

FINAL
Sylvania Township
Fire Department Review
June 13, 2014

[Updated on July 11, 2014]

By: Chief Jeff Kowalski
John Zeitler, Administrator
John Crandall, Trustee

INDEX

Background.....	1
Purpose of Review.....	1
Community Comparison for Fire Departments	1
Capital Needs.....	2
Operational Needs.....	3
Levy Consideration.....	3
Recommendation Guidelines for Future Operations	3

APPENDIX

Exhibit A – Results of last levy 2008 (needs – plan – costs)	A
Exhibit B – Past Levies	B
Exhibit C – Comparable Ohio Fire Departments	C
Exhibit D – Equipment Inventory	D
Exhibit E – Service Calls	E
Exhibit F – Personnel (Fire Fighters & Administration)	F
Exhibit G – Transport History	G
Exhibit H – Transport Response Times	H
Exhibit I - 2014 Fire Fund (2013-2015)	I

Background:

The five (5) year budget projections for Sylvania Township show that the Fire Department has a need for additional revenue in calendar year 2016 and beyond. The last Fire levy was 1.25 mills in the spring of 2008 which was anticipated to generate an additional \$1,860,000 per year. However, because of the lowering of both residential and commercial tax valuations, the levy only generated about 82% of projections (about \$1,525,000 per year). In spite of this reduction, the main purposes of the 2008 levy have been met (see EXHIBIT A) and will carry the Fire Department's operations through nearly 2015, for a 7 year period.

Purpose of the Review:

In order for the staff to prepare a financial recommendation for consideration of the Board of Trustees, the Board needs to reach a consensus on future Fire Departmental needs. The purpose of this review is to provide information requested by the Board and make preliminary recommendations on how to proceed. Trustee John Crandall, Fire Chief Jeff Kowalski and Administrator John Zeitler collaborated on this review.

Community Comparison for Fire Departments:

The Sylvania Township Fire Department is the second largest department in Lucas County and a good comparison does not exist locally.

Therefore, information was gathered from six (6) comparable Ohio Fire Departments of similar size to Sylvania (see Exhibit C). This data shows how the Fire Department compares to the other Ohio communities of similar size.

It also indicates the importance of the Lucas County EMS partnership generating approximately \$722,000 per year to the Fire Department. Of the Ohio Fire Departments surveyed and the other

Departments in Lucas County, Sylvania is the only one that does not provide patient transport for Basic Life Support (BLS).

The comparison to other Ohio Fire Departments shows three issues that need to be addressed in the next 5 to 7 years. One is personnel (both full and part time), BLS patient transport and the last is equipment replacement.

Capital Needs:

The 2008 Levy mainly addressed the Capital Needs of the Department for new stations and major firefighting and rescue equipment. See Exhibit A (Results of 2008 Levy) for a complete summary. All of the stations (3 new and 1 updated for Department Headquarters) were completed by the end of 2013.

The major firefighting and EMS equipment available for use by the department total seven (7) apparatus. One is furnished by Lucas County and four (4) of the other six (6) were purchased with funding from the 2008 levy. A summary is as follows:

- 4 Engines (3 new – last levy)
- 1 Aerial Platform Truck
- 1 Dual Aerial/Heavy Duty Rescue Truck (new – last levy)
- 1 EMS Rescue (Furnished by Lucas County)
- 7 Total

There are also 14 other support vehicles that include: a mini-pumper (brush truck), reserve engine, command and fire prevention cars, an air unit and a pickup truck. This equals a total of 21 vehicles which need replaced over the next several years. Through this process we will be reducing our fleet to 17 vehicles. This equipment replacement schedule was a commitment of the 2008 levy and the budget amount is about \$210,000 per year.

Operational Needs:

See Exhibit E for the service call history since 2007. You will note that fire calls have increased about 20% and emergency rescue/medical runs about 28% in the City and Township. The rescue/EMS represents about 78% of the total calls. Maximum Fire personnel occurred in 2003 with 62 full time firefighters and 5 Administration for a total of 67. Since 2003, total calls for service in the City and Township have increased about 48% from 3,679 (2003) to 5,431 (2013) while total personnel has been reduced about 8% to 57 full time and 4.5 Administration. This issue needs to be considered looking ahead the next 7 years, when total calls are projected to continue to increase to at least 6,520 calls (plus 77%) from 2003.

Levy Consideration:

Knowing the upcoming need for additional revenue, the Trustees requested that the Fire Department review its operation and equipment needs for the next 5 to 7 years. Past levies for the Fire Department are shown on EXHIBIT B and average about 7 years between levies.

Further, each Trustee has requested information from the Fire Department to assure services are being provided in the most effective and efficient manner before going back to the voters. It is estimated by staff that one mill would bring in about \$1.2 million per year.

There are 4 types of property tax levies.

- 1) Additional Levy – New levy with a 5 year max.
- 2) Replacement Levy – Replacement of an older levy with current property value.
- 3) Renewed Levy – Renew a current levy at original value for up to 5 years.
- 4) Continuing Levy – A levy with no expiration date and the amount would be the same as when voted on.

Recommended Guidelines for future Operations: [Action has been taken]

With the following recommendations, the funding options for the next 5 to 7 years can be determined by the Administrator, Finance Director, Fiscal Officer, and Fire Chief.

A. After review, the following first six (6) recommendations are to be continued:

- 1) Continue the annual Capital funding an increase to \$210,000 per year for equipment replacement, initiated with the in 2008 levy.
- 2) Reduce equipment inventory from 21 vehicles to 17 vehicles.
- 3) Expand use of P.T. Firefighters which has fallen from 6 to 3. This will continue to reduce overtime costs and will meet the increase in both Fire & EMS calls each year. [Plans are underway to hire up to an additional seven (7) P.T. Firefighters to equal 10.]
- 4) Continue public education and fire inspections to reduce fire calls. Put special emphasis on the use of Dual Aerial/Heavy Duty Rescue Truck to improve public perception including website postings. [As more staffing allows, assign a single firefighter to daily inspections.]
- 5) Continue mutual aid co-operation with surrounding departments for multiple alarms.
- 6) Continue training program as per present practice. [One Captain]

B. One recommendation should be implemented as soon as possible:

- 1) Proceed with the recommendation of initiating cross staffing to better balance of equipment usage. [Done for both engines and trucks]

C. Further information is requested from the Department on the following two items:

- 1) Give consideration to restoring patient transport service for BLS (presently only Lucas County Department not providing this service) along with estimated costs using combination of public/private partnership. [See memo from Crandall dated 6/16/14]

- 2) Review comparable departments for projected staffing beyond additional part-time firefighters in next 5 to 7 years. [See memo from Crandall dated 6/16/14]

D. At this time, the following four (4) items are suggested as an outline for a levy request:

- 1) A minimum of 5 years to a maximum of 7 years with an anticipated 2014 fall levy campaign.
[Determined Fall 2014 for 7 years]
- 2) Obtain preliminary input on levy needs and plan from City Officials, Business Community, Flower Hospital, School System, Senior Center, SAJARD, SAFS, and Senior Housing along with frequent users. [Completed]
- 3) Provide trustees a preliminary outline of a recommended organization, schedule and budget for potential levy request. Also, provide an alternate plan should levy fail or is delayed to 2015. [Preliminary outline given to Board on 6/17/14]
- 4) Provide alternates for providing additional funding by levy and/or increasing user revenue charges. (see EXHIBIT H for 2013 actual/2014 budget/2015 projected)
[Done – see budget projections for 1.5 mills]

Note: See memo from Simko dated June 27, 2014

Exhibit A
Results of 2008 Levy

Need and Plan Presented to Taxpayers

- Replace 3 of the 4 stations
- Restore 3 full time Firefighters (that had been laid off)
- Add 2 full time Firefighters (for 1 retirement & 1 resignation)
- Restructure administrative operation and modify Station 4 as headquarters
- Replace 3 major fire/rescue apparatus vehicles (50% of fire/EMS vehicles were obsolete)
- Establish long-term equipment replacement plan

Projected Cost

The 1.25 mill levy was estimated to bring in approximately \$1,860,000.00 dollars per year based on 2008 tax evaluations.

Results

- New stations were completed and fire headquarters were moved to station 4 at a cost of approximately \$6,7000,000.
- 4 major firefighting/rescue apparatus were acquired (3 engines and 1 dual truck - ladder and heavy duty rescue) at a cost of \$2,033,307.
- (5 positions) Laid-off firefighter positions were restored
- Overtime costs have been reduced by approximately \$300,000.00 per year because of restoring staffing levels and careful spending.
- Levy was anticipated for a 5 year period in 2008 and it will last about 7 years.
- An equipment replacement program has been established and the Department is presently replacing support vehicles.

Actual Cost

The actual 2008 levy collections were about \$1,525,000 per year.

Exhibit B
Past Fire Levies

1982 – 1.0 mill (.22 mill) - \$335,000 (renewed to permanent)

1983 – 1.0 mill (.53 mill) - \$710,000 (renewed to permanent)

1984 - .9 mill (.20 mill) - \$300,000 (renewed to permanent)

1985 – 1.9 mill (.42 mill) - \$635,000

1992 – 1.1 mill (.76 mill) - \$1,020,000

2001 – 1.5 mill (1.48 mill) - \$1,795,000

2008 – 1.25 (1.25 mill) - \$1,520,000

Total – 8.65 mills (4.89 mills) - \$6,315,000

(Effective mills)

EXHIBIT C

Comparable Ohio Fire Departments

	Washington Twp Centerville	Plain Twp N/A	Beavercreek Twp Beavercreek	Miami Twp Miamisburg	Sylvania Twp Sylvania	Union Twp N/A	Anderson Twp N/A
name	Washington Twp Centerville	Plain Twp N/A	Beavercreek Twp Beavercreek	Miami Twp Miamisburg	Sylvania Twp Sylvania	Union Twp N/A	Anderson Twp N/A
municip	Centerville	N/A	Beavercreek	Miamisburg	Sylvania	N/A	N/A
population	56,607	52,540	52,156	50,735	48,487	46,416	43,446
sq miles	31.2	28.5	49.3	34.4	28.46	29	31.2
county	Montgomery	Stark	Greene	Montgomery	Lucas	Clermont	Hamilton
median income	\$65,839	\$60,589	\$78,380	\$37,691	\$64,261	\$49,392	\$80,506
Budget	\$5.2 million	\$5.2 million	\$9.6 million	\$9.6 million	\$8.1 million	\$7.5 million	\$10 million
stations	5	4	4	5	4	5	4
min on duty	20	10	18	18	14	15	16
engines	4	4	4	5	4	4	3
trucks	1	1	1	1	2	1	1
medic units	5	4	4	4	1 - is LCEMS LS6	5	4
total	10	9	9	10	7	10	8
FT	30	33	42	63	57	54	65
PT (vol)	63 (3 active vol)	0	27	9	3	0	0
total FF	93	33	69	72	60	54	65
top salary FF	66,332	53,404	74,081	63,652	60,008	62,222	71,380
salary chief	100,000	72,000	115,000	101,379	89,761	98,550	106,635
ISO class	3	5	3	3	4	3	3
number of calls	5900	4600	5331	7500	5431	6000	4061
patient transport	YES	YES	YES	YES	NO	YES	YES
total valuation	\$1,666,828,960	\$665,521,000	1,617,815,520	\$606,919,150	\$1,213,426,470	\$912,102,720	\$1,161,715,730
total mills	6.15	6.7	7.5	7.15	8.65	6.4 FIRE	9.4
effective mills	5.9	6.7	4.71	7.15	4.89	6.95 public safety	6.52
notes	staffs two medics full time	recent millage passed		Twp & City joined FD's into a Joint Fire District in 2012		effective - 2.98 FIRE	6.45 pub safety (6.205 to FIRE)

EXHIBIT D
Apparatus Inventory 2014

Unit name and type	Station	F-number	Year purchased/acquired	Status	Life expectancy	Yrs old
★ KME Engine	Station #1	F-17	2010	I/S Engine – 61	Should last 15 to 18yrs?	4yrs
Sutphen Engine	Station #1	F-21	1994	Reserve status *	Reached its service life	20yrs
International Medic	Station #1	LC-367705	2010	I/S Life Squad 6	LCEMS (replacement by Lucas County)	4yrs
Ford Victoria	Station #1	F-26	1997	OFF/to be sold	Nearing its service life	17yrs
★ KME Engine	Station #2	F-17	2010		Should last 15 to 18yrs?	4yrs
Mini-Pumper	Station #2	F-8	1994	Reserve status Brush truck *	Limited use	20yrs
Chevrolet Medic	Station #2	F-06	1996 (used)	Reserve status **		18yrs
★ KME Engine	Station #3	F-18	2010	I/S Engine – 63	Should last 15 to 18yrs?	4yrs
Sutphen Aerial Platform	Station #3	F-27	1997	Alternate Status *	Approaching useful life	19yrs
★ Seagrave 100' TDA	Station #4	F-02	2009	I/S Truck 64	Dual use – Heavy duty squad	5yrs
Pierce Engine	Station #4	F-11	2003	I/S and alternate should last 20 years *	Approaching its service life – future reserve?	11 yrs
Ford Air Wagon	Station #4	F-10	1994 (used)	I/S Air Unit OFF/to be sold	Reached its service life	20yrs
Dodge Pick-Up	Station #4	F-15	1995 (used)	I/S Utility truck *	Reached its service life	19yrs
Chevrolet Van	Station #4	F-16	2000	I/S FPB Van *	Reached its service life	14yrs
Chevrolet Tahoe	Chief – 61	F-25	2014	Chief 61	Should last 10 to 12yrs	New
Ford Explorer	Chief – 62	F-28	2009	Chief 62	Should last 5 to 7yrs	5yrs
Chevrolet Impala	Chief – 63	F-31	2000	Chief 63 *	Reached its service life – to be replaced	14yrs
Chevrolet Impala	Safety Officer	F-30	2000	Safety – 64 *	Reached its service life	14yrs
International Ambulance	King Rd.	F-05	2005 (used)	Reserve status	Convert as air unit only	9yrs
Chevrolet Blazer	King Rd.	F-04	1995	OFF/to be sold	N/A	19yrs
Sutphen Engine	King Rd.	F-01	1985	OFF/to be sold	N/A	19yrs

★ Past Levy (Major Equipment)

* Future replacement schedule next 7 years.

** Would be upgraded with patient transport.

Service Calls
Single Incidents

Year	Fire	EMS	Totals	% of EMS	LS/out of district	Totals	STFD + LS6 = % EMS
2003	701	2571	3272	79%	407	3679	3679/2976 = 81%
2007	944	2858	3802	75%	866	4668	4668/3724 = 79.8%
2008	1030	2970	4000	74%	637	4637	4637/3607 = 77.8%
2009	974	2912	3886	75%	710	4596	4596/3622 = 78.7%
2010	1089	3089	4178	76%	698	4876	4876/3787 = 77.7%
2011	1098	3189	4287	75%	825	5112	5112/3887 = 76.2%
2012	1101	3409	4510	75%	862	5372	5372/4271 = 79%
2013	1132	3646	4778	76%	*653	5431	5431/4299 = 78.9%
2007-2013	19.9 %	27.6%	25.7%	75.1% Average	17.7	16.3%*	78.3% Average

*LS6 moved to Station 4 during construction of Station 1.

Much of the time an incident will result in multiple responses from the Township Fire Department.
 Example: First Responder (Engine – Station 4) and the Life Squad (Station1) going to an accident.
 This would be 2 responses to a single call.

Total call increase (all) since 2007 = $5431 \div 4668 = 16.4\%$ or about 2.7% per year (6yrs)

Total call increase (City/TWP) = $4778 \div 3802 = 25.7\%$ or about 4.3% per year (6yrs)

Notes:

EMS (out of district) calls are between 637 to 866 with average of 750 calls per year between 2007 & 2013.

TWP/City calls between 2007 & 2009 averaged 3900 calls, then grew to 4778 in 2013 for an average growth rate of about 5.65% per year.

Exhibit F
Personnel and Firefighters

Year	FF(FT)	ADM	Total	FF(PT)
2003*	56-62*	5	67	6
2007	52-53	4	57	8
2008	50-53	4	57	7
2009	50-57	5	62	5
2010	54-57	5	62	6
2011	54-56	5	61	5
2012	55-56	4.5	61	5
2013	55-57	4.5	61.5	3
2014	57	4.5	61.5	3

*Peak year for staffing

Exhibit G
Transport History

Ambulance Company		2012	2013
1 Promedica	ALS	46	38
	BLS	662	644
	Total	708	682 (33.9%)
2 FirstCare	ALS	0	0
	BLS	0	0
	Total	0	0
3 Kish	ALS	3	5
	BLS	61	99
	Total	64	104
5 MedCorp	ALS	0	1
	BLS	30	29
	Total	30	30
7 LifeStar	ALS	3	8
	BLS	78	161
	Total	81	169
9 MobileCare	ALS	66	51
	BLS	1,087	1,034
	Total	1,153	1,085 (53.9%)
Grand Total	ALS	117	101
	BLS	1,881	1,914
	Total	1,998	2,015

Response Times

Since January 2013 through April 2014 (16 months), the Fire Department has been tracking when no private ambulance company is available to respond to BLS calls and that is 5.7% of the time (85/1484 calls). It also has tracked response times exceeding 20 minutes which is 15.8% (234/1484). See EXHIBIT H for this information.

Exhibit H

2014 Year to Date
Response Times

	Jan	Feb	Mar	Apr	May	Total	
BLS	149	159	135	119		BLS	562
Total	149	159	135	119		Total	562

	Jan	Feb	Mar	Apr	May	Total
> 20 min	18	16	15	9		58
> 30 min	5	1	2	1		9
> 40 min	2	2	0			4
Mutual Aid Required	11	11	9	3		34
Total	36	30	26	13		105

Pt By POV	4	1	2	-		7

Mutual Aid Run #'s AND POV'S					
January	February	March	April	May	June
026-SpringFld	488-SpringFld	814 - POV	1283-TFD		
052-SpringFld	508-SpringFld	819-TFD	1503 -SpringFld		
114-SpringFld	526-SpringFld	880-SpringFld	1493-TFD		
117-SpringFld	605-SpringFld	1002-RichFld			
193-SpringFld	613-SpringFld	1013-SpringFld			
235-SpringFld	634-SpringFld	1087-POV			
277-SpringFld	622-POV	1088-TFD			
284--POV	671-SpringFld	1086-TFD			
287-POV	722-TFD	1184-SpringFld			
234-POV	754 TFD	1183-TFD			
299-POV	700-SpringFld	1167-SpringFld			
360-SpringFld	764-SpringFld				
304-TFD					
364- RichFld					
419-SpringFld					

Exhibit H cont.

2013 Response Times

2013 Ambulance Reports

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
BLS	87	77	77	73	69	59	68	64	76	102	92	78

Total	
BLS	922
Total	922

> 20 min	9	13	8	9	6	7	12	15	8	19	13	12
> 30 min	3	2		1	1	1	2	3	2	5	4	5
> 40 min						1					2	
Total	12	15	8	10	7	9	14	18	10	24	19	17
<u>Mutual Aid Required</u>	<u>3</u>	-	<u>3</u>	-	<u>1</u>	<u>4</u>	<u>1</u>	<u>3</u>	<u>3</u>	<u>8</u>	<u>5</u>	<u>8</u>
<u>Pt By POV</u>	-	-	-	-	-	-	-	-	2	2	1	-
Total M/A, POV & 20 min	15	15	11	10	8	13	15	21	15	34	25	25

131
29
3
163
39
5
207

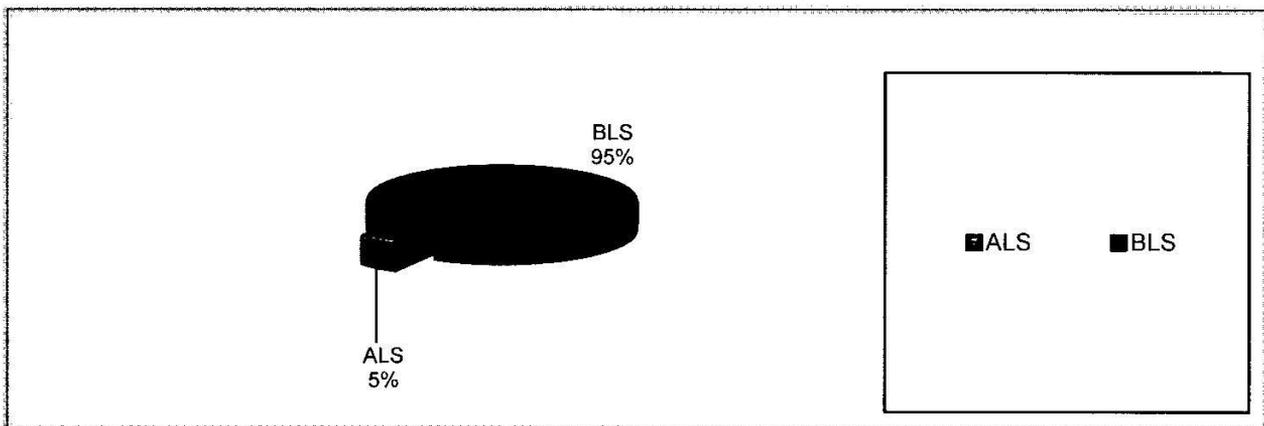


Exhibit I
2014 Fire Fund (2013-2015)

	Actual 2013	Projected 2014	Projected 2015
Beginning Balance	2,866,976.22	2,325,844.35	1,160,333.00
Revenues:			
Taxes	6,287,925.71	6,315,000.00	6,315,000.00
Charges for Services (LCEMS Mainly)	751,655.86	756,684.19	771,117.87
Miscellaneous Revenue	75,158.50	22,500.00	22,500.00
Total Revenues	7,114,740.07	7,094,184.19	7,108,617.87
Total Available	9,981,716.29	9,420,028.54	8,268,950.87
Expenditures:			
Personnel Services and Fringes	6,183,383.69	6,418,953.71	6,436,873.43
Contract Services (buildings & utilities)	309,840.62	404,030.00	399,810.00
Materials and Supplies	253,489.19	319,149.00	331,849.00
Operating Expenses (dispatch & vehicle maint.)	279,798.44	313,347.83	314,909.71
Equipment-Non Capital	10,270.00	13,500.00	13,500.00
Capital/Major Equipment	17,200.00	192,200.00	210,000.00
Bond Payment	601,890.00	598,515.00	600,015.00
Total Expenditures	7,655,871.94	8,259,695.54	8,289,157.14
Revenues Over/(Under) Expenses	2,325,844.35	1,160,333.00	(38,006.27)