased personnel. They will become increasingly affordable as Olmsted continues to develop and grow. All persons paying the same tax levy deserve quality and timely service.

The Credit for Distribution is a measure of the needed fire stations (locations of Engine Companies and Ladder Companies). For full credit, an Engine company is needed within 1.5 miles of all structures within the fire district and a ladder company within 2.5 miles of all structures. A third station will greatly aid in this category.

Personnel are a major factor and account for 85-90% of total expenditures per year. Olmsted Township should consider how many personnel the organization can reasonably afford and attempt to place the maximum affordable number on duty, as this is the largest category in the Fire Department Section of ISO

Regarding training, the development of a solid training program that stipulates at least 1 hour of training each day will ensure that the minimum needed hours are achieved and allow some room for cancelled training due to calls or other unscheduled detail.

Within the training area, a second area that recommended improvement is recruit training. The requirement is to complete 240 hours of recruit training per recruit for full credit. A slight change to the recruit program can close the gap indicated with little to no expenditure of funds, as it is advisable to have existing personnel help complete the program to ensure the recruit is not only acclimated with the technical knowledge, but will also build relationships with the current company personnel.

Preparing for the next ISO Evaluation

ISO went through a very significant change in 2013 that placed an emphasis on personnel and the distribution of fire companies (15% and 4% respectively). This realignment placed the rating scale more in line with NFPA 1710's requirements, which focus on staffing of 4 per company and a travel time to an incident in less than 4 minutes 90% of the time.

The weighting of the various segments and a brief synopsis of what each segment examines is found at <https://firechief.iso.com/FCWeb/mitigation/ppc/2000/ppc2007.jsp>

On the following page is a breakdown of service level limitations based on various staffing complements. This shows the benefits of an adequate force which helps maintain a favorable ISO rating, but more importantly, quality service to residents and businesses.

Fire Department Staffing Levels and Amount of Service Provided

Staffing Level	EMS	Fire
Two (2)	Only able to handle one Basic Level call; may still need to summon additional resources/personnel for a critical call	Does not meet the NFPA Standard, OSHA or the OAC mandates. Fire suppression limited to exterior operations only until more FF's arrive.
Three (3)	Only able to handle one call. Does not meet the Standard of 4 personnel for an ALS (critical) call	Does not meet the NFPA Standard, OSHA or the OAC mandates. Fire suppression limited to exterior operations only until more FF's arrive.
Four (4)	Two Basic Level calls (e.g., lift assist, minor medical emergency, etc.) One critical call. Two response vehicles on a Motor Vehicle Accident.	Ability to send one fire unit to the scene; Station empties if a fire. Likely all other area departments are at the fire also.
Five (5)	Ability to handle one critical call and one minor call (if patient is stable; if unstable, all hands will be working)	-Ability to respond to a fire in twp. with one fire unit plus command vehicle. -Ability to send one unit to fire mutual aid outside twp. with staff of 3 leaving a crew of 2 back in township
Six (6)	Ability to handle two serious EMS calls, or 3 minor BLS calls	-Ability to respond with two fire vehicles to a fire call in the township -Ability to send one unit to fire mutual aid outside the township with 3 FF's leaving a crew of 3 back in township
	ALS = Advanced Life Support BLS = Basic Life Support	

IMPLEMENTATION OF ENHANCED FIRE AND EMS SERVICE

The Olmsted Township Fire Department is facing an eventual need for a new fire station and perhaps a few additional personnel in an overdue organizational expansion. These are costly and may have to wait due to financial constraints.

The Olmsted Township Fire Department has been able to plan methodically since its inception, helped along the way with Boards of Trustees that also believe in methodical growth based on solid forward-thinking plans. OTFD may want to consider an ad-hoc group of its leaders to plan for the future and associated organizational expansion. It may want to consider putting together an implementation plan. One possibility is to commission an “Implementation Task Force.”

The Fire Chief's Handbook provides concise directions on how to prepare for the future:

Looking ahead and creating a scheme or method to attain a particular goal or objective is called *planning*. Before any endeavor can be launched, a plan of action must be developed. In the management arena, planning precedes the other management functions (PODC = Planning, Organizing, Directing and Controlling) since it is an integral part of each function.

Planning as a function of management affects every level of the organization, from first-line supervisors to top-level commanders. Properly prepared plans assure us of the most successful outcome of any activity, whether it be the daily duties of a firefighting unit or the long-range plans of an entire department.” [Source: *Fire Chief's Handbook*, Ch. 6, pp. 230-231.]

The Handbook goes on to state that for planning to be effective, it must neither be done in a vacuum nor be rigid. Planning in a vacuum is planning without taking into consideration the needs of the community, its citizens, the members of the department, and the department itself. Effective planning would involve specific plans, for example, on how to use the new reorganization for meaningful improvements

The first way to begin planning is to start with a goal statement and then list the steps necessary to accomplish the goal. Plans can be long, intermediate, or short-range. Short-range plans are the most specific and should contain the following information:

- List of tasks to be accomplished
- The people and/or units and their alternatives, that accomplish the tasks
- The resources that will be required, such as materials and equipment
- Time frames and deadlines
- Control and reporting systems

Intermediate plans will be less specific than short-range plans. Intermediate two to three-year plans must allow for changes in personnel, shortfalls in the budget, or changes in department philosophy. Long-range plans of more than three years might be only a broad goal statement. As the time to begin implementing long-range planning nears, development of the plan becomes more and more specific. Component parts of long-range goals become short-range objectives. Common time frames are labeled as follows:

- Short-range ----- One Year
- Intermediate Range ----- 2 to 3 years
- Long-range ----- 3 to 20 years

Chief Kelly and the Olmsted Township Fire Department are already doing master planning, just as is the Township as a whole.

Olmsted Township has knowledgeable leaders who endorse quality financial and administrative planning, and the Fire Chief has a similar management perspective. They have made considerable progress towards necessary planning already. Since Olmsted Township is at a pivotal point in terms of defining the future of its fire and rescue protection for the Township, it can profit from the techniques presented in this section

Figure 9 on the next page shows an interesting historical document from one Ohio Township Fire Department dating to 2004. This was a simple Gantt chart with target dates for key goals and a list of those responsible for implementation.

The color-coding scheme is as follows:

1. Red – Behind schedule
2. Yellow – Close or not applicable
3. Green – On schedule

On this sample chart, most of these ambitious fire department goals are being achieved. One can only speculate about how many of these positive achievements would not have materialized in the absence of an annual plan, mapped out in advance each year.

While putting together the annual plan, several of the objectives may well contain component parts of a multi-year plan. First steps toward round-the clock ladder company staffing might be one example. Subsequent years can have follow-up or next steps so that in this way, longer-range goals and objectives designed to meet future needs over a multi-year period can be incorporated into an annual plan by including component parts of the longer-range objectives.

One multi-phase objective will certainly be plans for one new station and one refurbished station, While Plan 2021 and 2022 represent annual plans, new station construction will, in reality, take several years to fund, plan and construct. Hence the current plan will contain the first stages and subsequent yearly plans will have later component parts.

BELOW: Figure 9 -- PLAN 2004 (FROM THE ARCHIVES)

Master Plan 2004 Deerfield Township Fire Rescue												On Schedule			Close or N/A			Behind Schedule		
Jan.	Feb.	Mar.	Apr.	May	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan. 2003	Jan. 2004							
1. Conduct Master Planning for 2004	Plan in Place				3-shift Update Review 930							3-shift Update Review 930 1. 2003 Assessment 3/24/03 2. 2003 Assessment 3/24/03 3. 2003 Assessment 3/24/03 4. 2003 Assessment 3/24/03 5. 2003 Assessment 3/24/03 6. 2003 Assessment 3/24/03 7. 2003 Assessment 3/24/03 8. 2003 Assessment 3/24/03 9. 2003 Assessment 3/24/03 10. 2003 Assessment 3/24/03 11. 2003 Assessment 3/24/03 12. 2003 Assessment 3/24/03 13. 2003 Assessment 3/24/03 14. 2003 Assessment 3/24/03 15. 2003 Assessment 3/24/03 16. 2003 Assessment 3/24/03 17. 2003 Assessment 3/24/03 18. 2003 Assessment 3/24/03 19. 2003 Assessment 3/24/03 20. 2003 Assessment 3/24/03 21. 2003 Assessment 3/24/03 22. 2003 Assessment 3/24/03 23. 2003 Assessment 3/24/03 24. 2003 Assessment 3/24/03 25. 2003 Assessment 3/24/03 26. 2003 Assessment 3/24/03 27. 2003 Assessment 3/24/03 28. 2003 Assessment 3/24/03 29. 2003 Assessment 3/24/03 30. 2003 Assessment 3/24/03 31. 2003 Assessment 3/24/03 32. 2003 Assessment 3/24/03 33. 2003 Assessment 3/24/03 34. 2003 Assessment 3/24/03 35. 2003 Assessment 3/24/03 36. 2003 Assessment 3/24/03 37. 2003 Assessment 3/24/03 38. 2003 Assessment 3/24/03 39. 2003 Assessment 3/24/03 40. 2003 Assessment 3/24/03 41. 2003 Assessment 3/24/03 42. 2003 Assessment 3/24/03 43. 2003 Assessment 3/24/03 44. 2003 Assessment 3/24/03 45. 2003 Assessment 3/24/03 46. 2003 Assessment 3/24/03 47. 2003 Assessment 3/24/03 48. 2003 Assessment 3/24/03 49. 2003 Assessment 3/24/03 50. 2003 Assessment 3/24/03 51. 2003 Assessment 3/24/03 52. 2003 Assessment 3/24/03 53. 2003 Assessment 3/24/03 54. 2003 Assessment 3/24/03 55. 2003 Assessment 3/24/03 56. 2003 Assessment 3/24/03 57. 2003 Assessment 3/24/03 58. 2003 Assessment 3/24/03 59. 2003 Assessment 3/24/03 60. 2003 Assessment 3/24/03 61. 2003 Assessment 3/24/03 62. 2003 Assessment 3/24/03 63. 2003 Assessment 3/24/03 64. 2003 Assessment 3/24/03 65. 2003 Assessment 3/24/03 66. 2003 Assessment 3/24/03 67. 2003 Assessment 3/24/03 68. 2003 Assessment 3/24/03 69. 2003 Assessment 3/24/03 70. 2003 Assessment 3/24/03 71. 2003 Assessment 3/24/03 72. 2003 Assessment 3/24/03 73. 2003 Assessment 3/24/03 74. 2003 Assessment 3/24/03 75. 2003 Assessment 3/24/03 76. 2003 Assessment 3/24/03 77. 2003 Assessment 3/24/03 78. 2003 Assessment 3/24/03 79. 2003 Assessment 3/24/03 80. 2003 Assessment 3/24/03 81. 2003 Assessment 3/24/03 82. 2003 Assessment 3/24/03 83. 2003 Assessment 3/24/03 84. 2003 Assessment 3/24/03 85. 2003 Assessment 3/24/03 86. 2003 Assessment 3/24/03 87. 2003 Assessment 3/24/03 88. 2003 Assessment 3/24/03 89. 2003 Assessment 3/24/03 90. 2003 Assessment 3/24/03 91. 2003 Assessment 3/24/03 92. 2003 Assessment 3/24/03 93. 2003 Assessment 3/24/03 94. 2003 Assessment 3/24/03 95. 2003 Assessment 3/24/03 96. 2003 Assessment 3/24/03 97. 2003 Assessment 3/24/03 98. 2003 Assessment 3/24/03 99. 2003 Assessment 3/24/03 100. 2003 Assessment 3/24/03								
2. Involve Chief Off. in reg./nat'l. fire services initiatives	Chief in PR	1. Deputy Chief recognized for EFO Program 2. Asst. Chief's choice Regional/Individual Initiative			3-shift Update Review 930 Academy FESHE Conference							3-shift Update Review 930 Academy FESHE Conference	3-shift Update Review 930 Academy FESHE Conference							
3. Improve overall marketing & public relations	Press releases as to each month	1. Relationship w/Local Cable access facility 2. Expand Safety Town Project (2-yr Mo.)																		
4. New concrete apron @ 56, Blacktop sealer @ 58																				
5. Install water softeners at Hqts, 57, & 58																				
6. Secure Design & Construction for 57 & 59																				
7. Install Trng. Simulators at Sta. 56																				
8. Appliance Maintenance Program / System Repairs																				
9. Landscaping Maint. Service at all facilities																				
10. Turnout Gear Replacement																				
11. Review Supplemental Revenue Sources																				
12. Replacement of two (2) Staff Vehicles																				
13. Improve Fitness Program																				
14. Improve internal communications within DTFRD																				
15. Improve overall records management																				
16. Assure proper level of service to all Deerfield Twp.																				
17. Improve Primary unit Response time																				
18. Improve Markings & Identification of Fleet vehicles																				
19. Conduct monthly skill evaluations of all personnel																				
20. Improve Fire Hydrant Status																				
21. Maintain a vigorous Fire Co. Inspection Program																				
22. Personnel Reorganization & Consistency																				
23. Emphasis on Fire Incident Planning for Major Bldgs.																				
24. Improve inoculation status of our personnel.																				
25. Complete Annual Testing of Ladders, Pumps & Hose																				
26. Build a set of Maps for all adjoining Mutual Aid Co's.																				
27. Produce a new policy to reduce disruptive call-offs																				
Responsibility:																				
Brock	14	3, 4, 5, 9, 10, 21, & 24	Jennings																	
Bromen	2	14, 17, 24, & 27	Koch																	
Cardwell	2, 3, 7, 14, 16, 17, 19, 22, & 27	Kramer																		
Cresger	6, 15, 23, & 26	McElroy																		
Donaldson	4, 9, 19, & 21	Richey																		
Flehmman	19	Strausbaugh																		
Frazer	3	Trapp																		
Gooden	5, 9, 20, 21, & 25	Waldbilling																		
Hanifan	13, & 20	Wehmeyer																		
Hines	15, 19, & 25	Wyrick																		
Jenkins	16, 19, & 25																			

CONCLUSION

Olmsted Township can be proud of the fine fire and rescue personnel which have served the Township for years. The Township Board of Trustees together with leaders in the current Township Fire Department are commended for their efforts in planning for a strong force and adequate coverage. All deserve credit for seeking neutral outside input that will strengthen their ability to provide service in the future.

On the next page in **Table L** is a summary of options for Olmsted Township based on various funding levels. This is a distillation of the key information regarding all the information in the report, especially as it pertains to deployment and finance. The consultant's recommendation is highlighted.

The world is changing. Some would argue that climate change will affect us all and have an impact on the type of services delivered. Fire departments everywhere, including that in Olmsted Township, will still be there and OTFD will find a way to continue providing quality service.

The Olmsted Township Fire Department can utilize this report as a tool helping to ensure their success into the future. Olmsted Township is a beautiful area, and careful planning is essential to maintaining the existing quality of life in the community. The Fire Department is an integral part of a community's culture.

The consulting team agrees that Olmsted Township is at an opportune time in its history when it will profit by planning and preparing for an expanded service and a progressive future. The economy presents new financial opportunities which should be seized upon for the good of all township residents. Station upgrades or replacements are expensive, however and must be affordable. In **Appendix 21** we include an article from Mansfield, OH showing one creative approach to station financing.

The key recommendation in this report is to find a way to fund additional personnel. It is not easy. See **Appendix 22** featuring recruiting challenges in Northeast Ohio

The firm of **Kramer and Associates** has been asked to review fire protection and EMS service in communities of many different sizes and in many diverse geographical locations. It can be said that the fire and rescue protection in Olmsted Township ranks well when compared with that provided in similar-sized jurisdictions

Nothing really will happen with this report, however, unless there is follow-up action to initiate the key components deemed advisable. Hence it is our strong recommendation that while the contents of this report are fresh, and are being discussed by the key stakeholders, that leadership act to commission an implementation task force, charged with the responsibility to make the suggested improvements a reality.

Table L -- Options for Olmsted Township based on various funding levels. Consultant preference highlighted. (Revised for 9-12-22)

Situation	Realistic; tweaking of existing	Creative and Do-able; enhanced service	"Dreamland" if funding is quite plentiful
Funding level	Existing Budget	Increasing of Fire Millage	Increasing of millage Plus, unforeseen Funding
First Choice	Prepare to operate from single station; Add staff to allow four full-time front-line personnel on duty daily, with a fifth when affordable.	Single Station; six front-line crew personnel on duty.	Two stations; each staffed with four front-line crew personnel; Additional Transporting Paramedic (ALS) ambulance.
Second Choice	Prepare to operate from single station; add 25% personnel as a trade-off; with transporting ambulance	Two stations; Five front-line crew personnel on duty: 3 at refurbished Central Station 2 at Satellite Station (Fewer personnel; additional operating expenses)	Two new stations; one staffed with four front-line crew personnel; and one with three front-line crew personnel; Engine or Quint and transporting ambulance at both stations.
Third Choice	Status Quo	Single Station; Five front-line crew personnel on duty:	Single station; with six front-line crew personnel; Additional Transporting BLS (Basic Life Support) ambulance.

APPENDIX 1

Consultant Resumes



Resume -- WILLIAM M. KRAMER

1625 Thompson Hts. Ave. Phone: (513) 678-2279 Daughters Cari and Jennifer
Cincinnati, OH 45223 wmkramer@zoomtown.com Pet Dogs Scooby and Sandy



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 & Induct. 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 Rescue 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** (PennWell, 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 collegiate credit for evaluation of contemporary issues in the Fire Service. **American Heat,** 1988-1997 - Working **Fire.** 1998- Present

Military Background:

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

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

Randall W. Hanifen, Ph.D.

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

Objective

To provide clients personalized solutions to their emergency service needs

Certifications

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

Experience

West Chester Fire-Rescue
2/1998-Present

Assistant Fire Chief

- Deputy commander for three 31-person platoons from 5 stations
- Manage strategic planning, succession planning and other analytical projects

American Public University
System 1/2016-Present

Associate Professor

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

University of Cincinnati
1/2007-Present

Adjunct Professor

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

Butler County Technical
Rescue Team
5/2005-Present

Executive Chairman/Rescue Team Manager

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

Hanifen and Associates
9/2009-Present

Owner/Consultant/Planner

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

Education

Northcentral University

Ph.D. Homeland Security

- Homeland Security Policy and Analysis
- GPA 3.90

Grand Canyon University

M.S. Executive Fire Service Leadership

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

Volunteer Work

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

Task Force Leader

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

International
Association of
Fire Chiefs

Planning Section Chief

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

Company Officer Section

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

Program (FRI) Planning Committee

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

Safety, Health, and Survival Liaison-SHS Section

Fire Officer Peer-Reviewer

- Review candidates for Fire Officer Designation

Center for
Public Safety
Excellence
National Fire Protection
Assoc.

Fire Officer Professional Standards (NFPA 1021)

- Assigned to Technical Committee as Subject Matter Expert

Publications

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

Associate Author

- PennWell Publications.

Author

- Regional Collaboration; Higher Education in the Fire Service

Micki Harrell RN, MSN

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

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. Rudebusch 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.

APPENDIX 2

Demographic Information



Olmsted Township, Cuyahoga County, Ohio

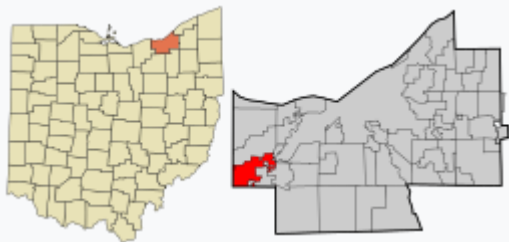
From Wikipedia, the free encyclopedia

Olmsted Township, Cuyahoga County, Ohio

[Township](#)





[John and Maria Adams House](#) on Columbia Road



Location in [Cuyahoga County](#) and the state of [Ohio](#).



Location of Ohio in the United States

Coordinates:  [41°22′50″N 81°55′17″W](#) Coordinates:
[41°22′50″N 81°55′17″W](#)

[Country](#)

United States

<u>State</u>	<u>Ohio</u>
<u>County</u>	<u>Cuyahoga</u>
Area	
• Total	10.0 sq mi (25.9 km²)
• Land	10.0 sq mi (25.9 km²)
• Water	0.0 sq mi (0.0 km²)
Elevation <u>[1]</u>	781 ft (238 m)
Population <u>(2010)</u>	
• Total	13,513
• Density	1,400/sq mi (520/km²)
<u>Time zone</u>	<u>UTC-5 (Eastern (EST))</u>
• Summer (<u>DST</u>)	<u>UTC-4 (EDT)</u>
<u>Area code(s)</u>	440, 216
<u>FIPS code</u>	39-58408 ^[2]
<u>GNIS feature ID</u>	1085988 ^[1]
Website	<u>http://www.olmstedtownship.org/</u>

Olmsted Township is a [township](#) located in [Cuyahoga County, Ohio](#), United States. Situated in the southwest end of the county, Olmsted Township is a west side suburb of [Cleveland](#), and a part of the even larger [Greater Cleveland](#) area. As of the [2010 Census](#), Olmsted had a population of 13,513.^[3] It is one of only two [civil townships](#) remaining in Cuyahoga County (the other being [Chagrin Falls Township](#)), and the only Olmsted Township statewide.^[4]



Contents

- [1Geography](#)
- [2History](#)
- [3Government](#)
- [4References](#)
- [5External links](#)

Geography^[edit]

Located in the western part of the county, it borders the following cities and townships:

- [North Olmsted - Cuyahoga County](#) - north
- [Olmsted Falls - Cuyahoga County](#) - southeast, west of Berea
- [Berea - Cuyahoga County](#) - southeast, east of Olmsted Falls
- [Brook Park - Cuyahoga County](#) - northeast

- [Columbia Township - Lorain County](#) - south
- [Eaton Township - Lorain County](#) - southwest corner
- [North Ridgeville - Lorain County](#) - west

According to the [United States Census Bureau](#), the township has a total area of 10.0 sq mi. All of the area consists of land, and none of it is covered with water.

Olmsted Township, is a part of the [Cleveland-Elyria-Mentor Metropolitan Statistical Area](#) which in 2010 had a population of 2,077,240. Olmsted Twp. is also part of the larger [Cleveland-Akron-Elyria Combined Statistical Area](#), which in 2010 had a population of 2,780,440.

History After the discovery of the [New World](#), the land that became Olmsted Township was originally part of the French colony of [Canada \(New France\)](#), which was ceded in 1763 to [Great Britain](#) and renamed [Province of Quebec](#). In the late 18th century the land became part of the [Connecticut Western Reserve](#) in the [Northwest Territory](#), then was purchased by the [Connecticut Land Company](#) in 1795.

In 1806, the vast tract of land comprising present-day [North Olmsted](#), [Olmsted Falls](#) and Olmsted Township was purchased for \$30,000 by [Aaron Olmsted](#), a wealthy sea captain.^{[5][6]}

Government

The township is governed by a three-member board of trustees, who are elected in November of odd-numbered years to a four-year term beginning on the following January 1. Two are elected in the year after the presidential election and one is elected in the year before it. There is also an elected township fiscal officer,^[7] who serves a four-year term beginning on April 1 of the year after the election, which is held in November of the year before the presidential election. Vacancies in the fiscal officership or on the board of trustees are filled by the remaining trustees. As of 2011, the board was composed of James Carr, Tom Bush, and Sherri Lippus and the fiscal officer was Daniel Faust.^[8]

References^[edit]

- [^] ^{Jump up to:}^a ^b "[US Board on Geographic Names](#)". *United States Geological Survey*. 2007-10-25. Retrieved 2008-01-31.
- [^] "[U.S. Census website](#)". *United States Census Bureau*. Retrieved 2008-01-31.
- [^] "[Profile of General Population and Housing Characteristics: 2010 Demographic Profile Data \(DP-1\): Olmsted township, Cuyahoga County, Ohio](#)". *United States Census Bureau*. Retrieved November 23, 2011.
- [^] "[Detailed map of Ohio](#)" (PDF). *United States Census Bureau*. 2000. Retrieved 2007-02-16.
- [^] "[Archived copy](#)". Archived from [the original](#) on 2005-02-04. Retrieved 2013-11-27.
- [^] "[Olmsted Township](#)". 11 May 2018.
- [^] "[§503.24](#), [§505.01](#), and [§507.01](#) of the [Ohio Revised Code](#)". Accessed 4/30/2009.
- [^] "[\[1\] Archived](#) 2011-03-14 at the [Wayback Machine](#), Olmsted Township, 2011. Accessed 2011-04-17.

External links

[Township website](#)

[Olmsted Falls Schools](#)

APPENDIX 3

Olmsted Township F.D. Donates Gear to Ukraine



Local decommissioned safety equipment to help Ukraine's firefighters: Olmsted Dates and Data

Updated: Apr. 04, 2022, 1:01 p.m. | Published: Apr. 04, 2022, 12:23 a.m.



Those standing with the Ukraine flag are, from left, Olmsted Township Firefighter Jared Vienczel, Firefighter William Hoyett, Nadiya Petriv with the Cleveland Maidan Association, Firefighter Anthony Puklavic and Fire Chief Patrick Kelly. (Photo Courtesy of Christopher Methvin)

By [Joanne Berger DuMound/special to cleveland.com.](#)

OLMSTED FALLS, Ohio -- The brotherhood of firefighters knows no distance.

The Olmsted Township Fire Department has reached across an ocean and more than 5,000 miles to help their peers in war-torn Ukraine.

The donation of equipment occurred quite quickly.

According to Olmsted Township Assistant Fire Chief Christopher Methvin, Fire Lt. Joe Foecking learned that the local [Cleveland Maidan Association](#) was accepting gear and equipment that would be sent to Ukraine. A New Jersey fire department also made a similar contribution.

The Olmsted Township department had serviceable gear that was no longer approved by the National Fire Protection Agency. Foecking spoke with Methvin about it.

"I wanted to make sure this organization and their work was legit, so we talked with them," Methvin said. "They were interested. That was on a Monday, and they came for them that Wednesday."

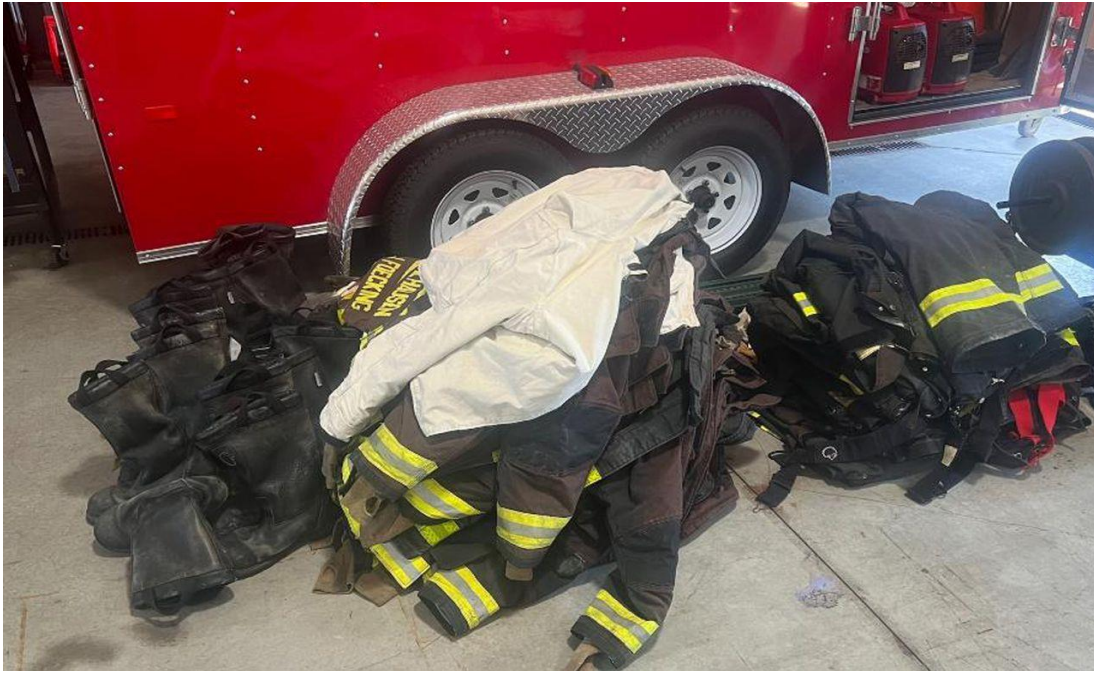
The equipment included 15 pairs of bunker pants, six pairs of boots, 16 jackets, 11 hoods, five pairs of gloves and suspenders and one jacket liner.

Nadiya Petriv, a member of the association's board of directors, came to the fire station to pick up the equipment. She brought the department a Ukrainian flag, Ukrainian chocolates and a certification of appreciation.

The latter read: "The Cleveland Maidan Association on behalf of the State Emergency Service of Ukraine would like to express its sincere gratitude to the Olmsted Township Fire Department for their support and generous donation of protective gear to first responders in Ukraine."

The Cleveland Maidan Association is a nonprofit charitable group that helps support Ukraine and its people during conflicts.

The department was ecstatic to help the Ukrainian cause. Methvin said it is "unfathomable" what the Ukrainian firefighters face as they are exposed to the "horrors" of what the worst people "can do to each other."



This is some of the gear the Olmsted Township Fire Department donated for use in the Ukraine. (Photo Courtesy of Christopher Methvin)

He said it is hard to conceive what they are going through, with families torn apart but firefighters who are still doing their job.

“They are trying to pull people out of buildings and salvage property while they are actively seeing bombings and shootings,” he said.

“For them to do what they are doing without any gear is hard to conceive. And they are not getting paid for any of this. This is all about their patriotism and dedication to their country and job.”

He continued: “We are very blessed living in this country, even with all the awkwardness of the current political situation. I hope we see the same patriotism if we ever face something like that here. After all, we are here to help each other.”

What a giving community we have. We are blessed to have the opportunity -- and gifts -- to help those in need. Thank you, Olmsted Township Fire Chief Patrick Kelly and the department, for helping fellow firefighters and those under siege in Ukraine.

APPENDIX 4

Congress Restores Medicare Ambulance Add-On Payments



Congress Restores Medicare Ambulance Add-On Payments

- February 9, 2018
- Evan Davis



On Feb. 9 passed the Bipartisan Budget Act of 2018 (H.R. 1892) which funds the federal government through March 22 and raises government spending limits. H.R. 1892 also contains several provisions which address challenges facing the fire and emergency service. Emergency Medical Services

H.R. 1892 contains some of the most significant EMS reimbursement reforms that Congress has enacted in several years. This legislation restores the Medicare Ambulance Add-On Payments which provides up to 22.6% additional payment for patient transports but had expired on December 31. This restoration of these additional payments is retroactive to January 1 and is authorized to continue for the next five years.

Furthermore, H.R. 1892 creates an important data collection system whereby the U.S. Department of Health and Human Services (HHS) will collect information on the costs of providing EMS care throughout the United States. The IAFC believes this data will be crucial

in revising the Medicare Ambulance Fee Schedule and potentially securing payment for practices such as treating a patient without transporting them to a hospital. The IAFC worked closely with Representatives Devin Nunes (R-CA) and Terri Sewell (D-AL) to develop these policies and thanks them for their strong work.

Additionally, H.R. 1892 provides a two-year delay of a planned cut to the Disproportionate Share Hospital (DSH) program. DSH is an important funding source for state-level supplemental ambulance reimbursement programs like the Ground Emergency Medical Transportation (GEMT) program. The delay of these cuts maintains full funding for DSH and thereby protects the GEMT and other similar supplemental reimbursement programs.

Disaster Mitigation and Response

H.R. 1892 also provides important disaster preparedness reforms which the IAFC has supported for several years. Funds the Fire Management Assistance Grants (FMAG) provide assistance during wildland fires, but do not help communities as they face post-fire emergencies such as landslides, flooding, and significant erosion. H.R. 1892 contained a provision to allow localities to receive post-fire mitigation assistance if they have received an FMAG in either 2017 or 2018.

Additionally, H.R. 1892 provides important incentives for states to support pre-disaster mitigation efforts by allowing the federal government to increase its cost share after a disaster from 75% to 85% based upon a state's resiliency. States can undertake a variety of actions to gain additional federal funding and improve their resiliency such as adopting a mitigation plan and building codes, investing in insurance and emergency management programs, and participating in community rating systems.

Honoring Fallen First Responders

Lastly, H.R. 1892 also contains a provision to empower governors with the authority to order the lowering of the flag in their respective state upon the line of duty death of a first responder in their state. Previously, the U.S. Flag Code only permitted governors to order the lowering of flags upon the combat death of a soldier from their state. The IAFC has worked closely with Rep. John Larson to support this policy and thanks Congress for including this measure in H.R. 1892.

Evan Davis is the IAFC's government relations manager and liaison to the EMS Section.

APPENDIX 5

EMS Burnout in Ohio; Highlighted in Athens County



The Athens Messenger

Tuesday, May 24, 2022

Burnout among problems plaguing EMS department

By Nicole Bowman-Layton,

**Messenger Staff
Writer**

With people leaving the medical profession in droves, Athens County Emergency Medical Services is no stranger to the industry's woes.



Union president Keith Taylor noted the county needs to address burnout, inadequate pay and “underwhelming support” of the agency’s employees. Athens County EMS’ problems are complex and Director Rick Callebs said he has been working on correcting the department’s issues.

Fixing the issue is a national problem, as the entire EMS field is underpaid and overworked, said Taylor with IAFF 5126, the union that represents Athens County EMS employees. “We’ve attempted to approach the issue from a couple of different ways, and have yet to find an answer,” he said.

As the state’s second-busiest county-run EMS agency, its 65 employees work in five stations and respond to an average of 10,500 requests for service every year, according to data from 2019.

In Callebs' 40 years as a paramedic, the past two — the height of the COVID pandemic — have been unprecedented. "We have known for some time that some of our employees are at the end of their rope. COVID wreaked havoc on us and everyone else in the medical field," he said, during an interview Thursday.

"Nurses, hospital staff and our employees went through forced quarantine. They had to put someone into a 9 by 12-foot box with reverse isolation, with all the N95 masks, face shields and gloves ... over and over again for a year and a half took a physical and psychological toll on our staff," he said. "The job didn't necessarily change, but employees' jobs were modified because of what they all went through."

Callebs has been EMS director for a little over 10 years. He noted that people are leaving medical professions in droves because of the work schedule and psychological issues caused by the pandemic. There has also been a push for higher EMS wages and help with post-traumatic stress disorder and other mental-health issues.

According to Taylor, while it is true that people are leaving the medical field nationwide, there is a certain level of under appreciation that has caused people to leave in Athens County.

"We know that when we go out on a call, we could be exposed to any number of diseases ranging from the common cold or worse. It is what we signed up for," he said. "Nobody signed up to work during pandemic, but we knew it could be a possibility. ... The underwhelming support given to us throughout the pandemic was shocking really."

While some EMS agencies in the state gave employees pay bonuses or extra personal time off during the pandemic, that didn't happen at Athens County EMS, Taylor said. "Knowing other agencies throughout state were given those things available at the state and national level was and is extremely disheartening," he said.

Taylor, who is originally from Millfield, is an EMS worker who is in the process of leaving the agency after six years of employment. He and his family are moving to Florida for a job that pays more and has more room for advancement.

"I always wanted to work for Athens County EMS," he said. "The dream wasn't what I wanted it to be, so it's time to move on to the next dream. I thought I'd get to where I wanted to be, and it wasn't what I thought it was. It's time for myself and my family to move on."

Pandemic bonus

Taylor said that the past president of IAFF 5126 approached Athens County commissioners about using American Recovery Plan Funds to give a first-responders bonus.

“They said they’d look into it and haven’t spent any of the money,” he said. “They never got back on it. ... We’ve shown them that the money is being used for this. In the counties close to us, one specifically gave three bonuses for full-time employees in different time periods at \$500 apiece. That never happened with Athens County EMS.”

With the agency being the second-busiest one in the state, Taylor said the lack of bonuses while other agencies have given them out is “very disheartening and aggravating to see.” Callebs acknowledged that the union spoke to the commissioners about a pandemic bonus using ARPA funds.

The department applied for funds for a first-responder bonus, like the sheriff’s office did, he said. Unlike the sheriff’s office, EMS did not receive them. Callebs and Emergency Management Agency Director Don Gossel currently are working on grant applications. Gossel is scheduled discuss the applications and get approval for apply for the grants at Tuesday’s board of commissioners meeting.

“We’re actively looking at any kind of assistance,” Callebs said, noting that Gov. Mike DeWine recently released \$250 million in state ARP funds specifically for first-responder wellness and employee retention.

Staffing

Callebs noted that most EMS agencies in the nation are experiencing staffing issues. To address Athens County’s needs, he reached out for former employees to see if they’d be willing to work part time. He noted that one issue the agency deals with is that Hocking College’s EMT and paramedic training program brings people to the area, but they have no intention of staying.

“They come from Columbus or Toledo and Uncle Fred is going to get them a job there as soon as they get training,” he said. “They might come here and ride with us for experience and may turn in an application after they graduate. They’re only here until they get the job they can back home.”

He also noted that some agencies can pay more because they have a higher tax base. Also, paramedics in some counties don’t just do medical transport, like Athens County EMS. They may also be firefighters who also work as paramedics.

Overtime

The union and EMS leadership have discussed morale issues, Taylor said. He said one problem is that many of the employees are overworked and burned out. People who work normal 40-hour work weeks, average 2,080 hours of work per year. First-responders average 2,912, he said.

He noted that overtime is unavoidable because first-responders are sometimes on calls when their shift is over. They also have to wait for their replacement to come in. Some people work voluntary overtime so people don't get mandated overtime, Taylor said.

"That's spending a third of your life at work. People burn out," he said. "There must be a systematic response. Finding an answer is a whole other thing. To go along with that we're not paid correctly." During the pandemic, Athens County EMS tried to avoid shut down trucks due to call offs and mandated quarantines, Callebs said.

"We have six or five trucks that run a shift. If someone goes home sick in the middle of a shift, we may run the rest of the shift down a truck, but we all can feel it," he said. "It makes a busier day for everyone and I don't like to do it."

"We can't not have an ambulance. We've got some things in place, where people are hired specifically to cover vacancies — part-timers and floaters," he said. "During the pandemic, we had people on mandatory quarantine and then someone would be on vacation or was sick and couldn't get in to work. Someone had to stay over to provide coverage."

Taylor noted that during the pandemic, other public agencies in the state noted how the overtime and other issues impacted their employees.

"They said, 'We can't do this to our people,'" he said. "They saw the terrible working conditions and noted how their people were suffering ... the quality of patient care was suffering. ... They took away trucks and didn't run as many calls."

First-responders often miss birthdays, holidays and sporting events, Taylor said. "We signed up for this, but it takes its toll," he said.

Salary

EMTs have comparable skills to a registered nurse. A traveling nurse can make \$26 per hour, while paramedics in Athens County start at \$15.83 per hour, Taylor said.

“Because we’re paid an hourly rate, we’re almost always in overtime, which is nice, but still \$15-something an hour is the base rate,” he said. “You’re just adding more hours. You lose most of that money in deductions and taxes, so what are we really gaining?”

Callebs noted that Athens County EMS employees work around 96 to 120 hours a paid period, a 24-hour shift every third day. So, for example, one schedule would work all day Sunday, be off Monday and Tuesday, work Wednesday, be off Thursday and Friday, then work Saturday.

“Eighty hours of that is paid at \$15.83 per hour and the rest is at \$23.75 per hour,” Callebs said. “A full-time paramedic makes about \$54,129 their first year. ... While a shift is 24 hours, sometimes we’re always busy. When we’re not, you can lay down and take a nap. We have a TV, cooking facilities and some of our stations have workout equipment. Some people have their family come over in the evenings.

“There are things we have that aren’t usually available in other places. We’ve always tried to be good to our people,” he continued “Pay is a rough point right now, especially when you hear about the bonuses.”

He noted that private ambulance companies pay \$20 to \$30 per hour. But he said Athens County has probably one of the best health insurance programs and also pays into a retirement pension plan. For every employee, the county is paying about \$84,000 when health insurance and pension-plan payments are figured in, along with the salary.

Budget

Athens County EMS’ budget relies on three tax levies and billing to pay its expenses. There are also opportunities to apply for grants to help pay for equipment and other items. During the pandemic, some agencies conducted non-emergency transports using their emergency trucks, Callebs said.

He noted that when a non-emergency transport is done, a truck may travel to Columbus or Huntington, W. Va., to drop off a patient, tying up a vehicle’s use for several hours. “I don’t think with as many calls as we run that that is an option,” he said.

According to Callebs, 55 percent of the agency’s budget is funded by three tax levies — two 1-mill levies and one 0.5-mill levy. The rest is through medical billing. Some insurers and Medicaid have a flat rate that they pay for medical transports. In 2020, EMS charged a total of \$4,680,590 for transports. They collected \$1,861,015.

In regards to recouping some its unpaid bills, Callebs said the state attorney general's office provides collection services for free. "We've used them for several years and they do a great job for us," he said. "It helps, but sometimes you can't get blood from a turnip. ... Sometimes you have situations where the funds are just not collectible."

During the budget planning process, EMS has a rough idea of how much it will bring in, but not an exact figure. "I don't want to be in a situation where we have to lay people off or shut a station down," he said.

Callebs said he is working with Athens County Auditor Jill Thompson in reviewing the budget to figure out how to provide employee raises. The change could be in the form of modifying tax levies, either through consolidation or increasing the millage rates.

Protocols

EMS workers are still following COVID protocols. Agency leaders, as well as union leaders, will meet with Athens County Medical Director Dr. James Gaskell in June to speak about removing the COVID protocols and changing some ways paramedics deal with patients.

Every few years, organizations, such as the American Heart Association, release new best practices and procedures to care for patients. Agency leaders look at those new procedures and Gaskell must sign off on the paramedics' approach to patient treatment.

"I know the commission is adamant about us being as good as we can be," Callebs said. "We can't do anything we do without a medical director signing their name to our standing orders and sign for the medications we carry in the ambulances."

Taylor said that EMS providers work autonomously to a point.

"The issues with some of our protocols are that they are old," he said. "... There are many more things our EMTs could be doing to help facilitate medical care, but they just aren't in the protocols."

APPENDIX 6 -- Entry 1

Merger of two Departments with Mutual Gains near Louisville, KY



big plus for all of us': Buechel Fire and EMS to merge with Fern Creek beginning July 1

Jefferson County Fire officials said the plan has been in the works for a year and will help them better serve the community.



Author: WHAS11 Staff

Updated: June 8, 2022

LOUISVILLE, Ky. — Two fire districts in Metro Louisville will merge into one. Buechel Fire-EMS will merge into Fern Creek Fire & EMS.

[Jefferson County Fire](#) officials said the plan has been in the works for a year and will help them better serve the community.

"Better training platforms, better management systems, better accountability from our inventory, our fleets, our facilities," Fern Creek Fire Chief Nathan Mulvey said.

That is some of what can be expected soon, as Buechel Fire & EMS will become a part of the Fern Creek Fire Department.

Mulvey says response times, equipment and management response will now all improve under the merger.

"There really was no loss, it's all gain. The services really don't change, they're actually going to improve, your run responses, none of that stuff will change, we're

actually probably going to be looking at adding staffing out of this, which would create a benefit to all those that we serve," Mulvey said. Mulvey says this is also expected to help some of the staffing issues first responders have been experiencing.

"I'll be honest, it is a challenge across the board. I think the fire service and EMS service are starting to feel impacts," he said.

Neighbors in the Buechel neighborhood like Wanda Eisenback say she is excited to see the two joining forces.

"At least if one is busy, the other will come and they got our back. That is a big thing. A big plus for all of us," said Eisenback. She says her family has experienced some of these longer wait times, although she understands the departments are doing all they can

"My son here is diabetic. And it may take an hour. I've had my husband have a heart attack. And same thing, it may be an hour before they get there. And you know, they're trying to do their best," said Eisenback.

Mulvey says they are ready to get to work and says they won't be closing any of the current stations, rather just rebranding all six under the Fern Creek Fire name, keeping them staffed up and ready.

"We will have five advanced life support, ambulances, staffed 24/7, around the clock, those will be at five of our six locations," said Mulvey. The district's headquarters will be at 6200 Bardstown Road.

"Our community is our number one priority. Buechel and Camp Taylor are both rich in history and we plan on continuing that," Public Information Officer Jordan Yuodis said.

APPENDIX 6 -- Entry 2

Separation of Grand Blanc Fire Department into Separate City and Township Fire Departments



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 | racosta1@mlive.com*)

By [Roberto Acosta | racosta1@mlive.com](mailto:racosta1@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 7

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 8

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 Olmsted Township Trustees to proceed with a Joint Fire District

B. Vote by any other participating political subdivisions Council or Board 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 Chip Comstock or 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 uniformed members of Olmsted Township Fire Department (and others serving any part of the proposed District) regarding specifics to date, and create a feedback mechanism

B. Inform citizenry throughout Olmsted Township (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 an employee 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 an agreed-upon number of fire stations to adequately cover the district with at least one station to be centrally located within Olmsted Township

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 remodeling 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(s) 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 9

New Fire Station for \$3 Million in Meridian, Idaho

KTVB.COM

Meridian Fire Department breaks ground on new station

Fire Station #7 is designed to reduce Meridian firefighter's carcinogen exposure. The 11,500 square-foot facility is planned to be fully operational by fall 2023.



Author: KTVB Staff

Published: May 24, 2022

MERIDIAN, Idaho — To improve its response time in southeast Meridian, the Meridian Fire Department broke ground on its seventh fire station Tuesday. Fire Station #7 is planned to be a 11,500 square-foot facility, built to reduce firefighter's carcinogen exposure, according to the Meridian Fire Department (MFD).

The new station, which is expected to be open for full operations by fall 2023, includes a firefighter work area, day room, kitchen, fitness area and six sleeping rooms for Meridian firefighters. Fire Station #7 is also designed for three fire engine bays and areas for equipment and decontamination.

"These facilities are essential to maintaining Meridian's status as the West's premier community to live, work, and raise a family," Meridian Fire Chief, Kris Blume said. "I am thankful to live and work in a community that holds its first responders in such high regard."



Credit: Ali Tesic

MFD said the new station is designed for better ventilation and the reduced carcinogen exposure will reduce the risk of cancer for firefighters.

Fire Station #7 will include sinks at each entry to the living area, to prevent cross-transfer to skin after fire exposure. Solid surface flooring in the living quarters is designed to reduce exposure to hazards from firefighters' boots and shoes. MFD plans to begin hiring firefighters for the new station in October 2022, with approval of its Fiscal Year 2023 budget.

The new Meridian station, located at 2385 East Lake Hazel Road, will be built on land provided by the Meridian Rural Fire District.

Meridian Mayor Robert Simison, Blume and those involved in the construction process attended Tuesday's groundbreaking ceremony. The ceremony can be viewed on the City of Meridian's Facebook page.

APPENDIX 10:

Two New Pumper Apparatus Units for Mansfield, OH



Mansfield City Council expected to vote Tuesday on \$1.4 million purchase of 2 fire trucks

By Carl Hunnell, City Editor

Feb 12, 2022

MANSFIELD -- Mansfield City Council is expected to vote Tuesday on the \$1,408,054.53 purchase of two new Piece Impel Pumper Fire Trucks.

A final decision on how to pay for the trucks has not been made, Mayor Tim Theaker said Saturday. The legislation includes language that says "lease-to-own" over a maximum of 10 years and also "pay within 30 days of the contract signing."

The mayor said Finance Director Linn Steward is examining the best financial options for the city. "My best guess, the way it's working out, is we will (lease-to-own)," Theaker said, adding the department's patient transport fees could likely cover the cost.

If the decision is made to buy the trucks outright, Theaker said, American Rescue Plan Act funds would likely be used. The city's Board of Control on Jan. 25 gave its "consensus" approval for the purchase during a meeting with fire Chief Steve Strickling.

The board consists of Theaker, Steward and Public Works Director Dave Remy, who is also now serving as the interim safety-service director.

That approval was based on determining the best way to pay for the new trucks. The legislation, released Friday as part of council's agenda, said the lease agreement is not to exceed 10 years.

However, it also appears the city may intend to pay for the trucks in full within 30 days of the contract being approved.

The quote from Atlantic Emergency Solutions, Inc. in Manassas, Va., shows the full price for the two trucks at \$1,454,054.

It also said, "If Mansfield Fire Department was to prepay the two trucks in full within 30 days of contract signing, the prepayment discount would be \$45,999.47 for a new sale price of \$1,408,054.53."

Strickling told the Board of Control the trucks are needed to replace aging equipment, which would be moved into the city's reserve fleet.

Strickling said the trucks underwent refurbishing about seven years ago, which was done to try to get five more years of service from them. "We kicked the can down the road five, six, seven years ago and it's time to look at it," the chief said.

Strickling said the \$1.4 million price tag will provide trucks ready for service, needing only radios and computers. "It sounds big. It is big. But it's (a) good (price) in the grand scheme of things," the chief said.

The trucks would be manufactured in Appleton, Wisconsin, and not arrive until the end of 2022 or the beginning of 2023, the chief said.

One possibility cited during the board meeting was to borrow the money and pay for the trucks over time, using the fire department's capital improvement funds.

Another possibility would be the use of ARPA funds.

There has been no discussion about the purchase during a City Council meeting. There is a safety committee meeting scheduled Tuesday before council begins.

Also on Tuesday, City Council is expected to: --

The public can view committee meetings, caucus and legislative sessions on the livestream on the City of Mansfield's Facebook page at <https://www.facebook.com/cityofmansfieldoh/>

The public meetings can also be viewed on the city's website at <http://www.ci.mansfield.oh.us/>.

APPENDIX 11

National Fire Academy





U.S. Fire Administration

Working for a fire-safe America

Home / Training & Professional Development / National Fire Academy / Admissions & student information / How to apply

- National Fire Academy
- Coffee Break Training
- Professional Development
- Type 3 Incident Management Teams
- Other Training Resources

How to apply for National Fire Academy courses

Thank you for your interest in training with us! We look forward to receiving your application and assisting you through the process. For help completing your application, contact our Admissions Office, Monday – Friday between 8:30 a.m. – 5 p.m., at 800-238-3358, ext. 1035 or by email at netcadmissions@fema.dhs.gov. Ready to enroll in a free National Fire Academy (NFA) course? Follow these steps to apply for admission:

- Understand course requirements. Many courses have specific selection criteria or prerequisites; be sure to review the Course Description page for detailed instructions. **Search for courses.**
- Request a Student Identification Number (SID). You need an SID to apply for NFA courses. **Register for a FEMA SID.**
- Complete the application. **Download the correct application below** for the type of course you plan to take. Refer to “**Eight Tips for Completing a Successful NFA Application**” PDF 332 KB for additional information.
- Use the correct **course code** on your application.
- Complete ALL fields on the application. Your application will be returned if it is incomplete. Use the February 2012 version or later of the General Admission Application.
- Submit your application during the designated timeframe. Your application will be returned if it is postmarked outside of the designated application period.

Application deadlines

Semester date

Application period

Oct. 1, to March 31

Apr. 15 to June 15

Apr. 1, to Sept. 30

Oct. 15 to Dec. 15

Send your application

On-campus courses and non-U.S. citizen applicants (mail or fax)
National Emergency Training Center Admissions Office
16825 South Seton Avenue
Emmitsburg, MD 21727-8998 Fax 301-447-1441

Off-campus and online courses

Follow application instructions provided on the Course Description page in the **NFA catalog**.
Application form downloads:

Form

**Use this application if
your course code begins
with the following
letters:**

**FEMA Form 119-25-1, General Admissions
Application**
formerly FEMA Form 75-5 PDF 337 KB

C, P, R or T.

**FEMA Form 119-25-2, General Admissions Short
Form Application**

formerly FEMA Form 75-5a PDF 234 KB

FEMA Form 119-25-2 is also used for Q133, O134 and
any conferences held at the NFA, such as the

F, N, O, W or Y.

Form

Use this application if your course code begins with the following letters:

Executive Fire Officer Graduate Symposium and
National Professional Development Symposium.

Application basics

If your application is not accepted for the first semester you must reapply for second semester courses. Applications are not carried over.

You may apply for more than one course per semester, but you must submit a separate application for each course.

Application notifications

Our Admissions Office will notify you about the status of your application via email no later than 60 days after the close of the application period. Information will not be available before that time.

Please add **NETC-AdmissNotifications@fema.dhs.gov** to your "safe senders" list to ensure you receive our emails. This email address is used only for sending notifications; do not reply to this email address. If you did not provide an email address on your application, your notification will be sent through U.S. Mail.

Applying for course vacancies

Your application must be received at least six weeks before the course start date to be considered. Vacancies within six weeks of the start date of the course are filled only from the established wait list, so it is beneficial for you to apply early in the application period.

Requesting a Student Identification Number

If you are interested in applying for a NFA course, you need to register for a FEMA Student Identification Number (SID). Applications for NFA courses that do not include a SID will not be processed. To obtain a SID:

1. Register at **<https://cdp.dhs.gov/femasid>**
2. Select "Need a FEMA SID?" on the right side of the screen.
3. Follow the instructions to create your account.
4. You will receive an email with your SID. Save this number in a secure location.

Understanding course codes

Every NFA course has a course code as part of the overall reference number. As you scan the catalog, the course code can help you more easily identify the delivery method for your program of interest. You can quickly scan for programs that fit your preferred delivery option. Be sure to include the correct course code when you submit your application for an NFA course.

Example: If you are interested in course number R0214: Forensic Evidence Collection, the letter “R” in the reference number tells you the delivery method. As you consult the course code list below, you will see that a course with the letter “R” is either a 10-day or six-day course offered on-campus.

The Course Description page of the catalog provides specifics on the delivery type and duration along with information such as course objectives, selection criteria, prerequisites and continuing education units.

Course code	Delivery method
C	Online-mediated delivery
F	Two-day off-campus NFA-sponsored delivery
N	10-day and six-day off-campus NFA-sponsored delivery
O	State- and local partner-sponsored training system delivery
P	Pilot delivery
Q	Self-study course
R	10-day and six-day on-campus delivery
W	Two-day on-campus delivery

APPENDIX 12

East side Cuyahoga County Fire Departments hold joint test





WKYC

East side fire departments holding joint test to hire firefighters, medics

Eight Northeast Ohio departments are working together to source the most qualified candidates to become firefighters.

Author: WKYC Staff Updated March 17, 2022

MAYFIELD HEIGHTS, Ohio —

Staffing shortages are affecting many businesses in the wake of the pandemic, and Northeast Ohio first responders are not exempt from this problem. Chief Bruce Elliott of the Mayfield Heights Fire Department said he and other fire chiefs have discussed how they can fix the issue.

"We've got a problem with recruiting. It's a nationwide problem, there's less and less people wanting to get into these public safety type jobs," Chief Elliot said. "We deal with hazardous materials, and there's just a lot of inherent dangers with the job itself."

Hoping to streamline the hiring process, eight east-side suburbs will be holding a joint test on May 24, 2022. South Euclid Civil Service Commissioner Mark Zamiska says they hope to have 200-300 candidates apply. **By holding the joint test, one applicant is essentially applying to these eight departments.**

"As a candidate trying to become a firefighter, your chances are greater than just using one city or applying at one city. You'll have the same cost for one city and you're taking the test for eight," Zamiska told 3 News.

Each city is hiring numerous firefighters, and it's possible a well-qualified candidate may get multiple offers from different cities. "By taking this test as a candidate, your chances are great at getting hired," added Zamiska.

The eight cities involved are Euclid, Lyndhurst, Mayfield Heights, Pepper Pike, Richmond Heights, South Euclid, University Heights, and Willoughby Hills. The application fee is \$65 and will qualify you for these eight fire departments. You can find the application here. Applications are due by April 14.

The test will be held May 24 at the Hilton Garden Inn in Mayfield Village. There will be two test times offered and applicants will be notified of their test time.

Applicants must be at least 18 and have a high school diploma (or will be graduating high school in the spring).

Certificates or experience is not required, but will increase your chances of getting an offer. However, anyone interested is encouraged to apply.

Chief Elliott said that most firefighters feel fulfilled in their jobs and with serving the community. "When you ask most firefighters, if you asked 100 firefighters, 99% of them would say they wouldn't change their job for anything," Elliott said. "It's a very rewarding job, it's a job I'm proud to be part of-I wouldn't change a thing if I have to do it all over again."

APPENDIX 13

\$2000 Bonus Money For First Responders



Meridian Township approves second round of \$1,000 bonus payments for first responders

Photo by: Erica Murphy, WSYM



By: [Erica Murphy](#)

Jul 21, 2021

LANSING, Mich. — Meridian Township first responders are getting a second \$1,000 bonus to show them how much the community appreciated their hard work and dedication during the pandemic.

"You know a lot of individuals in most communities got to stay home for a number of months during the peak of COVID. Firefighters and police officers had to come to work every day, which no problem. They enjoy their job and it's in their blood if you will," said Fire Chief Michael Hamel.

Hamel isn't alone in recognizing first responders in Meridian Township. The Township Board voted in favor of issuing a second round of hazard payments to police, fire and EMS workers as a thank you.

"We passed another \$1,000 per first responder to thank them in 2020 and then again here in 2021 because as we all know the pandemic didn't go away last year. It carried on and we're finally now towards the end of it," said Meridian Township Treasurer Phil Deschaine.

But for the past 16 months, the pandemic has added an extra layer of danger to their jobs.

"While some of our team members had the option of working from home, our 75 courageous firefighters, paramedics and police officers were out in the field every day during a global pandemic," said Deschaine.

Hamel says about 35 members of the fire department will get the bonus, which he says is very much appreciated. "The pandemic was tough. It was life-changing for everybody. It was emotional for most everybody and we just did our best to work through it and try to stay positive and protect our troops," Hamel said.

Deschaine says the bonuses will be included in the first responders' next paycheck.

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APPENDIX 14

“Power Shift” Staffing in Naperville



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 15

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. Is 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 number 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. <http://www.firefighternation.com/author/jake-rhoades>

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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.

APPENDIX 16

Robots, Drones and New Machines as Allies





Rise of the Machines

By Jesse Roman

Drones, robots, and the coming revolution in unmanned systems—and their potential for responders and emergency management.

. Author(s): Jesse Roman. Published on July 1, 2015.

IT'S 8:45 IN THE MORNING and I'm sitting in the Georgia World Congress Center in Atlanta, listening to Wild Cherry's "Play That Funky Music" bump through the sound system of a dark, cavernous convention hall.

Surrounding me, accented by neon lights, are a few thousand robotics engineers. We sip coffee, check our smartphones, and await the official kick-off to **Unmanned Systems 2015**, one of the world's largest conferences and exhibitions for drones and unmanned robots.

The music suddenly becomes dramatic and much louder, and huge video screens on either side of the stage depict animated drones and robots of all types swimming, rolling, and flying. Colin Guinn, an executive with the company 3D Robotics and host of the event's general session, bounds onto the stage with the energy of a cannonball.

“Welcome to Unmanned Systems 2015—let’s get excited!” Guinn exclaims, raising his arms and clapping his hands. “There are over 7,000 of you here from 55 countries, more than 200 education sessions, and 350,000 square feet of exhibit space—that’s four football fields of drones and other fun stuff!”

An hour later, with the crowd sufficiently pumped up, we stream into the vast exhibit hall and encounter a world that could have come from the imagination of Willie Wonka’s tech-savvy younger brother. Drones, sensors, robots, and gizmos of all sorts are suspended overhead, rolling across the floor, swimming in tanks, and flying in netted enclosures. Every inch of the convention hall’s four football fields of space buzzes with industry elites, eager startups, deep-pocketed investors, and curious onlookers like me, all preparing for a future when these robots will be as familiar to us as the phones we now carry in our pockets. The conference has a strong “we-can-change-the-world” flavor, and exhibit booths are rampant with pithy slogans like “Lock in the Unmanned Advantage” and, my favorite, “Making Tomorrow Today.”

That optimism is shared by many public safety agencies and first responders, who see vast potential for unmanned systems—land- and water-borne robots, and aerial drones—to save lives and make firefighters, police, and emergency medical technicians safer and more efficient. As the technology rapidly expands and federal restrictions on operating unmanned systems become more defined, public safety agencies are scrambling to figure out how they can unleash this vast potential in a safe and smart way. NFPA has held discussions internally and with outside groups about the need to develop new codes and standards to aid first responders looking to use drones and robots. “I think there is great value to these machines and it’s an area where NFPA can really help, because we understand the needs of first responders and the unique environments they work in,” says Ken Willette, NFPA’s Division Manager of Public Fire and a former fire chief. “I see this as potentially being a whole new group of standards within NFPA’s library.”

NFPA has not yet received a formal request to develop an unmanned systems standard, but Willette and others think that could happen soon. If it does, NFPA would likely first focus on developing standards on selection, care, and maintenance, as well as professional qualifications for operators of unmanned systems, Willette

says.

Meanwhile, the National Institute of Standards and Technology (NIST) is currently working to develop standard test methods to ensure that unmanned systems marketed to first responders perform as advertised. Related research projects are also taking place at universities from North Carolina to Hawaii, and in just the last year two sizable regional fire service workshops on drones were held in Maryland and Oklahoma. The **Fire Protection Research Foundation** has applied for a federal grant to hold at least two more of these brainstorming sessions.

“We thought we would maybe get 20 to 25 people, and we had 110 fire departments show up from all over Oklahoma, Kansas, Arkansas, and Texas,” says Jamey Jacob, the head of the new Unmanned Aerial Systems graduate degree program at Oklahoma State University, which hosted one of the workshops for firefighters. Meetings and discussions are crucial, he says, because the technology has advanced much faster than the rules and regulations on when and how to use it. “If we don’t get a handle on this,” Jacob says, “a lot of the departments are going to go off and do it on their own.”

World of possibilities

Walking through the expo in Atlanta, it’s easy to understand the enthusiasm for these machines. The Association for Unmanned Vehicle Systems International (AUVSI), which puts on the Unmanned Systems conference each year, predicts there will be 1 million unmanned drone flights per day in the United States within the next 20 years. AUVSI also estimates that the industry will contribute more than \$82 billion to the nation’s economy in the next decade. After agriculture, industry experts believe public safety and first responder applications will be the largest civilian market for unmanned ground, air, and sea robots. They predict that aerial drones, or “unmanned aerial vehicles” (UAVs), will be by far the most utilized.

The possibilities are enticing. Unmanned systems can quickly and safely go places humans can’t: hovering outside the top floors of a high-rise fire, burrowing under rubble following an earthquake, searching contaminated areas following a chemical spill. They can also get to accident scenes faster than first responders because, as

iRobot co-founder Helen Grenier tells me, “The quickest distance between two points is as the drone flies.”

Imagine an EMS crew being able to quickly dispatch a small drone to deliver anti-venom to a hiker bitten by a rattlesnake in a remote section of forest. Imagine deploying a fleet of three-foot-long autonomous boats, programmed to work in coordination to methodically complete a 10,000-square-mile ocean search in just hours. Imagine launching five-pound quadcopters to hover over a wildfire, where they can provide incident commanders real-time data on wind speeds and direction, thermal imaging, and visuals from multiple angles—all while providing a 4G wireless network for operation communications. How useful would it be if a drone could fly into a burning building, locate victims, quickly create a three-dimensional floor scan of the structure, and transmit that information to firefighters outside?

These are not fantasies—the technology exists, in various stages, and some of it is already in use. When the Chernobyl Nuclear Power Plant melted down in Ukraine in 1986, 30 workers and emergency responders died from radiation poisoning. However, in the similarly devastating 2011 Fukushima Daiichi nuclear plant meltdown in Japan, no fatalities were reported, in part because military ground robots called PackBots, outfitted with chemical, biological, radiological, and nuclear sensors, were deployed to assess the scene in advance of emergency personnel. “They were able to gradually step into the problem, rather than throwing loads of men in to die later,” says Mike Edis, a product manager at iRobot, which manufactures the PackBots.

In 2014, rubber blast mats in a granite quarry in Branford, Connecticut, caught fire dangerously close to the dynamite being used to mine the rock. Branford Fire Chief Jack Ahern could not safely move firefighters in to extinguish the blaze because he did not know how far the fire was from the explosives. A volunteer on the department flew his hobby drone over the site to get a better look and was able to visually confirm that the explosives were a safe distance from the fire. Ahern ordered crews in.

There is a robot or drone application for seemingly any emergency. California has used drones to assist in wildfire efforts. Small drones were used in search-and-

rescue operations after the Nepal earthquake earlier this year. Plans are in the works for drones to inspect bridges and survey train derailments involving hazardous chemicals. The U.S. Navy has even unveiled a prototype humanoid, bipedal robot to fight fires aboard its ships.

“In 10 years, UAVs will be just as important to firefighters as water to put on the fire,” Robert Doke, the Oklahoma state fire marshal, tells me. “They will be common pieces of apparatus for fire departments. With UAVs, the sky is the limit—it’s a bad pun, but it’s true.”

Regulatory complications

But aerial drones in particular face a significant challenge. While UAV technology is enormously promising and improving rapidly, there are few public safety agencies and virtually no fire departments in the United States currently using it. That’s because federal regulations on flying drones are so onerous, observers say, that they have effectively banned commercial UAV use in the United States for all but a few public agencies and businesses willing to undertake a lengthy permitting process. Hobbyists, however, are free to fly with few restrictions.

This regulatory climate has frustrated the UAV industry for years. According to an economic impact report published by AUVSI in 2013, “the main inhibitor of U.S. commercial and civil development of the UAS is the lack of a regulatory structure.” Until the Federal Aviation Administration (FAA), which restricts the commercial use of drones on safety and privacy grounds, loosens its rules on drones, the nascent industry has little chance of taking off, according to the UAV business leaders I spoke with.

As it stands now, in order to legally fly a drone, public safety agencies must first obtain a Certification of Authorization, or COA, and even then there are numerous restrictions on

Drones, Robots and a World of Applications



See how first responders have already deployed unmanned systems.

where, how, and when they can fly. The process of obtaining a COA can be long, difficult, and confusing for large fire departments with resources, and nearly impossible for small ones. “The FAA are bureaucratic ninjas—anything you throw at them, they’ll be able to push back on you and ask for more info and more details,” Jacob says.

The Austin (Texas) Fire Department, which about a year ago launched a new robotics emergency deployment team, is poised to become the first fire department in the nation to receive a COA to operate drones later this year. Coitt Kessler, who leads the team, told me that even with licensed aircraft pilots on his staff, drones at their disposal, and time and indoor space to train and practice, the COA process has been arduous. “The rules are changing literally every week,” he says. “The FAA is trying to protect the airspace and is trying to do its best, but it is very confusing. There is no unified voice.” The FAA did not reply to requests by NFPA Journal for comment.

There is reason to believe this could all soon change. Under pressure from the drone industry, in February the FAA released proposed rules for small drones weighing less than 55 pounds. Under the proposal, drones could be flown without a COA, as long as operators passed a knowledge test and met a few other minimal qualifications. The rules included a number of conditions, including stipulations that drones only be flown during the day, within the line of sight of the operator, and below 500 feet. Many observers think it could take two years for the rules to be

finalized, but recent developments hint it could happen sooner. In May, U.S. Senators Cory Booker, a Democrat from New Jersey, and John Hoeven, a Republican from North Dakota, introduced the “UAS Modernization Act,” with the aim of streamlining the regulatory process in the short term until the FAA’s final rules are set.

Drone industry insiders and those who follow it closely believe these developments could signal a sea change. “I think when we get a green light from the FAA, within a few months you’ll see fire departments utilizing UAVs,” says Doke, the Oklahoma state fire marshal. “In less than six months you’ll see fire department use increase rapidly as the price of UAVs falls.”

Currently, some hobby devices cost as little as a few hundred dollars, but more robust aerial platforms such as those likely to be used by public agencies can be in the thousands or tens of thousands of dollars—still substantially cheaper and easier to fly than any manned aircraft. Rapid adoption of the systems could bring costs down further, observers say, making them even more accessible.

The standards imperative

As the term suggests, disruptive innovation isn’t always a smooth process, and public safety leaders warn that a lot of groundwork needs to be done before unmanned systems can become safe and effective tools. Without proper policies, procedures, training, and equipment, the unmanned era could flounder badly with missteps and wasteful spending before it ever gets off the ground. “We don’t have the budgets to get it wrong—we have to get it right the first time,” Kessler tells me. “That process starts with groups like NFPA setting standards.”

There are a lot of considerations to weigh before the systems are ready for deployment—some obvious, some not, according to NFPA’s Willette. For instance, is it safe or even possible to operate an unmanned system if the operator is wearing full personal protective equipment? Most unmanned systems are controlled via radio frequencies—will that affect fireground communication, or otherwise interfere with the other high-tech fire service equipment that uses wireless and Bluetooth technologies? Can unmanned systems withstand heat, chemicals, water, smoke,

flying embers, and the other hazards they are bound to encounter on the fireground? “The standards need to look at safety from the operator’s point of view,” Willette says. A great deal of research is already going on in aspects of unmanned system performance, operation, and procedures for first responders, work that would likely inform any future NFPA standard on unmanned systems.

Among that research is the work taking place at NIST. If the Unmanned Systems 2015 event is a glittery Broadway production, then Adam Jacoff’s laboratory at NIST is the rehearsal space. For nearly a decade, Jacoff, the test director of the Intelligent Systems Division at NIST, has worked to develop standard test methods to make sure that drones and robots perform as advertised for the Department of Defense and, more recently, the civilian public safety market. So far, he has developed 15 standard test methods, with another five to be added this year, which reliably measure baseline robot and operator capabilities necessary to perform a specific task defined by the military and emergency responders. These standard tests are currently published by ASTM International.

With so many robots and drones and so many possible scenarios and uses, it is a daunting task that will keep him busy the rest of his working life, he says. “Out of necessity, we very quickly got out of mission-specific tasks and focused on more robot-specific tasks—they all need visual acuity to some degree, radio communication, endurance, and mobility in terrain,” Jacoff says. “Once we start breaking it down into robot space, the job gets a lot easier, and figuring out where the gaps are is not so hard. We are getting quick at adapting and expanding the different test scenarios.”

NIST is currently documenting the capabilities of the unmanned systems and is leaving it to buyers to determine if those capabilities match their needs. It’s valuable information, but for many public safety departments, it may still be difficult to know exactly what to purchase. That’s where NFPA could help, Jacoff says. “NFPA’s experience in standards development would be very valuable to this,” he says. “If NFPA wanted to adopt or define the equipment-level version of what we’re doing at NIST—take that body of work and substantiate it as a standard robot with all of the thresholds set—that might be the perfect one-two punch.”

In May, NFPA officials met with ASTM International, which publishes NIST's performance standards, to discuss how NFPA could complement the work being done at NIST to create an equipment standard for first responders.

"It plays to our strengths perfectly—we don't necessarily have the expertise to assess the technical capabilities of unmanned systems, but we do have the knowledge necessary to select, care for, and maintain highly technical pieces of equipment," Willette says. "We also have experience in the area of breaking down what a responder needs to know and the capabilities they need to have."

Having serviceable drones and robots and being able to operate them is just the start—stakeholders also have to know when to use them and how, says Jacob of Oklahoma State. "You have to know what type of vehicles should be deployed, in what manner you should deploy them, and how you should integrate them" into current operations, he says.

There appears to be no shortage of people trying to answer these questions. The National Disaster Preparedness Training Center at the University of Hawaii, which prepares training programs for the Federal Emergency Management Agency, is working to develop a course on how to integrate unmanned systems into existing disaster procedures and to create new procedures. In 2012, the Institute for Transportation Research and Education's NextGen Air Transportation Center at North Carolina State University conducted a series of wildfire-related tests using four drones at varying heights during a controlled burn in Florida. Researchers were trying to determine how well the drones' sensors can detect key changes to conditions on the fire ground, as well as how to transmit that information to incident commanders and then disseminate it to firefighters on the ground in real time.

“That’s the important thing—having some concept of operations,” says Tom Zajkowski, a flight operations manager of the NC State center’s UAS program. “Without that, a drone is really just a shiny toy in the air.”

There are numerous federally funded unmanned systems test sites around the country, including one in Oklahoma funded by the Department of Homeland Security specifically geared toward testing small UAVs for use by first responders. The site hosts two or three vendors per month running through various mission scenarios, including search-and-rescue, active shooter, and wildfire.

In addition to testing the capabilities of unmanned systems, a primary focus of the Oklahoma program is on developing operational procedures, says Stephen McKeever, a professor of physics at Oklahoma State and the state’s secretary of science and technology. “The technical community can solve the technical issues,” he says. “There will be drones specific to these vocations that have all the right sensors. But being able to get data is one thing—how to use it is another. That’s where training comes in.”

NFPA’s involvement might also help lend credibility to the concept of unmanned system use in the fire service, says Kessler, who, as a leader of one of the few fire departments to seriously explore the use of drones, understands how delicate the proposition can be. The public remains unsettled about the use of drones from both a privacy and safety standpoint, even in emergency situations where the deployment of drones could offer a clear benefit. Following the deadly March 2014 mudslide in Oso, Washington, for instance, county officials wanted to deploy drones to search for survivors in areas where it was next to impossible for first responders to reach. Those efforts were scuttled for more than a month, however, when neighbors, citing privacy concerns, lobbied officials to not allow the use of drones. A drone was allowed to fly for 48 minutes in late April to make a 3-D model of the slide area for

From the Rubble



From Fukushima to DARPA, the evolution of robots.

engineers to use for reconstruction and recovery.

In the future, having an already established consensus standard on procedures for operation and data retention could go a long way toward quelling some of those fears, Kessler says. “I think if we can show professionalism from the start, which NFPA can help with, perhaps that trust game with the public goes a little bit faster for the people following us,” Kessler tells me. “But right now, we are the pioneers. I’m sure that the fire departments that follow will have a lot easier time with this issue than we have had.”

The future belongs to users

At the Unmanned Systems event in Atlanta, the conference hall still hums with activity. A group of young engineers poses for a picture in front of a full-sized unmanned Apache helicopter. A guy casually peruses the exhibit floor while operating a remote-controlled vehicle—the tank-like machine appears to weigh several hundred pounds—that prowls the aisle in front of him. A metallic orb-shaped drone buzzes in the air ahead of me as the inventor tells onlookers that it can crash through a window, right itself, and take off again. In a small upstairs conference room, during a talk on unmanned maritime systems, Bruce Hanson, an executive with a company called MARTAC, displays a three-foot-long robotic boat—an “unmanned surface vessel.” The craft, sleek and low-slung, looks like it was hatched during a meeting of Batman’s design team.

You can’t help but be in awe, and at the same time wonder what on earth (and air and sea) we’re going to do with all of these things. It’s a question for which most conference attendees have an answer chambered and ready. But in reality, Hanson tells his audience, it’s really up to all of us—including fire departments, emergency management officials, law enforcement agencies, standards developers, and more—to decide. “If the technology is cheap enough, the users will innovate what they do with it,” he says, brandishing his Batman boat. “There are so many applications for these unmanned systems. We don’t even know what most of them are yet.”

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APPENDIX 17

SAFER Grants for 2023





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Getting Grants

by Jerry Brant

9 keys to a competitive SAFER grant

The grant period opens in about two weeks; have these bases covered to give your application the best chance at success

By Jerry Brant

The Department of Homeland Security through FEMA announced that the Staffing for Adequate Fire and Emergency Response grant application period will begin on February 9, 2023 and remain open until 5 p.m. March 6.

Related Article:

SAFER grants: Path to a competitive application

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This application period is actually for the 2014 SAFER grant, which is funded at \$340 million.

The SAFER grant program provides funding directly to fire departments and national, state, local or tribal organizations representing the interests of volunteer firefighters to assist them in increasing the number of firefighters that are available to help fire departments meet industry minimum standards.

This funding would allow these departments to attain 24-hour staffing to protect communities from fire and fire related hazards and to fulfill traditional missions of fire departments.

The SAFER program is comprised of two categories: hiring firefighters and recruiting and retaining volunteer firefighters.

Hiring firefighters_

Included in this are the subcategories for rehiring, retention, attrition and new hires. Career, combination and volunteer fire departments are eligible to apply under this activity.

The period of performance for this grant will run for 24 months. There is no local match required. The grant will cover the full salary and fringe benefits of the SAFER firefighters.

The priorities under this category are:

- Rehiring laid-off firefighters.
- Retaining firefighters who face imminent layoff or filling positions vacated through attrition, but not filled due to economic circumstance.
- Hiring new firefighters.

Recruiting and retaining volunteers_

Combination fire departments, volunteer fire departments and national, state, local, or tribal organizations that represent the interests of volunteer firefighters are eligible to apply.

The period of performance can be between 12 and 48 months and there is no local match involved.

The priority under this category is to assist departments experiencing a high rate of turnover and with staffing levels significantly below the ideal staffing required to comply with National Fire Protection Association Standards 1710 or 1720.

9 areas

Regardless of which category you are applying under there are nine areas to keep in mind as you develop your application.

1._SAFER-funded activities should help your department to meet the appropriate NFPA Standard (either 1710 or 1720) for staffing and assembly if you are funded.

- 2._SAFER should allow your department to have at least four firefighters on the first arriving apparatus.
- 3._If you are applying under the hiring category, SAFER-funded firefighters should meet NFPA 1001 Firefighter II certification by the end of the second year.
- 4._If you are applying under the hiring category, SAFER-funded firefighters should meet at least the minimum EMS certification for your state or locality.
- 5._Under either category, new firefighters should receive entry-level physicals and immunizations through your SAFER program.
- 6._New firefighters should receive annual medical exams.
- 7._Under either category, your department's SAFER program should provide firefighters with accidental death and dismemberment insurance.
- 8._Recruitment and retention applications should be based on a formal recruitment and retention plan. In addition, recruitment and retention applications should have a periodic evaluation of the program's impact built into the application. Hiring applications should be based on a staffing needs assessment.
- 9._For a regional request for recruiting and retention, every department involved in the application must sign a memorandum of understanding prior to the close of the application period.

Regardless of which SAFER category your department is considering make sure you have a current DUNS number, an employee identification number and an active registration with System for Award Management.

About the author

Jerry Brant is a Senior Grant Consultant and Grant Writer with FireGrantsHelp and EMSGrantsHelp. He has 40 years of experience as a volunteer firefighter in rural 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 currently an active member of the Patton Fire Company #1. For 20 years, Jerry was employed as the executive director and then president of a small non-profit community development corporation. Jerry has successfully written more than \$52 million in grant applications and proposals. Jerry can be reached at Jerry.Brant@FireGrantsHelp.com.

APPENDIX 18

Going to the Voters In New Baltimore



New Baltimore voters to decide fire millage

Funding would boost staffing at mainly paid-on-call department

New Baltimore voters will be asked Nov. 2 to approve a 1 mill levy for fire



department staffing, equipment and operations. (MediaNews Group file photo)

By [KATELYN](#)

[LARESE](#) | klarese@medianewsgroup.com | The Voice

PUBLISHED: October 27, 2021

The city of New Baltimore will ask voters Nov. 2 to approve a fire millage to fund additional staffing and other operational costs.

The proposal slated for the ballot seeks a 1 mill levy to employ additional fire personnel, furnish and equip the fire department and cover other operational costs of the fire department. If approved, the owner of a home with a market value of \$300,000 would pay \$150 per year. The millage is estimated to raise roughly \$445,000 in the first year.

“My department consists of one full-time chief, one full-time firefighter and eight paid-on-call firefighters,” New Baltimore Fire Chief Jeff Stellman said at an Oct. 12 town hall focused on the millage proposal. “All other departments in the city are full-time except for the fire department.

As the city grew, we never grew with it, and I think it’s time that we start putting some people in here to serve the residents.”

Stellman said staffing issues are affecting response times, which could affect residents' safety. "It's no longer if something happens, but when something happens," he said.

Paid-on-call employees respond from home when called for an emergency, drive to the fire station, put their gear on, get in the appropriate vehicle and then respond to the scene of the incident.

A primarily paid-on-call department can mean long response times, personnel becoming burned out, solo responses or no response. It also results in employment retention issues, as firefighters have other full-time jobs or attend school, and the paid-on-call posts offer no benefit packages or regularly schedule hours.

While run volumes have drastically increased, personnel volumes are at an all-time low, the chief said. The department recorded 872 runs in 2010, jumping to 1,071 in 2015 and 1,255 in 2019.

Funding from the fire millage would be used to hire two more full-time firefighters, which would provide 24/7 coverage for the city. Each of the three firefighters would be scheduled on a 24-hour shift. On-call firefighters would still be scheduled when available to help supplement staffing. The fire millage would also help pay for needed equipment and other department operational costs.

The proposal will appear on the ballot as follows: "Shall the City of New Baltimore, Macomb County, Michigan, increase the tax limitation on the total amount of general ad valorem taxes which may be imposed and levied for all purposes upon all taxable real and personal property in the City of New Baltimore, as provided in Article IX, Section 6 of the Michigan Constitution of 1963, as amended, up to 1.0 Mill (\$1.00 per \$1,000) of the taxable value of such property and levy such millage for the purpose of (1) employing additional fire personnel, (2) furnishing and equipping the fire department, and/or (3) other operational costs of the fire department, which if fully levied is estimated to raise \$445,153.67 in the first year?"

For more information, contact the fire department at 586-725-0990 or go to cityofnewbaltimore.org.

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APPENDIX 19

Colerain Township reaches ISO “Class 1” status



Colerain fire department gets Class 1 Insurance rating

Jennie Key, jkey@communitypress.com Published 10:23 p.m. ET April 5, 2016



The Colerain Township Department of Fire and Emergency Medical Services has earned a Class 1 Public Protection Classification rating by the Insurance Services Office, an organization that independently evaluates fire services across the country.

The Class 1 rating is the highest possible score. To date, Colerain is one of only three fire agencies in Ohio, and 178 nationally to receive this ranking. Insurance companies use ISO information combined with other factors to establish local commercial business and residential property insurance

rates – generally offering lower premiums in communities with better protection. Before its most recent assessment, the Colerain department was among a handful holding a Class 2 rating by the ISO.

Fire Chief Frank Cook says the improved ranking has been a goal of the department for more than 40 years.

“Nationally, there are over 48,000 fire departments or fire districts, and we are now among 179 departments across the country that have reached the Class 1 rating,” he said. He praised work by former Colerain fire chiefs Cloyce “Corky” Snyder and Bruce Smith for their work in building the department over four decades.

“What this means for our citizens and businesses is that they will now hopefully have the benefit of the lowest fire insurance rates in the country,” Cook said, “And we hope this will attract future residential, commercial and business development to Colerain.”

Jeff Ritter, president of the Colerain Township Board of Trustees, said achieving an ISO of 1 is a milestone for the township’s fire service and said the new rating will hopefully be a benefit to residents through reduced insurance rates and validate excellent level of service they receive from the fire department every day.

Frank Birkenhauer, assistant administrator and economic development director for Colerain Township, said earning a Class 1 ranking can be a selling point for new businesses, and provides residents and businesses in the township with excellent fire service.

“It’s an elite group and we are amongst them,” he said. “Hopefully, it will reflect in insurance rates. When businesses are looking at their operating costs, if you can save even 50 cents per square foot in insurance costs, that’s going to be attractive. Businesses investing millions of dollars in equipment, inventory and staff want to locate in communities that provide premiere services in the area of fire protection.”

According to the ISO’s website, the ratings process involves a periodic, detailed analysis of all fire department equipment and operations, training, the township’s water system, and emergency communications system. The program provides an objective nationwide standard for fire service.

APPENDIX 20

ISO Rating Improvements and Insurance Savings



Center Township fire rating could save residents cash

Top of Form

December 22, 2014 6:54 pm_ • **By Phil Wieland phil.wieland@nwi.com, (219) 662-5324**

CROWN POINT | Center Township residents are getting a Christmas present courtesy of the Crown Point Fire Department and the Insurance Service Office, but they can't open it until March.

The ISO rates fire departments on their ability to fight fires, and the rating is used by many insurance companies to determine the cost to homeowners in premiums. Crown Point Fire Chief Greg DeLor said at Monday's Board of Public Works and Safety meeting that a review earlier this year lowered the rating for the unincorporated portion of Center Township from a nine to a five.

DeLor said the ISO reviews the Township's firefighting status about every 10 years looking at the dispatch capability, the water supply, the equipment, training and other things. The Township's rating remained at four, which DeLor said is about as good as it can get for a Township the size of Crown Point. The drop to a five for the Township area could save residents hundreds of dollars a year on insurance.

DeLor said the rating is very low for an area without fire hydrants but, "with the equipment provided by the Township and the additional manpower, we were able to demonstrate that we could produce a sufficient water flow for two hours." The water supply was possible with the help of other departments.

The Fire Department is a member of the Mutual Aid Box Alarm System, involving fire departments throughout the area in Indiana and Illinois, who are able to respond with tankers for emergencies. Although the rating is done, Center Township Trustee Paul Bremer said it doesn't take effect until March 1 and isn't used by all insurance companies in setting premiums.

Bremer said, "We have good cooperation between the Township and the Fire Department, and we thank all their hard work in getting the rating down. "Mayor David Uran said, "We all benefit from the one common goal of protecting the residents."

The Township and the Township recently approved a five-year extension of the fire service contract at \$375,000 a year, the same amount as the current three-year contract that expires at the end of this year. DeLor said the contract allows the department to use all its equipment anywhere in the Township or Township. Equipment purchased by the Township in the past could only be used in the unincorporated areas. "We never know where the next call will be, and changing trucks didn't make much sense," he said. "It's much more economical to use whatever equipment we are in. So, one of the first things we discussed when Paul Bremer took office was to amend that out of the contract."

DeLor said, when he started on the department more than 20 years ago, each shift had three people on duty. The department now has at least eight and as many as 12 during the day as it expands to keep up with the Township's growth. The next step could be a new station to help handle the expected growth around the Interstate 65/109th Avenue interchange, he said.

APPENDIX 21

American Rescue Plan Funding for Station Upgrades



Mansfield may use American Rescue Plan funds to help pay for fire station roof

By Carl Hunnell, City Editor

Oct 12, 2021



Mansfield Fire Station 1 at 140 E. Third St. (Richland Source file photo)

MANSFIELD -- A contract for planned roof work at Mansfield's main fire station came in about \$30,000 higher than originally estimated, Fire Chief Steve Strickling told the Board of Control on Tuesday.

The proposed contract with The Garland Co. in Cleveland, which would use Worner Roofing Co. in Ontario, would cost \$225,494. Estimates in July were around \$190,000.

Strickling said his department's budget has money remaining for maintenance, but not enough to cover the entire project.

That prompted city Finance Director Linn Steward to ask for a delay in the board's approval of the project until funds could be identified to pay for the work, which would begin in the spring of 2022.

"This needs to be put on hold until we figure out how to pay for it," Steward said.

Mayor Tim Theaker asked Strickling to get a legal opinion from the city law director to determine if American Rescue Plan Act funds could be used for the project.

"Let's put this on hold, chief. Get a legal opinion this week and we can go forward next week," Theaker said.

Strickling, who said repair work on the roof at Station 3 began Tuesday, said the requirement to "pay prevailing wages" due to the size of the Station 1 project elevated final costs for the work.

The work will still require approval from Mansfield City Council. The city has about \$106,000 remaining in its [first-year ARPA allocation of \\$10.5 million](#), under a plan approved by City Council on Oct. 5.

In that initial appropriation, the city allocated \$325,000 in ARPA funds to renovate the sleeping quarters at Station 1, converting it from a dormitory style arrangement to 10 individual bedrooms for firefighters and paramedics.

Strickling said this would lessen the possibility of virus spread among the firefighters and some funds may be left over to make improvements at Station 3, also.

APPENDIX 22

Difficulties with Recruiting Firefighters in Northeast Ohio



Northeast Ohio cities face shortages in firefighter candidates, prompting departments to boost recruiting

Published: Jun. 02, 2022



By [Kaylee Remington, cleveland.com](https://cleveland.com)

For years, fire chiefs across Northeast Ohio have struggled to answer a daunting question: Why is it so hard to find people who want to be firefighters?

Northeast Ohio have struggled to answer a daunting question: Why is it so hard to find people who want to be firefighters?

The number of candidates seeking jobs has dropped dramatically throughout the region, as it has across the country, officials say. The issue has prompted city officials to enhance their attempts to recruit, with some departments starting as early as high school to introduce students to the career.

But some chiefs cite what appears to be a shift away from public service. They believe the stress of the position, the chance of serious injury and the often-unpredictable hours have made the position less interesting to youths. The job is further complicated because many departments demand officers work as both emergency-medical technicians and firefighters, a dual role that requires two certifications.

“Our job involves a lot more than fighting fires,” Cleveland fire spokesman Lt. Michael Norman said.

But the departments across the region remain steadfast in maintaining high standards, despite the drop in numbers.

“We have seen a significant reduction,” said Dave Freeman, the chief of Cleveland Heights. “We used to have a cap on candidates at 100 [who applied for positions], even 10 years ago, and would have lines outside on the first day of the application [process]. For the past three tests, we had less than 50 applications each time.”

Mike Freeman, the assistant fire chief in Westlake, said his department also had to put caps on the number of applicants. That, however, has changed.

“We stopped taking applications at 200, and this was 10 years ago,” he said. “[Today] we have 36 candidates.”

Chiefs across Cuyahoga County said the issue has not hindered their abilities to fight fires. It has, however, worried them about a potential wave of future retirements. Such moves could limit staffing and require more dependence on mutual aid, where surrounding departments rush to fight emergencies.

In Middleburg Heights, the department is down a position because of a retirement. Briant Galgas, the fire chief, said he believes the drop in the numbers stems from the stress of a job that requires officers to work 48 hours at the station per week. Often, they are on call when they are away from the station.

In departments across the region, the stresses appear to have made an impact. Fewer candidates often mean fewer qualified job-seekers. Departments, however, say they refuse to lower their standards to boost candidates.

“We are not seeing anywhere [near] the number of candidates testing today that we have seen in the past; however, we are getting quality candidates to hire,” said Aaron Lenart, Rocky River’s chief.

“We have not lessened any of our requirements. We still require firefighter/paramedic certifications, still have police provide a stringent background process for each candidate and have the candidates clear a rigorous medical clearance.”

Recruiting tomorrow’s firefighters

The issue has prompted many departments to do something that was unheard of 20 years ago: recruiting young candidates with an emphasis on the benefits of serving a community.

“We need to better promote the satisfaction gained from serving others and the importance of those who make this a calling,” said Dave Freeman of Cleveland Heights.

“The hope is to recruit ‘homegrown’ talent at an early age,” said Christopher Haddock, the fire chief in Euclid.

In 2020, Euclid participated in a regional firefighter entrance examination, Haddock said. The civil service commissions of eight cities, including Euclid, joined and offered a written exam, he said.

That gave the cities an applicant pool of 143 men and women who passed the examination and became eligible for consideration.

Euclid and other cities have continued to work with students in high school, a move that offers an up-close view of a career. Euclid, for instance, initiated a fire academy several years ago in the city's high school.

Cleveland Heights has a similar program. Each is an attempt to draw candidates. Berea Fire Chief Terry Ledwell said he has even discussed dropping the application fee to draw recruits.

For cities, the push to start earlier has never been more important. Many fire departments view it as a way to fight a trend in city hiring.

"This is not just happening in Euclid or Northeast Ohio," he said. "It's occurring all throughout the United States."

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