NORTH OAKLAND COUNTY FIRE AUTHORITY
Board of Directors Proposed Agenda For
Tuesday August 26, 2025, 6:30 PM
Location: Rose Township Offices 9080 Mason St., Holly, MI 48442

PLEDGE OF ALLEGIANCE

ROLL CALL: George Kullis Karin Winchester Brad Stilwell Debbie Miller Dan Johnson

AGENDA APPROVAL

CONSENT AGENDA - *All items listed under "Consent Agenda" are considered to be routine, and non-controversial and do not require discussion by the NOCFA Board and will be approved by one motion. There will be no separate discussion. If discussion is desired on an item, that item will be removed from the consent agenda and will automatically be moved to the last item under New Business.*

1. Approval of Regular Meeting Minutes – June 24, 2025.
2. Financial Reports: General Fund Revenue & Expense – June/July 2025.
3. Balance Sheet – July 2025.
4. Bills for Payment: June - August 2025.
5. Payroll Cost: July 7 – August 4, 2025.

PUBLIC COMMENT- ON AGENDA ITEMS ONLY: Members of the public may address the board once recognized by the chair. Comments are limited to 3 minutes. Prior to addressing the board, members of the public will state their name and address for the record. A second public comment is available prior to the adjournment of the meeting for all other comments. Thank you for your cooperation.

PRESENTATIONS – None.

UNFINSHED BUSINESS – None.

NEW BUSINESS

1. Station 3 HVAC Proposal.
2. Fire and Emergency Services Consolidation.

REPORTS – Including Monthly Incident Data for: June/July 2025.

☐ Chiefs Report ☐ Firefighters Assoc. ☐ Holly Twp. ☐ Rose Twp. ☐ Citizen at Large

PUBLIC COMMENT

ADJOURNMENT

Next meeting will be Tuesday September 23, 2025 at 6:30 pm at
NOCFA Station 1 5051 Grange Hall Rd., Holly, MI 48442

NORTH OAKLAND COUNTY FIRE AUTHORITY
MINUTES
Tuesday June 24, 2025
Location: Rose Township Hall, 9080 Mason Street, Holly, MI 48442

PLEDGE OF ALLEGIANCE

CALL TO ORDER: Chair Kullis called the meeting to order at 6:31 pm.

ROLL CALL

MEMBERS PRESENT: Kullis, Johnson, Winchester, Miller
ABSENT: Stilwell

Motion by Winchester to excuse Stilwell. Supported by Johnson. A voice vote was taken. All present voted yes. The motion was carried 4/0.

AGENDA APPROVAL

Motion by Winchester to approve the agenda as presented. Supported by Miller. A voice vote was taken. All present voted yes. The motion was carried 4/0.

CONSENT AGENDA

1. Approval of Regular Meeting Minutes – May 27, 2025
2. Financial Reports: General Fund Revenue & Expense – May 2025
   Balance Sheet – May 2025
3. Bills for Payment: 05-28-25 to 06-24-25
4. Payroll Cost: 05-23-25 to 06-09-25

Motion by Johnson to approve the consent agenda as presented. Supported by Miller. A roll call vote was taken. All present voted yes. The motion was carried 4/0.

PUBLIC COMMENT – ON AGENDA ITEMS ONLY

No public comment received.

PRESENTATIONS: None

UNFINISHED BUSINESS - None

NEW BUSINESS

1. 2024-2025 Budget Amendments

   Motion by Winchester to approve the 2024-2025 budget amendments. Supported by Miller. A roll call vote was taken. All present voted yes. The motion was carried 4/0.

2. NOCFA Administrative Fee Services Schedule

   Motion by Winchester to approve the NOCFA Administrative Fee Schedule. Supported by Miller. A roll call vote was taken. All present voted yes. The motion was carried 4/0.

REPORTS

- Chief's Report
  - 154 runs in May; split between Holly and Rose Townships – much of it was storm damage
  - 7 runs on I-75
  - Response time – 8.6 minutes
  - 36 priority calls for the month
  - Brush Truck #1 is out of service (at the body shop)
  - Closing the year around $50k for maintenance and repairs; expected it to be higher
  - I-75 project – MDOT is putting 4-way stop signs at each off ramp and on ramp on each side of I-75 - expect to see that at the end of July; Oakland County Road Commission has to install advance warning signs before 4-way stop signs can be installed; Oakland County Sheriffs have heard our pleas and are hitting Dixie Hwy, Grange Hall, East Holly corridor quite hard; MDOT will see what they can do with MSP patrols
  - Open shift coverage was 2.6% so 78 hours out of 2,976 for the month of May
  - Mutual Aid Count – on average 6% of runs are mutual aid out of the area (not counting anything that happens on I-75)
  - Hosted training at Station #1 – Michigan Urban Search and Rescue Foundation. They are experts in trench rescue and high-angle rescue and much more. Had participants from the region.
  - Doug Smith Report

    Applying for Fire Prevention and Safety Grant from FEMA; goal is to supply more green house number signs for high-risk populations (over 65; under 14; low income; handicap) which will increase response time to houses that are difficult to find; 64% of our fires are on narrow, gravel, unlit roads which makes it hard to find homes that don't have signs or the signs are located incorrectly. 27% of fires were in homes with residents over 65 years of age; 36% were low income; 18% were under the age of 14; 5% were handicapped. 33% of gravel road signs are inadequate and could use a sign placed in the correct location – Holly Twp. needs 792 signs, and Rose Twp needs 789 signs; added another 60 special signs for long driveways (where hoses can't reach). Application deadline is the 30th. Do not know when it will be awarded or whether we will get it.

- Firefighters Assoc. – No report

- Holly Twp. – Supervisor Kullis
  - Met with Village of Holly regarding both Fire Departments
  - Farmstead project is one panel away from having a roof; the contractor works alone, so it is taking longer than expected. Understanding is that once the roof is completed, the project should move swiftly.

- Rose Twp. – Clerk Miller
  - Supervisor is working on the budget
  - A lot of concerned residents because of the proposed Springfield gravel pit
  - Planning Commission turned down request for subdivision at Hickory Ridge and Rose Center roads

- Citizen at Large – Johnson
  - No report

PUBLIC COMMENT

- Mr. Flake thanked NOCFA for their assistance

ADJOURNMENT – Chair Kullis adjourned the meeting at 7:18 pm.

Submitted by: Diane Hill, Recording Secretary

North Oakland County Fire Authority

Balance Sheet

As of July 31, 2025

	TOTAL
ASSETS	
Current Assets	
Bank Accounts	
1000 Checking	48,120.48
1001 Savings	820,721.12
1002 Fund Balance MM	511,864.21
Total Bank Accounts	**$1,380,705.81**
Accounts Receivable	
1060 A/R-Fire Cost Recovery	921.00
1070 A/R-Medical -ACCUMED	140,306.56
1070.6 A/R AACB - ALL RUNS	139,495.00
1073 Training Receivables	1,989.00
1075 A/R-General	776.89
Total Accounts Receivable	**$283,488.45**
Other Current Assets	
1070.7 ALLOWANCE FOR BAD ACCTS	-109,113.62
1071 A/R GRANTS	54,113.00
1076 Contribution Receivable	102,087.00
1600 PREPAID EXPENDITURES	32,142.64
4051 Rose ARPA	-200,000.00
4052 HollyARPA	-200,000.00
4160 Donations	66,670.00
Total Other Current Assets	**$-254,100.98**
Total Current Assets	**$1,410,093.28**
Other Assets	
2170 UNEARNED REVENUE - GRANTS	-50,359.00
Total Other Assets	**$-50,359.00**
TOTAL ASSETS	**$1,359,734.28**
LIABILITIES AND EQUITY	$1,359,734.28

North Oakland County Fire Authority

Payroll Cost

July 7 - August 4, 2025

8/18, 2025 NOT INCLUDED

	TOTAL
Income	
Total Income	
GROSS PROFIT	**$0.00**
Expenses	
7000 Personnel	
700 Wages, Chief Full Time	10,644.22
700.5 Full Time Employee Wages	83,540.66
700.7 Full Time Overtime Wages	16,075.03
704 Officer Wages	1,892.27
705 Instructor Wages	0.00
707 Special Event Pay	431.00
708 Duty Shift Medic	9,631.83
708.5 Duty Shift Basic	17,557.00
709 Part Time Overtime Pay	3,705.00
710 Work Detail Pay	464.70
711 Training Wages	2,544.84
712 Incident run pay/POC Fire Wages	3,646.41
716 Healthcare Insurance/Full Time	21,829.30
716.5 Health Care Savings Contrib	2,528.28
717 401 Contribution - FT Emp	16,433.99
717.2 401K CONTRIBUTIONS - POC EE	1,406.50
Total 7000 Personnel	**192,331.03**
Total Expenses	**$192,331.03**
NET OPERATING INCOME	**$-192,331.03**
NET INCOME	**$-192,331.03**

Bill Payment List

North Oakland County Fire Authority

June 25-August 26, 2025

DATE	NUM	VENDOR	AMOUNT
1000 Checking			
07/02/2025	12527	ROAD COMMISSION FOR OAKLAND COUNTY	-1,795.31
07/02/2025	12528	DIANE HILL	-75.00
07/02/2025	12529	GALLS, LLC	-75.03
07/02/2025	12530	PROFESSIONAL HEATING AND COOLING	-215.00
07/02/2025	12531	BOUND TREE MEDICAL	-642.66
07/03/2025	12532	Randy Wise Chevrolet	-5,971.23
07/03/2025	12533	Seasonal Property Maintenance	-4,500.00
07/03/2025	12534	Power Products Unlimited	-8,162.61
07/03/2025	12535	MOTOROLA SOLUTIONS, INC	-3,404.88
07/14/2025	12536	EMS Management & Consultants	-1,810.47
07/14/2025	12537	ARBOR PROFESSIONAL SOLUTIONS	-64.35
07/14/2025	12538	ALLIED FIRE SALES & SERVICE LLC	-7,252.17
07/14/2025	12540	Harvey Kruse, PC	-402.50
07/14/2025	12541	DECKER AGENCY	-17,331.75
07/14/2025	12542	PROFESSIONAL HEATING AND COOLING	-218.40
07/14/2025	12543	CSI EMERGENCY APPARATUS, LLC	-183.19
07/14/2025	12544	KERTON LUMBER CO	-25.52
07/14/2025	12546	STRYKER SALES, LLC	-37,358.10
07/22/2025	12547	ALLIED FIRE SALES & SERVICE LLC	-1,185.73
07/22/2025	12548	DAVISON OVERHEAD DOOR	-450.41
07/22/2025	12549	CSI EMERGENCY APPARATUS, LLC	-622.17
07/22/2025	12550	SPECTRUM TRAINING SOLUTIONS	-4,000.00
07/22/2025	12552	SPRINGFIELD URGENT CARE	-1,057.50
07/22/2025	12553	ESO SOLUTIONS, INC	-2,614.96
07/22/2025	12554	EMERGENCY VEHICLES PLUS	-126.49
07/26/2025	12555	PHOENIX SAFETY OUTFITTERS	-25.00
07/26/2025	12556	MAZICH, PAMELA	-625.00
07/26/2025	12557	Vehicle Accessories	-1,000.00
07/26/2025	12558	IRONMAN OFFROAD	-825.21
07/26/2025	12559	OAKLAND COUNTY TREASURERS - DISPATCHING	-4,088.25
07/26/2025	12560	BOUND TREE MEDICAL	-2,922.73
07/29/2025	12561	DOUGLAS WATER CONDITIONING	-305.00
08/04/2025	12562	ROAD COMMISSION FOR OAKLAND COUNTY	-1,695.49
08/04/2025	12563	ALLIED FIRE SALES & SERVICE LLC	-247.88
08/04/2025	12564	UNDERWOOD FIRE EQUIPMENT	-680.00
08/04/2025	12565	GREAT LAKES ACE	-327.77
08/04/2025	12566	FENTON GLASS SERVICE	-703.50
08/04/2025	12567	KERTON LUMBER CO	-81.49
08/04/2025	12568	BOUND TREE MEDICAL	-16.24
08/11/2025	12569	CSI EMERGENCY APPARATUS, LLC	-622.17
08/11/2025	12570	VIEW NEWSPAPER GROUP	-252.45

Bill Payment List

North Oakland County Fire Authority

June 25-August 26, 2025

DATE	NUM	VENDOR	AMOUNT
08/11/2025	12571	ABELL PEST CONTROL	-150.00
08/11/2025	12572	EMERGENCY VEHICLES PLUS	-126.49
08/11/2025	12573	BOUND TREE MEDICAL	-1,212.90
Total for 1000 Checking			**-$115,453.00**
07/14/2025	12539	DOUGLAS WATER CONDITIONING	0.00
07/22/2025	12551	GREAT LAKES ACE	0.00
Total for --			**$0.00**
TOTAL			**-$115,453.00**

North Oakland County Fire Authority

Budget vs. Actuals: FY_2024_2025 - FY25 P&L

CURRENT FY July - December, 2025

	TOTAL					
	ACTUAL	BUDGET	OVER BUDGET	REMAINING	% OF BUDGET	% REMAINING
Income						
4050 Revenues						
401 Holly Township Contribution	591,505.00		591,505.00	-591,505.00		
402 Rose Township Contribution	591,505.00		591,505.00	-591,505.00		
405 Grant Receipts	39,668.39		39,668.39	-39,668.39		
410 Sales-Small Items	80.00		80.00	-80.00		
413 Review and Inspection Services	150.00		150.00	-150.00		
414 Interest Earned	1,556.55		1,556.55	-1,556.55		
419 INS-REIMBURSE	353.21		353.21	-353.21		
Total 4050 Revenues	**1,224,818.15**		**1,224,818.15**	**-1,224,818.15**		
Total Income	**$1,224,818.15**	**$0.00**	**$1,224,818.15**	**$ -1,224,818.15**	**0.00%**	**0.00%**
GROSS PROFIT	**$1,224,818.15**	**$0.00**	**$1,224,818.15**	**$ -1,224,818.15**	**0.00%**	**0.00%**
Expenses						
6000 Risk Management Insurance						
650 Liability Insurance	17,331.75		17,331.75	-17,331.75		
Total 6000 Risk Management Insurance	**17,331.75**		**17,331.75**	**-17,331.75**		
7000 Personnel						
700 Wages, Chief Full Time	10,644.22		10,644.22	-10,644.22		
700.5 Full Time Employee Wages	83,540.66		83,540.66	-83,540.66		
700.7 Full Time Overtime Wages	16,075.03		16,075.03	-16,075.03		
700.9 Full Time Administrative Position	7,905.00		7,905.00	-7,905.00		
704 Officer Wages	1,892.27		1,892.27	-1,892.27		
705 Instructor Wages	0.00		0.00	0.00		
707 Special Event Pay	431.00		431.00	-431.00		
708 Duty Shift Medic	9,631.83		9,631.83	-9,631.83		
708.5 Duty Shift Basic	17,557.00		17,557.00	-17,557.00		
709 Part Time Overtime Pay	3,705.00		3,705.00	-3,705.00		
710 Work Detail Pay	464.70		464.70	-464.70		
711 Training Wages	2,544.84		2,544.84	-2,544.84		
712 Incident run pay/POC Fire Wages	3,646.41		3,646.41	-3,646.41		

North Oakland County Fire Authority

Budget vs. Actuals: FY_2024_2025 - FY25 P&L

July - December, 2025

	TOTAL					
	ACTUAL	BUDGET	OVER BUDGET	REMAINING	% OF BUDGET	% REMAINING
714 Social Sec/FICA	12,235.66		12,235.66	-12,235.66		
715 Medical Exp/Employees	352.50		352.50	-352.50		
716 Healthcare Insurance/Full Time	21,826.46		21,826.46	-21,826.46		
716.5 Health Care Savings Contrib	2,528.28		2,528.28	-2,528.28		
717 401 Contribution - FT Emp	16,433.99		16,433.99	-16,433.99		
717.2 401K CONTRIBUTIONS - POC EE	1,406.50		1,406.50	-1,406.50		
719 Life/Disability Insurance FT	2,422.86		2,422.86	-2,422.86		
Total 7000 Personnel	**215,244.21**		**215,244.21**	**-215,244.21**		
7200 Supplies						
722 Operating Supplies	820.70		820.70	-820.70		
724 Uniforms	2,750.00		2,750.00	-2,750.00		
726 Medical Supplies	4,151.87		4,151.87	-4,151.87		
Total 7200 Supplies	**7,722.57**		**7,722.57**	**-7,722.57**		
7500 SAFER GRANT EXPENDITURES						
754 Employee Physicals	705.00		705.00	-705.00		
761 Equipment Purchases	7,486.72		7,486.72	-7,486.72		
Total 7500 SAFER GRANT EXPENDITURES	**8,191.72**		**8,191.72**	**-8,191.72**		
8000 Contracted Services						
800 Dispatching	4,088.25		4,088.25	-4,088.25		
804 Legal	402.50		402.50	-402.50		
812 Employee Education	460.23		460.23	-460.23		
814 Dues, Fees, Subscriptions	3,458.96		3,458.96	-3,458.96		
815 Payroll Services	657.47		657.47	-657.47		
816 Administrative Services	625.00		625.00	-625.00		
Total 8000 Contracted Services	**9,692.41**		**9,692.41**	**-9,692.41**		
8500 Operating Expenses						
850 Communications	217.95		217.95	-217.95		
851 IT Operational Expenses	1,157.66		1,157.66	-1,157.66		
852 Fuel	56.51		56.51	-56.51		
854 Printing and Publishing	252.45		252.45	-252.45		

North Oakland County Fire Authority

Budget vs. Actuals: FY_2024_2025 - FY25 P&L

July - December, 2025

	TOTAL					
	ACTUAL	BUDGET	OVER BUDGET	REMAINING	% OF BUDGET	% REMAINING
858 Utilities	3,227.41		3,227.41	-3,227.41		
859 Equipment Lease	248.15		248.15	-248.15		
860 Bldg & Grnds Repair/Maint.	7,044.70		7,044.70	-7,044.70		
862 Equip Maintenance	18,514.40		18,514.40	-18,514.40		
866 Vehicle Maintenance	2,685.09		2,685.09	-2,685.09		
Total 8500 Operating Expenses	**33,404,32**		**33,404,32**	**-33,404,32**		
9700 Purchases						
972 Equipment Purchases	1,208.51		1,208.51	-1,208.51		
973 Grant Expenses	67,769.29		67,769.29	-67,769.29		
Total 9700 Purchases	**68,977,80**		**68,977,80**	**-68,977,80**		
Total Expenses	**$360,564,78**	**$0,00**	**$360,564,78**	**$ -360,564,78**	**0,00%**	**0,00%**
NET OPERATING INCOME	**$864,253,37**	**$0,00**	**$864,253,37**	**$ -864,253,37**	**0,00%**	**0,00%**
NET INCOME	**$864,253,37**	**$0,00**	**$864,253,37**	**$ -864,253,37**	**0,00%**	**0,00%**

North Oakland County Fire Authority

Budget vs. Actuals: FY_2024_2025 - FY25 P&L

LAST FY July 2024 - June 2025

	TOTAL					
	ACTUAL	BUDGET	OVER BUDGET	REMAINING	% OF BUDGET	% REMAINING
Income						
4050 Revenues						
401 Holly Township Contribution	1,103,000.00	1,103,000.00	0.00	0.00	100.00 %	0.00 %
402 Rose Township Contribution	1,103,000.00	1,103,000.00	0.00	0.00	100.00 %	0.00 %
403 Training/Education revenues	22,560.99	22,600.00	-39.01	39.01	99.83 %	0.17 %
404 Fire Cost Recovery		0.00	0.00	0.00		
405 Grant Receipts	116,069.17	116,100.00	-30.83	30.83	99.97 %	0.03 %
405.5 SAFER Grant Receipts	116,818.48	116,000.00	818.48	-818.48	100.71 %	-0.71 %
406 Medical Cost Recovery	468,958.40	458,000.00	10,958.40	-10,958.40	102.39 %	-2.39 %
410 Sales-Small Items	155.00	150.00	5.00	-5.00	103.33 %	-3.33 %
412 Sales-Capital Items	23,636.00	23,600.00	36.00	-36.00	100.15 %	-0.15 %
413 Review and Inspection Services	30,329.86	30,300.00	29.86	-29.86	100.10 %	-0.10 %
414 Interest Earned	15,184.94	15,000.00	184.94	-184.94	101.23 %	-1.23 %
416 Donations	102,087.40	102,080.00	7.40	-7.40	100.01 %	-0.01 %
419 INS-REIMBURSE	8,177.23	8,200.00	-22.77	22.77	99.72 %	0.28 %
419.1 Wage Reimbursement	1,951.30	1,950.00	1.30	-1.30	100.07 %	-0.07 %
Total 4050 Revenues	**3,111,928.77**	**3,099,980.00**	**11,948.77**	**-11,948.77**	**100.39 %**	**-0.39 %**
Total Income	**$3,111,928.77**	**$3,099,980.00**	**$11,948.77**	**$ -11,948.77**	**100.39 %**	**-0.39 %**
GROSS PROFIT	**$3,111,928.77**	**$3,099,980.00**	**$11,948.77**	**$ -11,948.77**	**100.39 %**	**-0.39 %**
Expenses						
6000 Risk Management Insurance						
650 Liability Insurance	46,286.00	46,300.00	-14.00	14.00	99.97 %	0.03 %
652 Workers Compensation Insurance	52,495.00	57,000.00	-4,505.00	4,505.00	92.10 %	7.90 %
Total 6000 Risk Management Insurance	**98,781.00**	**103,300.00**	**-4,519.00**	**4,519.00**	**95.63 %**	**4.37 %**
66900 Reconciliation Discrepancies		0.00	0.00	0.00		
7000 Personnel						
700 Wages, Chief Full Time	100,861.64	100,900.00	-38.36	38.36	99.96 %	0.04 %
700.5 Full Time Employee Wages	689,398.83	690,000.00	-601.17	601.17	99.91 %	0.09 %
700.7 Full Time Overtime Wages	48,230.79	47,000.00	1,230.79	-1,230.79	102.62 %	-2.62 %
700.8 FULL TIME VACATION PAY OUT		0.00	0.00	0.00		

	TOTAL					
	ACTUAL	BUDGET	OVER BUDGET	REMAINING	% OF BUDGET	% REMAINING
700.9 Full Time Administrative Position	50,861.02	50,600.00	261.02	-261.02	100.52 %	-0.52 %
704 Officer Wages	15,599.74	15,800.00	-200.26	200.26	98.73 %	1.27 %
705 Instructor Wages	0.00	200.00	-200.00	200.00	0.00 %	100.00 %
707 Special Event Pay	9,611.74	9,800.00	-188.26	188.26	98.08 %	1.92 %
708 Duty Shift Medic	119,079.89	120,000.00	-920.11	920.11	99.23 %	0.77 %
708.5 Duty Shift Basic	182,040.35	182,500.00	-459.65	459.65	99.75 %	0.25 %
709 Part Time Overtime Pay	12,999.66	13,000.00	-0.34	0.34	100.00 %	0.00 %
710 Work Detail Pay	4,219.00	4,500.00	-281.00	281.00	93.76 %	6.24 %
711 Training Wages	43,861.80	43,900.00	-38.20	38.20	99.91 %	0.09 %
712 Incident run pay/POC Fire Wages	39,731.73	40,000.00	-268.27	268.27	99.33 %	0.67 %
714 Social Sec/FICA	100,704.06	101,700.00	-995.94	995.94	99.02 %	0.98 %
715 Medical Exp/Employees		0.00	0.00	0.00		
716 Healthcare Insurance/Full Time	212,724.19	212,500.00	224.19	-224.19	100.11 %	-0.11 %
716.2 Health Care Stipend	3,375.01	3,500.00	-124.99	124.99	96.43 %	3.57 %
716.5 Health Care Savings Contrib	19,785.41	19,740.00	45.41	-45.41	100.23 %	-0.23 %
717 401 Contribution - FT Emp	128,614.06	129,000.00	-385.94	385.94	99.70 %	0.30 %
717.2 401K CONTRIBUTIONS - POC EE	11,326.16	11,400.00	-73.84	73.84	99.35 %	0.65 %
717.4 401 Retirement - Forfeitures	-7,022.24	-7,023.00	0.76	-0.76	99.99 %	0.01 %
719 Life/Disability Insurance FT	9,899.92	9,900.00	-0.08	0.08	100.00 %	0.00 %
Total 7000 Personnel	**1,795,902.76**	**1,798,917.00**	**-3,014.24**	**3,014.24**	**99.83 %**	**0.17 %**
7200 Supplies		0.00	0.00	0.00		
722 Operating Supplies	8,783.27	10,000.00	-1,216.73	1,216.73	87.83 %	12.17 %
723 Fire Prevention	2,751.11	2,800.00	-48.89	48.89	98.25 %	1.75 %
724 Uniforms	15,447.96	15,000.00	447.96	-447.96	102.99 %	-2.99 %
726 Medical Supplies	21,924.78	22,500.00	-575.22	575.22	97.44 %	2.56 %
Total 7200 Supplies	**48,907.12**	**50,300.00**	**-1,392.88**	**1,392.88**	**97.23 %**	**2.77 %**
7500 SAFER GRANT EXPENDITURES						
751 Instructor Wages		0.00	0.00	0.00		
753 Training Costs	4,210.82	211.00	3,999.82	-3,999.82	1,995.65 %	-1,895.65 %
754 Employee Physicals	2,115.00	2,115.00	0.00	0.00	100.00 %	0.00 %

North Oakland County Fire Authority

Budget vs. Actuals: FY_2024_2025 - FY25 P&L

July 2024 - June 2025

	TOTAL					
	ACTUAL	BUDGET	OVER BUDGET	REMAINING	% OF BUDGET	% REMAINING
755 Health Insurance		0.00	0.00	0.00		
757 Fringe Benefits	79,378.97	79,379.00	-0.03	0.03	100.00 %	0.00 %
758 Life/Disability FT Employees		0.00	0.00	0.00		
759 Education	7,547.10	7,548.00	-0.90	0.90	99.99 %	0.01 %
761 Equipment Purchases	5,155.43	5,156.00	-0.57	0.57	99.99 %	0.01 %
763 Travel Expense	395.30	396.00	-0.70	0.70	99.82 %	0.18 %
765 Lost Wages Reimbursement		0.00	0.00	0.00		
Total 7500 SAFER GRANT EXPENDITURES	**98,802.62**	**94,805.00**	**3,997.62**	**-3,997.62**	**104.22 %**	**-4.22 %**
8000 Contracted Services						
800 Dispatching	47,983.50	47,985.00	-1.50	1.50	100.00 %	0.00 %
802 Auditing	9,925.00	9,925.00	0.00	0.00	100.00 %	0.00 %
804 Legal	20,978.27	22,500.00	-1,521.73	1,521.73	93.24 %	6.76 %
806 Medical Cost Recovery- Billing	22,944.80	23,400.00	-455.20	455.20	98.05 %	1.95 %
807 Fire Cost Recovery Billing		0.00	0.00	0.00		
810 Non Employee Instructor Wages	4,400.00	4,400.00	0.00	0.00	100.00 %	0.00 %
812 Employee Education	11,268.64	12,000.00	-731.36	731.36	93.91 %	6.09 %
814 Dues, Fees, Subscriptions	23,603.10	24,500.00	-896.90	896.90	96.34 %	3.66 %
815 Payroll Services	5,733.98	5,750.00	-16.02	16.02	99.72 %	0.28 %
816 Administrative Services	8,675.00	8,900.00	-225.00	225.00	97.47 %	2.53 %
820 Construction/Labor Services		0.00	0.00	0.00		
Total 8000 Contracted Services	**155,512.29**	**159,360.00**	**-3,847.71**	**3,847.71**	**97.59 %**	**2.41 %**
8500 Operating Expenses						
850 Communications	4,131.90	4,450.00	-318.10	318.10	92.85 %	7.15 %
851 IT Operational Expenses	37,743.05	39,000.00	-1,256.95	1,256.95	96.78 %	3.22 %
852 Fuel	24,242.57	23,000.00	1,242.57	-1,242.57	105.40 %	-5.40 %
854 Printing and Publishing		0.00	0.00	0.00		
855 Training Supplies / Equipment	1,635.00	1,635.00	0.00	0.00	100.00 %	0.00 %
858 Utilities	47,268.52	49,000.00	-1,731.48	1,731.48	96.47 %	3.53 %
859 Equipment Lease	3,303.10	3,800.00	-496.90	496.90	86.92 %	13.08 %
860 Bldg & Grnds Repair/Maint.	34,088.09	34,000.00	88.09	-88.09	100.26 %	-0.26 %

North Oakland County Fire Authority

Budget vs. Actuals: FY_2024_2025 - FY25 P&L

July 2024 - June 2025

	TOTAL				
	ACTUAL	BUDGET	OVER BUDGET	REMAINING	% OF BUDGET
862 Equip Maintenance	24,085.17	24,300.00	-214.83	214.83	99.12 %
866 Vehicle Maintenance	56,224.52	50,000.00	6,224.52	-6,224.52	112.45 %
867 Debt Write-Off-Medical	145,929.28	155,000.00	-9,070.72	9,070.72	94.15 %
867.5 QAAP Medicaid Tax	1,583.22	1,590.00	-6.78	6.78	99.57 %
868 Debt Write-Off-Fire	1,004.00	1,004.00	0.00	0.00	100.00 %
869 Debt Write Off/ Other		0.00	0.00	0.00	
Total 8500 Operating Expenses	**381,238.42**	**386,779.00**	**-5,540.58**	**5,540.58**	**98.57 %**
9500 Debt Service					
950 Debt Service	52,987.37	52,987.37	0.00	0.00	100.00 %
952 Interest on Debt	876.55	876.55	0.00	0.00	100.00 %
Total 9500 Debt Service	**53,863.92**	**53,863.92**	**0.00**	**0.00**	**100.00 %**
9700 Purchases					
970 Capital Purchases +10,000	294,959.32	295,000.00	-40.68	40.68	99.99 %
972 Equipment Purchases	18,178.80	18,500.00	-321.20	321.20	98.26 %
973 Grant Expenses	119,152.86	119,500.00	-347.14	347.14	99.71 %
974 Grant Match	308.07	310.00	-1.93	1.93	99.38 %
999 Capital replacement transfers		0.00	0.00	0.00	
Total 9700 Purchases	**432,599.05**	**433,310.00**	**-710.95**	**710.95**	**99.84 %**
Total Expenses	**$3,065,607.18**	**$3,080,634.92**	**$ -15,027.74**	**$15,027.74**	**99.51 %**
NET OPERATING INCOME	$46,321.59	$19,345.08	$26,976.51	$ -26,976.51	239.45 %
NET INCOME	$46,321.59	$19,345.08	$26,976.51	$ -26,976.51	239.45 %

Supplemental HVAC system at Station 3
Presented by Chief Matt Weil

Background

Station 3 currently has a single roof-top HVAC unit that conditions all areas of the station outside of the apparatus bays. This is a **multi-zone system** operating from a single air handler.

Since its installation during the remodel/expansion, the system has consistently underperformed, resulting in ongoing comfort issues for on-duty personnel. Staff regularly report inadequate heating and cooling, requiring the use of **space heaters in winter** and **portable cooling units in summer**.

The original system failed and was replaced with the same size unit in 2023 at a cost of **$15,000.** However, the replacement unit continues to be undersized for the building's demand.

Vendor Assessment & Recommendations

Our HVAC vendor, **Professional Heating and Cooling**, reviewed the system and provided several options. The most reasonable and cost-effective solution includes the following components:

1. **Supplemental HVAC Plant**
    - Dedicated to handling the **living quarters** of the station.
    - Quote: **$14,885 (exclusive of permits, 50% down required).**
2. **Ceiling Penetrations & Gaps**
    - Sealing penetrations and gaps in ceilings to reduce air loss.
    - This work is being handled **internally at no additional cost.**
    - A broader energy conservation plan (spray foam insulation, etc.) will be evaluated in the future.
3. **Roof Ductwork Insulation**
    - External ductwork from the main roof-top unit was previously insulated but has deteriorated from weather exposure.
    - Re-insulating and repairing the ductwork will be completed in coordination with the vendor at a **minor additional cost.**

Supplemental HVAC system at Station 3
Presented by Chief Matt Weil

Rationale

While duct insulation and penetration sealing will provide **incremental efficiency gains**, they will not resolve the fundamental issue: the current system is **undersized.** Even when newly installed, the roof-top unit ran constantly and struggled to meet demand.

The most practical solution is to install **additional HVAC capacity** through a supplemental system, rather than replacing the existing unit with a larger one at significantly greater cost.

Budget Impact

- **Line 860 – Building & Grounds Maintenance** is budgeted at **$11,000.**
- **Line 970 – Capital Purchases Over $10K** is funded at **$12,000.**

Regardless of which line the expense is applied to, a **budget transfer will be required** to cover this investment.

Action Requested

We request that the Board approve the installation of a supplemental HVAC system for Station 3 as quoted by Professional Heating and Cooling, with a total project authorization **not to exceed $16,000** (to include contingency funds).

Professional Heating & Cooling
5900 Great Lakes Blvd.
Holly MI, 48442
(248) 634-9312 Fax (248) 634-9311 Waterford (248) 683-4444

August 19, 2025

PROPOSAL SUBMITTED TO:
NORTH OAKLAND COUNTY FIRE AUTHORITY
P.O. BOX 129
HOLLY, MI 48442

JOB LOCATION:
STATION #3
280 W. ROSE CENTER ROAD

HOLLY, MI 48442

FURNISH AND INSTALL

INSTALLATION OF NEW HVAC SYSTEM TO CONTROL TEMPERATURE OF LIVING QUARTERS LOCATED AT STATION 3. NEW SYSTEM TO BE LOCATED WITHIN THE ATTIC SPACE. CONNECTING TO EXISTING SUPPLY AND RETURN CEILING REGISTERS/GRILLES IN SPACE AND PROVIDING NEW DUCT WORK TO THE AREA. DISCONNECT AND CAP EXISTING DUCT WORK OFF THE EXISTING UNIT IN THE ATTIC.

ONE AMERICAN STANDARD MODEL# S8X1B060 SINGLE-STAGE 80% NATURAL GAS FURNACE.

ONE AMERICAN STANDARD MODEL# 5A7A3036 R-454B REFRIGERANT, SINGEL-STAGE (13 SEER) CONDENSER WITH ALUMINUM CASED TXV COIL WITH HORIZONTAL KIT.

SYSTEM COMPLETE WITH NEW B-VENT EXHAUST THROUGH THE ROOF, COPPER REFRIGERATION PIPING, DRAIN PAN FOR ATTIC, PVC DRAIN LINE, WATER SAFETY SENSOR, NEW DUCT WORK FOR SUPPLY AND RETURN AIR FOR CONDITIONED AREA AND ECOBEE ROOM SENSORS FOR EACH BATHROOM.

$14,885.00

PERMITS PULLED AT COST.

AMERICAN STANDARD 10 YEAR HEAT EXCHANGER WARRANTY
AMERICAN STANDARD 5 YEAR COMPRESSOR WARRANTY
ONE YEAR LABOR WARRANTY

50% DOWN UPON ACCEPTANCE OF PROPOSAL, BALANCE DUE UPON COMPLETION.

PROPOSAL ACCEPTANCE:

RESPECTIVELY SUBMITTED BY:
RODNEY FIEDOR

SIGNATURE:______________________________

DATE:____________________________________

Consolidation Study – Narrative Report for Board Review

Prepared by Chief Matt Weil

Background

In 2007, Plante & Moran published the **Northwest Oakland County Fire Consolidation Feasibility Study**. This was part of a countywide initiative to explore consolidation of fire services.

- **Total study cost (countywide):** $219,500
- **Northwest area portion:** $66,000
- **Communities and Fire Departments included in the Northwest area:**
    - Groveland Township
    - Holly Township
    - Rose Township
    - Springfield Township
    - Village of Holly (newly formed Fire Department at that time)
    - North Oakland County Fire Authority (Holly and Rose Township)

The study proposed a **two-phase approach**:

1. **Phase I:** Increased regional collaboration
2. **Phase II:** Full or partial consolidation of departments

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Phase I – Increased Regional Collaboration

The study identified several low-cost strategies to improve cooperation:

- Automatic mutual aid
- Standardized policies, procedures, equipment specifications, and training programs
- Joint purchasing arrangements
- Consistent fire prevention, inspection, and public education programs
- Regular chief meetings for best-practice sharing

- Shared administrative and inspection resources

Progress achieved since 2007:

- All agencies now participate in **MABAS** (Mutual Aid Box Alarm System), including automatic aid for confirmed structure fires and I-75 responses.
- All are dispatched by the **Oakland County Sheriff's Department.**
- Many departments use common vendors to secure favorable pricing.
- Mutual aid is regularly provided to cover incidents and back-to-back calls.
- Regional grants have been pursued jointly (e.g., hose purchasing).

Phase II – Full Consolidation Options Considered

The original study outlined several consolidation models:

- Full consolidation of all five communities
- Consolidation excluding the Village of Holly
- **North grouping:** Groveland Township, Holly Township, Village of Holly
- **South grouping:** Springfield Township, Rose Township
- **East grouping:** Groveland Township, Springfield Township
- **West grouping:** Holly Township, Rose Township, Village of Holly
- Creation of a Regional Fire Authority or EMS Authority
- Joint administration or consolidated dispatch

Challenges in 2007:

- Wide disparities in staffing, apparatus, facilities, and resources
- Substantial investment required to achieve parity

Consolidation Study – Narrative Report for Board Review

Prepared by Chief Matt Weil

Current context:

- Each municipality has independently invested in staffing, infrastructure, and apparatus.
- All departments now hold an **ISO Class 3 rating**, providing greater consistency across the region.

Revisiting the Study – Vendor Input

At the Board Chair's direction, inquiries were made into updating the 2007 study. Two firms provided input:

- **Plante & Moran** (original study authors)
    - Located and reviewed their 2007 work
    - Estimated cost of a similar study today: **~$150,000**
- **CPSM (Center for Public Safety Management)**
    - Recommended by the City of Fenton following their fire department study
    - Submitted a proposal with defined scope: **$69,950 (plus travel and optional services)**

Supporting documents attached for review:

- Original 2007 Plante & Moran study
- CPSM proposal
- Correspondence with Plante & Moran

Considerations for the Board

If the Board wishes to move forward, the following items should be considered:

1. **Regional buy-in:**

   - Engage all stakeholders to assess interest.
   - As in 2007, a steering committee should be established with equal representation.

2. **Governance and vendor selection:**
   - Determine whether to issue a formal RFP or move forward with one of the two vendors.
   - Ensure any decision is made collaboratively and equitably.

3. **Funding approach:**
   - The Authority could fund the study from its balance, but this may compromise the principle of **unbiased collaboration.**
   - A cost-sharing model among participating municipalities would better reflect regional commitment and neutrality.

Next Steps for Board Discussion

- Does the Board support re-examining fire service consolidation?
- Should the Authority begin outreach to determine stakeholder interest?
- If there is interest, should a steering committee be formed to guide the process and oversee vendor selection?

Matt Weil <mweil@nocfa.com>

RE: contact info

1 message

Scott Patton <Scott.Patton@plantemoran.com> Tue, Jul 8, 2025 at 8:50 AM
To: Matt Weil <mweil@nocfa.com>

Ah, thanks for pointing that out. I certainly feel better. Yes, that was our contract with Oakland and I dug deeper and found the cost for North Oakland to be 66,000, which translates to 150,000 today. I think that there is savings to be found in materials that we can reuse.

I'll scope it out and give you an estimate tomorrow. Are you available for a call between 9 and 2 tomorrow? Also, can you send me the authority's adopted budget so I can compare numbers with the 2007 report?

Scott

From: Matt Weil <mweilnocfa@gmail.com>
Sent: Tuesday, July 8, 2025 8:12 AM
To: Scott Patton <Scott.Patton@plantemoran.com>
Cc: Matt Weil <mweil@nocfa.com>
Subject: Re: contact info

ATTENTION: This email was sent to Plante Moran from an ***external source***. Please be extra vigilant when opening attachments or clicking links.

Good Morning Scott!!

After I read your email and the crew defibrillated me I can now type.. lol That was the price just for our corner of the county? or was that including the entire county??

Thanks,

Matt

PS. somehow this went to my personal gmail address. I included my work email in the cc

On Tue, Jul 8, 2025 at 7:53 AM Scott Patton <Scott.Patton@plantemoran.com> wrote:

Chief, I was able to find a copy of the report, so no need to image it and send it over. It's very thorough and therefore expensive, so I looked up the contract that Plante had with the County and the contract amount was 219,500 in 2007 dollars. That would be around 550,000 today. I don't know your budget, but I'm guessing this is too high for consideration. Let me think about ways to reduce the workload while producing a similar result.

Happy to chat if you'd like.

Scott

From: Scott Patton
Sent: Monday, July 7, 2025 4:21 PM
To: 'mweilnocfa@gmail.com' <mweilnocfa@gmail.com>
Subject: contact info

Hi Chief, great chatting with you today. Here's my contact information. Pls send me the report whenever it's convenient for you.

Scott Patton|Senior Manager|Government Operations Practice Leader

Plante Moran, 3000 Town Center, Suite 100, Southfield, MI 48075
Direct Dial: 248.223.3503 | Mobile: 734.845.6112

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Matt Weil

W8NOF

248-459-8313

Holly, Mi.

C E N T E R   F O R   P U B L I C   S A F E T Y   M A N A G E M E N T ,   L L C

PROPOSAL FOR

FEASIBILITY STUDY FOR THE CONSOLIDATION OF SERVICES

North Oakland County Fire Authority, Holly, Michigan

CPSM®

CENTER FOR PUBLIC SAFETY MANAGEMENT, LLC
475 K STREET NW STE 702 • WASHINGTON, DC 20001
WWW.CPSM.US • 616-813-3782

ICMA

Exclusive Provider of Public Safety Technical Services for International City/County Management Association

CPSM®
Center for Public Safety Management, LLC

July 8, 2025

Chief Matt Weil CFI
5051 Grange Hall Road
Holly, MI 48442

Dear Chief Weil:

The *Center for Public Safety Management, LLC, (CPSM)* as the exclusive provider of public safety technical assistance for the International City/County Management Association, is pleased to submit this proposal to prepare a Feasibility Study for Consolidation of Services for the North Oakland County Fire Authority (NOCFA serving Holly and Rose Townships), Springfield Charter Township, Groveland Township, and the Village of Holly Fire Departments.

As we discussed, a feasibility study was conducted several years ago and the area is facing the same challenges as many other departments across the United States, Michigan, and particularly Oakland County. Volunteers have become extremely difficult to attract, paid-on-call numbers have decreased, and part-time firefighters have moved into career positions.

North Oakland County Fire Authority (NOCFA) had once included the Village of Holly that moved to its own department. It continues to serve two townships deploying from two stations for the 72 square miles that make up the two townships. It has a Community Risk Reduction program in place.

Springfield Charter Township is an Advanced Life Support and fire department established in 1947. It deploys 16 apparatus from three stations and handles approximately 1530 runs per year.

The Village of Holly protects its 6086 residents and three-square miles with a full-time chief and 40 members while providing ALS and fire services.

Groveland Township deploys from two stations to protect its population of 6,112. It has a full-time chief and also provides ALS and firefighting across 36 square miles.

Fire, unlike the police, should begin with a forensic analysis of the calls for service as well as a comprehensive risk assessment. NFPA 1710, 1720, and the possible future 1750 standards all require risk assessment to identify what risks and hazards exist and what staffing is needed to mitigate the incident whether it be fire, natural, or human made disaster. Time is much more critical to most fire and EMS calls although the NAEMT and National Emergency Room Physicians have issued white papers in conjunction with many national groups and unions to actively move to triage of calls and avoiding lights and siren on every call for service.

For that reason, we would begin with the analysis of calls for service and move to each individual department to gauge the interest in an authority and what the expectations of joining would be for each department.

We have found that a Fire Master Plan allows an organization to establish direction and priorities, to focus on the critical actions necessary to implement and achieve the mission, improves resource utilization, reduces redundancy, and allows an organization to both establish stability and seek opportunity.

The CPSM approach to conducting this Fire Master Plan is comprehensive in that we will link your current administrative and operational service delivery and support systems to an analysis of the department's response workload, response times, and resiliency. We utilize this approach when conducting a strategic plan gap analysis of the current state of the department's administrative and operational organizational components, as well as service delivery and deployable assets, which then links to our performing the comprehensive Fire Master Plan development services for the departments.

This proposal is specifically designed to provide each department with the required information gathering, gap analysis, and fire master planning services as we discussed. CPSM offers the group a proven approach developed by combining the expertise of our fire, rescue, and EMS subject matter experts with our experience performing hundreds of public safety studies and strategic plans for municipalities nationwide.

The team assigned to the project will have hundreds of years of practical experience managing emergency services agencies, a record of research, academic, teaching and training, and extensive consulting experience from hundreds of projects completed for cities and counties nationwide.

The Project Manager for this Fire Master Plan will be our Senior Manager for Fire and EMS Joe Pozzo. Chief Pozzo has conducted over fifty fire related analyses, which includes recent completed projects such as a Fire Master Plan for the City of Trenton, NJ, strategic plan for Sterling Heights, Michigan, and a Standard of Cover/Strategic Plan for the Queen Creek, AZ Fire Department. His team has just finished a project in Fenton, Michigan and CPSM has worked with Grand Blanc City on these similar issues.

Our work in Camden County, Georgia resulted in an award from the National Association of Counties for consolidation and we recently completed a similar project in Chatham County, Georgia.

ICMA has provided direct services to local governments worldwide for almost 100 years, which has helped to improve the quality of life for millions of residents in the United States and abroad. My colleagues at CPSM and I greatly appreciate this opportunity and would be pleased to provide consulting services to your organization. I can be reached at 386-785-7282 or via email at jpozzo@cpsm.us

Sincerely,

Joseph E. Pozzo
Senior Manager for Fire and EMS
Center for Public Safety

For CPSM,

Thomas J. Wieczorek
Director
Center for Public Safety

THE ASSOCIATION & THE COMPANY

The **International City/County Management Association** is a 111-year-old, nonprofit professional association of local government administrators and managers, with approximately 13,000 members located in 32 countries.

Since its inception in 1914, ICMA has been dedicated to assisting local governments and their managers in providing services to its citizens in an efficient and effective manner. ICMA advances the knowledge of local government best practices with its website (www.icma.org), publications, research, professional development, and membership. The ICMA Center for Public Safety Management (ICMA/CPSM) was launched in 2004 by ICMA to provide support to local governments in the areas of police, fire, and emergency medical services.

ICMA also represents local governments at the federal level and has been involved in numerous projects with the Department of Justice, NFPA, U.S. Fire Administration, CPSE, and the Department of Homeland Security.

In 2014, as part of a restructuring at ICMA, the **Center for Public Safety Management (CPSM)** was spun out as a separate company. It is now the exclusive provider of public safety technical assistance for ICMA. CPSM provides training and research for the Association's members and represents ICMA in its dealings with the federal government and other public safety professional associations such as CALEA, PERF, IACP, IFCA, IPMA-HR, DOJ, BJA, COPS, CPSE, NFPA, and others.

See our work:

www.CPSM.us

The Center for Public Safety Management, LLC, maintains the same team of individuals performing the same level of service as when it was a component of ICMA. CPSM's local government technical assistance experience includes workload and deployment analysis using our unique methodology and subject matter experts to examine department organizational structure and culture, identify workload and staffing needs, and align department operations with industry best practices. We have conducted more than 450 such studies in 47 states and provinces and 307 communities ranging in population from 269 (Bald Head Island, NC) to 4.497 million (Maricopa County, AZ).

Our local government technical assistance experience includes comprehensive evaluation and analysis of fire, rescue, EMS, and police departments and agencies using our unique methodology and industry subject matter expertise. The CPSM approach to conducting this analysis is unique and comprehensive in that we link operational information and service delivery systems with a review of the department's response workload. We utilize this approach to establish the current state of the department's service delivery.

Thomas Wieczorek is the Director of the Center for Public Safety Management.
Dr. Dov Chelst is the Director of Quantitative Analysis.

YOUR TEAM'S KEY PERSONNEL

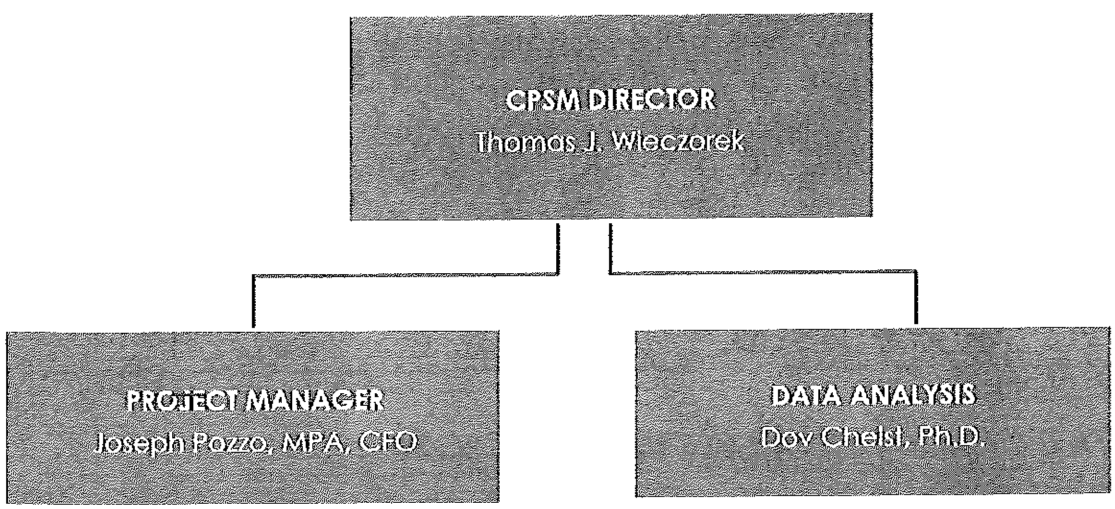
Firm Qualifications and Key Personnel

CPSM has conducted over 180 fire and emergency medical services projects to include comprehensive fire and EMS analyses, fire and EMS consolidation analyses, analyses of emergency communications centers, fire and EMS department standard of cover and strategic plans, and fire and EMS department staffing plans. CPSM utilizes current and former fire and EMS chief officers who also served as practitioners, line officers and middle managers as well as specialists in data and GIS analysis, and strategic planning principles.

For fire and EMS projects, CPSM has ten (10) subject matter experts that are discipline specific, and who are supported by six (6) data analysis/GIS subject matter experts. When the project needs additional expertise, CPSM has sixteen (16) additional subject matter experts representing the disciplines of law enforcement, education, and training, as well as leadership and management.

For this project, CPSM has assembled a premier team of experts who have strategic planning and performance measurement; fire, emergency medical services; senior level fire and EMS agency management; career and volunteer staffing experience; as well as fire and EMS program and project management experience. The team for the project will consist of a Project Manager, Strategic Plan Lead, and several public safety Subject Matter Experts selected from our team specifically to meet the needs of this project.

Project Organizational Chart



OUR PROJECTS 2023

- Richardson, Texas Fire Master Plan and Operations Analysis
- Garland, Texas Fire Master Plan and Operations Analysis
- Rohnert Park, California Master Plan and Operations Analysis
- Larkin, Michigan Operations Analysis
- Midland, Michigan Operations Analysis
- Pelham, Alabama Operations Analysis
- Kalispell, Montana Operations Analysis
- Celina, Texas, Operations Analysis
- Haverford, Pennsylvania Operations Analysis
- Roanoke County, Virginia Operations Analysis
- Upper Arlington, Ohio Operations Analysis
- Key Biscayne, Florida Operations Analysis
- Biddeford, Maine Operations Analysis
- Upper Providence Township, Pennsylvania Operations Analysis
- Haverhill, Massachusetts Operations Analysis
- Plymouth, Massachusetts Operations Analysis
- Brownsville, Texas Operations Analysis
- Jupiter, Florida Operations Analysis and new department design
- Plymouth-Northville, Michigan Operations Analysis
- Mt. Pleasant, Michigan Operations Analysis
- Hazelwood, Missouri, Operations Analysis and Station Location
- Unified Government of Wyandotte County and Kansas City, Kansas Operations analysis, new fire chief, and strategic plan
- Cocoa Beach, Florida Operations Analysis
- Montgomery County, Maryland, Reimaging and Operations Analysis
- Battle Creek, Michigan Operations Analysis

OUR TEAM BACKGROUNDS

CPSM offers the NOCFA and surrounding agencies a project team comprised of highly capable and experienced fire, rescue, EMS, and strategic plan development subject matter experts with a track record of competently and efficiently performing similar projects for our clients. In addition to current and former fire, rescue, and EMS chief officers, CPSM also utilizes current management and data analysts specifically chosen for this project, who have an in-depth working knowledge of standard of cover metrics, and gap analysis and strategic planning methodologies. This ensures that our staff have extensive relevant knowledge, hands-on experience, and understanding of all aspects of fire, rescue, EMS, and management operations. Their expertise has been applied to similar projects that CPSM is and has performed for our clients.

Our comprehensive fire, rescue, and EMS analyses have yielded thousands of recommendations and service delivery alternatives for enhancing the effectiveness and efficiency of department management, operations, staffing, training, data management, fleet management, community relations, and more.

CPSM's proposed project professionals will be available to support the project as needed through completion. CPSM's subject matter experts have a long history with the firm, which means staff turnover is not a significant concern. Based on our experience, a dedicated, consistent project team works more efficiently and effectively, ensuring both continuity of project knowledge and budget management. Because we have a stable workforce, our project team members have a history of collaborating on similar projects.

For this project, CPSM has assembled a premier team of experts with hands-on experience and knowledge directly relevant to performing Fire Master Plan development services. CPSM Director Thomas Wieczorek will serve as the overarching corporate lead for the team supported by our Project Manager Team Lead Chief Joe Pozzo and Senior Lead Michael Iacona. Additional members of our team will be called for areas of EMS and GIS analysis. Each will direct a team of senior public safety subject matter experts selected from our staff specifically for this project based on relevant experience and availability to support the project.

CPSM performs all work using in-house resources and does not sub-contract any portion of the work scope. The firm has adequate in-house subject matter experts to perform multiple concurrent public safety studies at any time.

CORPORATE COMPLIANCE

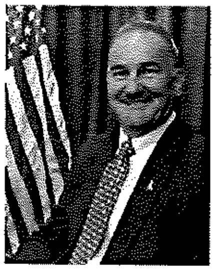
DIRECTOR THOMAS WIECZOREK

Director, Center for Public Safety Management; retired City Manager Ionia, MI; former Executive Director Center for Public Safety Excellence

BACKGROUND

Thomas Wieczorek is an expert in fire and emergency medical services operations. He has served as a police officer, fire chief, director of public safety and city manager and is former

Executive Director of the Center for Public Safety Excellence (formerly the Commission on Fire Accreditation International, Inc.).



He has taught numerous programs for the International City-County Management Association, Grand Valley State University, the National Highway Traffic Safety Administration (NHTSA), State of Michigan's Transportation Asset Management Council, for the National Fire Academy, and Grand Rapids Community College. He often testified for the Michigan Municipal League before the legislature and in several courts as an expert in the field of accident reconstruction and fire department management. He is the past-president of the Michigan Local Government Manager's Association (MLGMA, now MME); served as the vice-chairperson of the Commission on Fire Officer Designation; served as ICMA's representative on the International Accreditation Service (IAS), a wholly owned subsidiary of the International Code Council (ICC); and currently serves on the NFPA 1710 career committee and NFPA 1730 committee.

He worked with the National League of Cities and the Department of Homeland Security to create and deliver a program on emergency management for local officials titled, "Crisis Leadership for Local Government Officials." It has been presented in 43 states and has been assigned a course number by the DHS. He represents ICMA on the Emergency Management Assistance Compact (EMAC) Board and other fire service participation areas. He has been serving with a committee through the U.S. Fire Administration that is looking at recruitment and retention of volunteers in the fire service.

He received the Mark E. Keane "Award for Excellence" in 2000 from the ICMA, the Association's highest award and was honored as City Manager of the Year (1999) and Person of the Year (2003) by the Rural Water Association of Michigan, and distinguished service by the Michigan Municipal League in 2005.

PROJECT MANAGER

SENIOR MANAGER For FIRE AND EMS

CHIEF JOSEPH E. POZZO (RET), MPA, CFOD, SHRM-SCP

Former Director of Public Protection for Volusia County, Florida; Former Assistant Director of Human Resources, Volusia County, FL; Former Deputy Director, Volusia County Department of Public Protection; former Director and Fire Chief, Volusia County, Florida, former Fire Chief, Loudon County, Virginia, former Fire Chief Portsmouth, Virginia.

BACKGROUND

Joe has a forty-two (42) year career in public service, and most recently served as the Director of Public Protection for Volusia County, Florida where he provided executive leadership to the Fire, EMS, Emergency Management, Corrections, Animal Control, and Beach Safety divisions. The Public Protection Department is the largest department in Volusia County and includes 945+ employees, an EMS Division that handles over 50,000 transports per year and utilizes Florida's first ever Nurse Triage system in the 911 Center, an all-hazards Emergency Management Division that specializes in coastal storm preparation and response, and a Fire Division that responds to 23,00- calls/year utilizing ALS staffed apparatus.

From March 2015 to September of 2018, Joe served as the Assistant Director of Human Resources for Volusia County, Florida (3,200 employees), where he managed the employee relations, benefits administration, and occupational health services functions and teams, as well as assist in the management and negotiation of six collective bargaining agreements/units. Joe was also involved in developing and implementing the County's Diversity and Inclusion initiative.

Joe has also served as the Deputy Director of the Department of Public Protection Volusia County, Florida, where he was responsible for the day-to-day operations of Fire, EMS, Emergency Management, Medical Examiner, Beach Safety, Corrections, and Animal Services. He was formerly Fire Chief of Volusia County Fire Services, where he developed and implemented a service model designed to introduce EMS transport into the agency, incorporate fleet efficiencies, and enhance the wild land/urban interface efforts.

Prior to Chief Pozzo's appointment in Volusia County in 2010, he served as the Chief of the Loudoun County Department of Fire and Rescue. This agency is a combination fire and rescue system providing fire, rescue, and emergency management services in one of the fastest growing counties in the nation. The fire and rescue system during Chief Pozzo's tenure provided these services to over 275,000 permanent residents living in 520 square miles of diverse suburban and rural area located within the National Capital Region. Services were executed through 450+ career staff 1400+ volunteer members operating out of 19 stations.

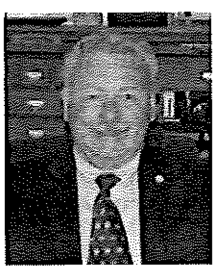
Prior to his appointment with Loudoun County, Chief Pozzo served as Chief of the Portsmouth Fire, Rescue and Emergency Services Department. This agency is one of the oldest professional departments on the eastern seaboard and served over 100,000 residents during Chief Pozzo's tenure. Chief Pozzo also served in the City of Virginia Beach, Va. Fire Department for 19 years reaching the level of Deputy Fire Marshal and then Battalion Chief prior to embarking on his career as a Fire Chief/Director.

Joe holds a Master of Public Administration degree from Troy University, a B.A. in Public Administration from Saint Leo University, and numerous public safety technical certifications. He holds the ***Chief Fire Officer Designation*** from the Center for Public Safety Excellence and is a ***Senior Certified Professional in Human Resources*** through the Society of Human Resource Management (SHRM).

SENIOR ASSOCIATE: FIRE SERVICES

CHIEF MIKE IACONA, MPA

Retired Fire Chief/Director Flagstaff Fire Department, Flagstaff Arizona
Retired Director and Fire Chief, Orange County, Florida



BACKGROUND

Chief Iacona has 38 years of fire service experience, with the last 17 years as Fire Chief. He currently serves as fire chief for the City of Flagstaff, Arizona and has held this position since 2002.

Prior to this, he was the Director of Orange County Fire Rescue, Florida, which included oversight of the County's emergency management functions. In addition to duties associated with fire chief, he has served in various capacities, rising through the ranks from to fire fighter/paramedic to chief fire officer. Mike led a fire training division, was the Chief of Operations, served as Emergency Manager in EOC Operations, was Chief Negotiator in multiple IAFF Contract deliberations.

He supervised the development of several fire master plans, was a volunteer fire fighter coordinator, led multiple fire code adoption processes, oversaw personnel and payroll functions, and implemented fire impact fees. He also has wildland fire experience, supervising a fuel management program, the adoption of a Wildland Interface Code, and the adoption of a Community Wildfire Protection Plan (CWPP).

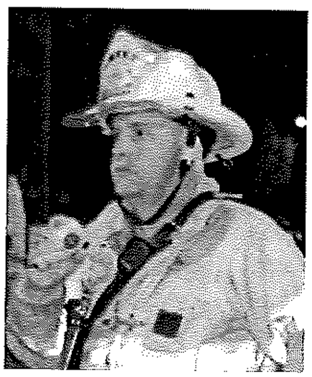
Chief Iacona holds a master's degree in public administration and did his undergraduate work in Urban Planning at Florida Atlantic University, in Boca Raton, FL. He is a graduate of the National Fire Academy's Executive Fire Officer Program and attended The Program for Senior Executives in State and Local Government at the Harvard Kennedy School.

SENIOR ASSOCIATE

CHIEF PETER J. FINLEY, JR. (RET.), BA, EFO

Retired Chief of Department City of Vineland Fire Department and Winslow Township Fire Department. Past President NJ Career Fire Chiefs Association.

BACKGROUND



Pete Finley's 36-year career in the fire and emergency services includes 28 in a career capacity with several different fire departments. He has served as Chief of Department for two New Jersey Fire Departments, most recently the Winslow Township Fire Department where, significant among other accomplishments, he was responsible for the planning, establishment and initial deployment of the career component of the department as it transitioned from fully volunteer to combination status. Prior to that he served for more than 20 years with the City of Vineland Fire Department holding every operational rank (Firefighter, Fire Prevention Specialist, Captain, and Deputy Chief) including 4 ½ years as Chief of Department. In this position he initiated significant changes within the department including implementing numerous improved operational and safety initiatives, updating and modernizing equipment, providing the department's first ever formal officer training and development program, and significantly increasing the capabilities of the regional hazardous materials and special operations response team. During his tenure, the department received more than one million dollars in various grants. He formerly commanded the Vineland Rescue Squad, gaining significant EMS operations and command experience and completing a complete overhaul of that organization's operations.

Chief Finley currently serves as an Adjunct Professor in the Fire Science Program at Camden County College. In addition, since his retirement, he has been involved in conducting numerous fire department operational readiness and organizational evaluations including several under the auspices of the United State Coast Guard related to domestic port security assessments. He has also been involved in the development and administration of several fire service promotional examinations and assessment processes.

Chief Finley received his associate in applied science degree from Atlantic Community College in New Jersey and earned his Bachelor of Science degree in Fire Science/ Administration from the University of Maryland. He is a 2003 graduate of the National Fire Academy's Executive Fire Officer Program earning an Outstanding Research Award for his 2002 paper titled, "Residential Fire Alarm Systems: The Verification and Response Dilemma". He has earned more than two dozen state and national fire service certifications, most of them the highest level attainable. Chief Finley has been a member of several fire service organizations and served on numerous committees throughout his career. In 2008 and 2009 he served as President of the New Jersey Career Fire Chiefs Association, a professional association that represents and advocates for the interests of the state's full-time professional fire chiefs and the fire service in general. From 2003–2005 he was a member of the Training and Education Committee of the Governor's Fire Service and Safety Task Force.

ASSOCIATE

CHIEF RONDALL L. EARLY, MPA, EFO, NREMT-P

Fire Chief, Wake Forest, North Carolina; Former Battalion Chief, Portsmouth VA.

BACKGROUND

Chief Early has more than 30 years of fire and EMS experience as a practitioner, middle manager, and Chief officer in the planning, organizing, delivering, and administration of fire and EMS department operations. Since 2008, Chief Early has commanded the Wake Forest Fire Department. The Wake Forest fire department is a combination fire department that provides fire suppression, basic life support emergency medical services first response, hazardous material response, fire prevention, and fire and emergency medical services training programs to the Town of Wake Forest and surrounding unincorporated fire district.

Prior to his appointment in Wake Forest, Chief Early served the Portsmouth, VA Fire and EMS Department for twenty years. In Portsmouth, Chief Early rose through the ranks from firefighter to Battalion Chief, working in all areas of this department to include engine and ladder companies, EMS transport, and training. Chief Early's final assignment in Portsmouth prior to leaving for Wake Forest was as the Division Chief for Emergency Medical Services, where he oversaw the EMS transport operations, EMS billing, training, and administration of this departmental function.

Chief Early holds a Master of Public Administration degree from Troy University, is a 2011 graduate of the National Fire Academy's Executive Fire Officer Program, holds the certification of Nationally Registered Emergency Medical Technician-Paramedic, and holds the rank of 2nd Lieutenant with the North Carolina Civil Air Patrol in charge of Emergency Services.

EMS TEAM

SENIOR ASSOCIATE-EMERGENCY MEDICAL SERVICES

Matt Zavadsky, MS, BA

Chief Transformation Officer, MedStar Mobile Healthcare

BACKGROUND

Matt Zavadsky currently serves as the Chief Transformation Officer at MedStar Mobile Healthcare, the Public Utility Model EMS agency that provides exclusive emergency and non-emergency EMS and Mobile Integrated Healthcare services for Fort Worth and 14 other cities in North Texas. MedStar provides advanced life support ambulance service to 436 square miles and more than 1 million residents and responds to over 178,000 calls a year with a fleet of 65 ambulances. MedStar is a dual-accredited, high-performance, high-value EMS system, providing clinical care with high economic efficiency with no taxpayer subsidy and is one of the most recognized EMS agencies in America.

Joining MedStar in 2008 as the Operations Director, Matt has helped guide the continued development and implementation of numerous innovative programs with healthcare partners that have transformed MedStar fully as a Mobile Integrated Healthcare (MIH) provider, including high utilizer, CHF readmission reduction, observational admission reduction, hospice revocation avoidance, 9-1-1 nurse triage programs and partnerships with home health agencies. He is also the co-author of the book "Mobile Integrated Healthcare – Approach to Implementation" published by Jones and Bartlett Publishing.

Matt has 42 years' experience in EMS and holds a master's degree in health service administration with a graduate certificate in Health Care Data Management. He is a frequent speaker at national conferences and has done consulting in numerous EMS issues, specializing in mobile integrated healthcare, high-performance EMS system operations, public/media relations, public policy, EMS economic models and EMS research. Matt is the Immediate Past President of the National Association of EMTs and chairs their EMS Economics Committee. He is also Adjunct Faculty for the University of North Texas Health Science Center, Department of Health Management and Policy, as well as an appointed committee member to the NFPA 450 and 451 Committees, the Joint Commission's Home Care Professional and Technical Advisory Committee (PTAC), the Lewin Group's Hospital Outpatient Quality Reporting (HOQR) Program Stroke and AMI Expert Work Group, developing metrics for use in value-based purchasing measures for emergency departments.

ASSOCIATE: EMERGENCY MEDICAL SERVICES

Executive Director, JASON BRADY, MBA, MICP, NRP, CCEMT-P, CSSBB

Executive Director, Emergency Medical Services for University Hospital – Newark, NJ; Former Director of EMS for Volusia County, Florida; Former Director of Emergency Medical Services, Macon, GA; Former Special Operations Paramedic Grady EMS, Atlanta GA Former Deputy Fire Chief, Lawrenceville, VA; Former Senior Paramedic, Brunswick County, VA Former Chief Flight Paramedic West Chicago, IL; Former Director of Operations, RMT Schaumburg, IL.

BACKGROUND

Director Brady has a thirty (30) year career in public service, and currently serves as the Executive Director of EMS for University Hospital – Newark, NJ where he provides executive leadership to ground ALS / BLS 911 operations, NJ State Police Medivac program (JEMSTAR), FBI-Newark SWAT Blue Team – medical coordination unit, New Jersey Task Force Operations, EMS Urban Heavy & Technical Rescue Operations, New Jersey Port Authority Operations for both Liberty International Airport and the Newark Seaport. Additionally, Director Brady overseas The Northern New Jersey Medical Coordinating Center (MCC), which involves medical surveillance activities for over 35 hospitals, and lastly Director Brady overseas the UHEMS Special Operations Group (SOG) with special emphasis on preparedness, emergency operational strike teams that are multidisciplinary. The city of Newark is 26 square miles with a population of approximately 300K residents and is Home to Rutgers University & The New Jersey Institute of Technology. University Hospital EMS has approximately 300 Full-Time Staff Members, forty-five (45) Ambulances, and answers over 110K calls for service annually.

From July of 2019 through July of 2021 Director Brady served as the Director of EMS for Volusia County Florida. In this roll Director Brady modernized fleet operations, championed for advanced equipment, training and employee engagement. Director Brady's time made a lasting impact with significant innovative practices to allow Volusia County EMS to reach both operational and clinical high performance that meets best practices nationally. Volusia County's service area includes 1200 Square Miles with both Urban, Rural and Wildland interfaces. Volusia County operates approximately 55 ambulances, has nearly 250 uniformed personnel and responses to approximately 75K calls for service annually.

Prior to Director Brady's appointment in Volusia County in 2019, he served as the EMS Director of Navicent Health (formerly known as The Medical Center of Central Georgia). This agency is a hospital Based 911 EMS agency. Navicent Health is the second largest Hospital in Georgia and is a primary tertiary center with Level 1 Trauma Center. Navicent EMS provided coverage to an area of just over 1200 square miles that encompassed four (4) counties. Navicent Health EMS answers approximately 80K calls for service a year with a fleet size of 37 ambulances including three Neonatal Specialty Transport ambulances in support of Navicent's Children's Hospital which responded to calls for service for twenty-Six counties across Central and South GA. During his Seven Years as Director of EMS Director Brady working in collaboration with the Mercer University School of Medicine championed Telemedicine for Rural Counties with little access to direct primary care that resulted in state legislation to allow Ambulances within the State to be considered a presentation cite for the purpose of state Medicaid reimbursement.

Prior to his appointment with Navicent Health, Director Brady served as Deputy Chief of the Lawrenceville Fire Department & Senior Paramedic for Brunswick County EMS. This agency is over 100 years old and has a rich history in Southern Virginia. During Chief Brady's time he helped to elevate and modernize the first responder program and served as a senior Paramedic for Brunswick County Residents.

Prior to his appointment in Brunswick County Director Brady served as a Critical Care Flight Paramedic, eventually being promoted to Chief Flight Medic, and overseeing his own HEMS base of operations in Eastern and Central Illinois.

DATA ASSESSMENT TEAM

DOV CHELST, PH.D.

Director of Quantitative Analysis

BACKGROUND

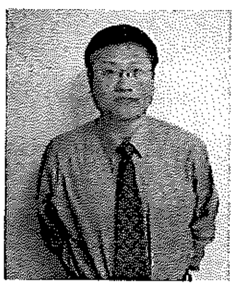
Dr. Chelst is an expert in analyzing public safety department's workload and deployment. He manages the analysis of all public safety data for the Center. He is involved in all phases of The Center's studies from initial data collection, on-site review, large-scale dataset processing, statistical analysis, and designing data reports. To date, he has managed over 200 data analysis projects for city and county agencies ranging in population size from 8,000 to 800,000.

Dr. Chelst has a Ph.D. Mathematics from Rutgers University and a B.A. Magna Cum Laude in Mathematics and Physics from Yeshiva University. He has taught mathematics, physics and statistics, at the university level for 9 years. He has conducted research in complex analysis, mathematical physics, and wireless communication networks and has presented his academic research at local, national and international conferences, and participated in workshops across the country.

PUBLIC SAFETY DATA ANALYST

XIANFENG LI, PH.D.

BACKGROUND



Dr. Xianfeng Li is a professional computational scientist and certified SAS programmer with a wealth of knowledge and research experience in Complex System Modeling, Data Analysis, and Statistical Physics. He is highly qualified in various coding programs and has earned numerous data science certifications. He previously worked as a Research Associate and Postdoctoral Fellow. Li earned his Ph.D. and master's degree in Polymer Science within the Institute of Chemistry from the Chinese Academy of Sciences in Beijing. He earned his bachelor's degree in chemistry at Jilin University in Changchun.

SENIOR PUBLIC SAFETY SUBJECT MATTER EXPERT -- GIS

DAVID MARTIN, PH.D.

Senior Researcher in the Center for Urban Studies, Wayne State University

BACKGROUND

Dr. Martin specializes in public policy analysis and program evaluation. He has worked with several police departments to develop crime mapping and statistical analysis tools. In these projects, he has developed automated crime analysis tools and real-time, dashboard-style performance indicator systems for police executive and command staff. Dr. Martin teaches statistics at Wayne State University. He is also the program evaluator for four Department of Justice Weed and Seed sites. He is an expert in the use of mapping technology to analyze calls for service workload and deployments.

PUBLIC SAFETY DATA ANALYST-GIS

Monicque Lee, MS, BS

BACKGROUND

Ms. Lee has extensive experience in the areas of data and geospatial analysis, hydrographic data processing, mapping platforms, and project management. She has worked as a GIS consultant, and with the U.S. Army Corps of Engineers where she received a U.S. Army commendation, and the United States Geological Survey, Grand Canyon Monitoring and Research Center. Ms. Lee has a Master of Science in Geographic Information Science & Technology.

PROJECT WORK PLAN

Fundamentally, a Fire Master Plan encompasses both a baseline gap assessment of an organization and a "road map" to develop and achieve a planned response to specific factors which will or potentially will affect an organization's mission, or in the case of public safety, service deliverables. A Fire Master Plan identifies the purpose of an organization, what the organization will do and how it will perform though goals and measurable objectives. It specifies baseline capabilities, real or potential constraints that may exist or be placed on the organization and delivers a set of goals and requirements to achieve identified objectives and desired outcomes.

CPSM will assist and guide the fire department through all steps to develop a near, mid-, and long-term Fire Master Plan that will include specific goals and objectives for the near and midterm, and the department's vision of a longer-term service delivery plan. The plan will be based on the gap analysis conducted by CPSM and will be intended to guide the future actions, growth, and development of the organization.

The gap analysis will include a review of the fire department's current ISO-PPC report, community risk assessment, standard of cover information, fire management zone evaluation, community risk reduction programs, civil service hiring process and organizational diversity and inclusion, and administrative support services. CPSM will conduct a data analysis of each of the departments to include workload, resiliency, and response times. This will ensure we are working with up-to-date response data.

CPSM maintains a full-time data assessment team that has extensive capabilities in extracting and presenting statistical analysis regarding Fire and EMS activities. Under the direction of Dr. Dov Chelst, Ph.D., our team will produce a series of unique analysis regarding workload, unit response activities, call distribution, unit and station workloads, response times, call durations, unit availability, fire by occupancy type, EMS call types and transport analysis, emergency and non-emergent call volumes, and a whole host of activity reports that create a comprehensive understanding of workload.

A key component to our deployment modeling strategy is to identify *emergent and non-emergent workloads*. This is essential if future planning because this analysis will provide factually based options to alter service delivery models based on the severity of the call type. Through this type of analysis, we provide forensic support to adjust and modify deployment strategies based on risk. This is the essence of the CPSE Standard of Cover (SOC) concept. Every call is not the same and the ability to interrogate the caller at the 911-call center and make tactical determinations based of proven and clinical findings will then allow a" *Smart Deployment Strategy*" that optimizes resources to improve efficiencies.

The data analysis will also analyze fire call data to provide a comprehensive review of how fire services are delivered to the communities including a detailed analysis of workloads and response times. The analysis of the workloads should begin with an in- depth study of the types of calls managed and their severity. The goal of this data gathering would be to explicate the fundamental nature of the fire challenge faced by the fire departments.

CPSM will specifically provide services which lead to creation of a near, mid-, and long-term Fire Master Plan. The project operations team will facilitate focused *virtual* and on-site discussion sessions with internal and external stakeholders of the fire department and other additional stakeholders as identified to gain input on the values, vision and mission of the department, current state, the future, service delivery and deployable assets, resources, assigned responsibilities, policy and guidelines, and applicable subject matter. The foundation of the Fire Master Plan will be the organizational and operational gap-analysis CPSM will conduct.

The internal planning process (work conducted during CPSM conducted planning meetings) will include:

- Preparatory meetings with each fire department leadership (virtual).
- Internal stakeholder meetings with identified command staff (virtual and on-site).
- Examination of the current and future environmental factors that impact the departments' capability to reach their vision.
- Discussion of the organization's strengths, weaknesses, opportunities, and threats (survey method and during stakeholder meetings).
- Gather input during stakeholder meetings for the development of meaningful mission, vision, and values statements (virtual and on-site).
- Review and analyze the components of the CPSM conducted gap analysis.
- Establishment of near, mid, and long-term goals.
- Exploration of various strategic alternative approaches to carry out the goals in the identified plan years.

From the planning process, specific Core Strategies will be developed and accompanied by several components that deliver overall strategies and key measurements and include:

- **Core Strategies:** necessary to help achieve goals and outcomes. The core strategies must be applied to all situations both when the organization is working externally within the Community (outward focus) and when we are working internally within the organization (inward focus).
- **Desired Outcome:** Describes where the organization wants to be.
- **Success Indicators:** Describes how the organization will know when they are moving toward achieving the strategy.
- **Performance/Key Measures:** Are the concrete actions that validate the indicators

Immediately following the project launch, the Project Manager will arrange an initial virtual meeting with key staff of the department to discuss the scope of work of this project, as well as begin the stakeholder dialogue that will drive the project's success. The Project Manager may also provide the points of contact with an operational, administrative information/document request that identifies substantive information needed for the gap analysis.

Also, immediately following the project launch the Data Team Lead will submit a preliminary data request, which will evaluate the quality of the Computer Aided Dispatch (CAD) system data. This will be followed by a comprehensive request for data from the CAD system to conduct the response and workload analysis. This request requires a concerted effort and focused response to ensure the timely production of the required data for analysis. ***Delays in this process may extend the entire project and impact the delivery of the Fire Master Plan.*** Once the Data Team Lead is confident the data are accurate, they will certify that they have all the data necessary to complete the data analysis.

The draft final Fire Master Plan will be delivered approximately 150-180 days from contract engagement unless otherwise agreed upon between the clients and the Project Manager.

Deliverables:

1. A forensic analysis of workloads that will identify time, response, hold times, resource exhaustion, nature of calls for service, time of day, week, and season.
2. An operational analysis of each department identifying Strength, Weakness, Opportunity, and Threats.
3. A review of personnel, staffing, and deployment along with response to incidents.
4. A risk assessment of the individual departments and total area.
5. Financial assessment on consolidation.
6. Analysis of possible assistance for implementation.

PROPOSED FEES

The quotation of fees and compensation shall remain firm for a period of 90 days from this proposal's submission.

CPSM will conduct an operational gap-analysis and develop a Fire Master Plan for the Fire Departments as described herein for **$69,950** exclusive of travel.

CPSM proposes the project be billed in three installments: 40% upon signing the contract; 40% with delivery of the Fire and EMS draft data analysis; 20% with delivery of the draft Fire Master Plan.

Because of the potential for COVID outbreaks or high transmission rates, travel may be minimized to reduce the risk to the community as well as CPSM subject matter experts. Travel would be billed at cost with no administrative or other mark-up.

If requested: Fire Operational and Administrative Analysis in-person presentation: $2,500.00 (one meeting) plus reimbursement of travel expenses for two team members.

Deliverables

The draft final Fire Master Strategic Plan documents will be delivered approximately 150-180 days from contract engagement unless otherwise agreed upon between the client and the Project Manager. The fee quoted above is inclusive of the research and development of all elements of the draft and final reports (Data Analysis and Strategic Plan).

CPSM will deliver the final Fire Master Plan document in computer readable material either by email, thumb-drive or both. Should the department desire additional copies of the report, CPSM will produce and deliver whatever number of copies is requested, which will be invoiced at cost.

CONCLUSION

Part of ICMA's mission is to assist local governments in achieving excellence through information and assistance. Following this mission, the Center for Public Safety Management, LLC acts as a trusted advisor, assisting local governments in an objective manner. CPSM's experience in dealing with public safety issues combined with its background in performance measurement, achievement of efficiencies, and genuine community engagement, makes CPSM a unique and beneficial partner in dealing with issues such as those being presented in this proposal. We look forward to working with you further.

Northwest Oakland County Fire Consolidation Feasibility Study

Groveland Township
Holly Township
Rose Township
Springfield Township
Village of Holly

Revised DRAFT Report

November, 2007

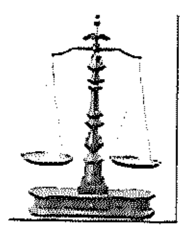
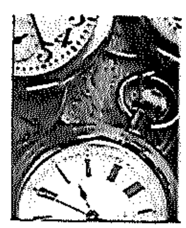
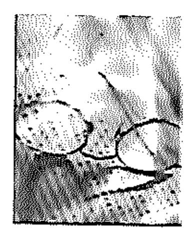
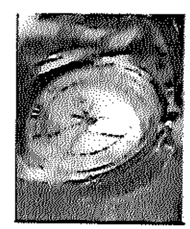
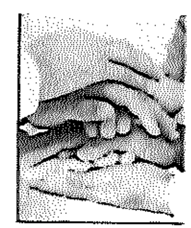







Table of Contents

I. Management Summary

Project Scope and Objectives

Through the Oakland County Capital and Cooperative Initiatives Revolving Fund (CCRIF), Plante & Moran was retained to assist the communities of Groveland Township, Holly Township, Rose Township, Springfield Township, and the Village of Holly with exploration of various collaboration options, up to and including consolidation of various Fire and/or Emergency Medical Services (EMS). The main objectives of the project included:

- Evaluating the financial feasibility of up to ten collaboration options
- Determining the operational features of such options
- Determining the costs and benefits associated with each option
- Creating the implementation plan for selected collaborative solutions
- Developing a fundamental business case for collaboration

Plante & Moran conducted a series of meetings with the project steering committee to facilitate the project outcomes. Topics of discussion during these meetings are outlined in the following section.

Project Approach

This project was launched on March 19, 2007 at a project initiation meeting with fire and community leadership from the stakeholders participating in the study. At that time a project steering committee was established. The steering committee consisted of the representatives from the communities participating in the study present at the project kick-off meeting. Members of the steering committee were the primary contacts within each community for the study, including fire representatives to address the specific operational fire issues and township or village supervisors/managers to address the managerial and financial issues. Following are the members of the project steering committee:

- Bob DePalma, Groveland Township Supervisor
- Steve McGee, Groveland Township Fire Chief
- Dale Smith, Holly Township Supervisor
- Jeremy Lintz, North Oakland County Fire Authority (NOCFA) Fire Chief
- Chester Koop, Rose Township Supervisor
- Charles Oaks, Springfield Township Fire Chief
- Collin Walls, Springfield Township Supervisor
- Rollie Gackstetter, Village of Holly Police Chief
- Aaron Oppenheimer, Village of Holly Manager
- Paul Schimmeyer, Village of Holly Assistant Fire Chief

Following project initiation, Plante & Moran reviewed documentation provided by all participating entities and conducted independent site visits to each community. The focus of the site visits was to gain detailed operational, technical, and financial information regarding current fire operations and project expectations related to collaboration and consolidation of fire services.

Upon completion of the site visits, Plante & Moran compiled information gathered from the individual meetings and began Phase One of a two-phased project approach. In Phase One, Plante & Moran held a series of steering committee meetings with the emphasis on establishing collaboration and/or consolidation options, specifically those options that focused on opportunities for cost savings, improved service levels, or both. The steering committee identified ten potential collaboration or consolidation options for review. To get a key understanding of all the collaborative options and to design a consolidated fire department, Plante & Moran facilitated discussion addressing the following key topics:

- Base service demand
- Staffing requirements
- Station, apparatus and equipment deployment
- Administrative structure
- Support functions, including Accounting/Payroll, Information Technology, Human Resources, etc.
- Governance options
- Financial modeling
- Transition/implementation planning
- Other options for regional service provision:
  - Automatic mutual aid
  - Joint administration
  - Regional fire coverage
  - Regional EMS coverage
  - Combined dispatch operations

After the completion of the Phase One meetings, Plante & Moran created a five-year financial model for a subset of the proposed collaborative options. The committee reviewed and considered all ten proposed options, but based upon further exploration and discussion, several options were eliminated from primary consideration. The financial models demonstrated the estimated costs for continuing current fire operations within each community and costs for several proposed consolidation options. After reviewing the financial options from Phase One, the steering committee narrowed the options further for consideration and detailed presentation in the final report. The steering committee determined that a two-phased approach for implementation was the most desirable, as follows:

- Phase I: Increased regional collaboration
- Phase II: Full consolidation of all departments

In Phase Two of the project, the communities discussed the operational case for collaboration and implementation options for the two-phased approach. The group created an implementation plan for each phase, detailing the required steps, an appropriate order of activities, the deliverable(s) for each implementation step, the estimated costs and level of effort for each implementation item, the priority for completing each step, and the timeline required to accomplish both project phases. The identified "ideal" timeframe for the Phase I implementation plan was up to three years, with an additional two years to achieve full consolidation, as desired.

The project steering committee also discussed in detail and determined two separate options as possible alternatives to full consolidation, due to the potential withdrawal of individual communities at the end of Phase I. These options are presented in the Appendix as viable back-up plans if full consolidation of all departments is determined not feasible, as follows:

- East communities consolidation – Groveland Township, Springfield Township
- West communities consolidation – Holly Township, Rose Township, Village of Holly

Finally, Plante & Moran created this management report for all participating communities to review, which outlines increased collaboration options, operational benefits of increased collaboration, advantages of a consolidated operation, the estimated total costs and/or secondary savings available to the communities, and a two-phased implementation approach for the five study participants.

Summary Findings and Results

Based on our analysis of the Northwest Oakland fire communities, following are the key project conclusions:

- Given the current state of the Michigan economy and the current operational challenges experienced by each of the Northwest Oakland region fire departments independently, we believe that fire department collaboration is an attractive option for all communities participating in the study. Ultimately full consolidation should be considered.
- The communities have the unique opportunity to work together to provide enhanced coverage to the entire geography, and stabilize the fire department's personnel and operations to provide improved service for all project participants.
- The steering committee recommends a two-phased approach to increased regional cooperation of the fire departments in Northwest Oakland County. Phase I is intended to work toward increased collaboration between departments to improve service levels and slightly decrease costs for each community. Phase II is intended to weigh the merits of combining departments into a single, larger department in the future. This project report outlines the general feasibility and cost structure of a combined department for the region.
- There is not full steering committee consensus on the need to achieve full department consolidation if sufficient service enhancements and/or cost reductions can be achieved through increased collaborative efforts. There is steering committee agreement to move forward with increased regional collaboration at this time.

Phase I: Increased regional collaboration

- There are many low cost options for the departments to pursue enhanced collaboration, which may benefit the region as a whole, including but not limited to the following:

  - Automatic mutual aid
  - Standardized policies and procedures
  - Standardized equipment specifications
  - Standardized training programs
  - Joint purchasing arrangements

  - Standardized fire prevention, inspections and public education programs
  - Standardized meeting schedule between Chiefs to share best practices
  - Shared resources for administration, inspections, etc.

- The implementation plan developed for this project phase depicts the activities that the departments can work together on to achieve additional standardization, economies of scale, etc. in fire department operations to improve service levels to the region. The final implementation item in Phase I is a go/no-go decision regarding full consolidation of all departments.
- The projected economic benefit of increased collaboration is a projected savings of between five and ten percent on equipment and operating purchases, resulting in a nominal savings to all project participants

Phase II: Full consolidation of all departments

- The implementation plan developed for this project phase depicts the activities that the departments need to accomplish to fully merge operations. Upon completion of Phase I, much of the groundwork would be laid to ease integration of all fire departments into a single operating unit.
- Combining departments and providing 24 x 7 coverage at all designated fire stations in the full consolidation would significantly enhance service levels through increased station manpower, decreased service response times, and additional medical response capabilities.
- This full consolidation option would increase costs to the communities to provide enhanced services to community citizens. The estimated Year 1 annual cost increase is approximately $800,000, which is a conservative, high-end estimate. The possibility exists to revise some of the operational assumptions for the region or on a community-specific basis to reduce this cost and still achieve some service level benefits.
- The related economic benefit to consolidating fire operations between the four departments is the potential reduction in four of the five communities' Insurance Services Office (ISO) ratings, which are used to establish insurance rates for individuals and businesses in every community. We estimate that there exists a potential annual savings up to $1.8 million across the region, with up to $350,000 for the residents and businesses of Holly Township, up to $300,000 for the residents and businesses of Rose Township, up to $900,000 for the residents and businesses of Springfield Township, and up to $250,000 for the residents and businesses of the Village of Holly. These potential savings assume a reduction from current community ISO ratings to an ISO 4 rating, which is currently held by Groveland Township. Potential annual savings estimates are subject to validation and require a reduction to an ISO 4 rating; however, this may provide sufficient financial

incentive to move forward with consolidation efforts.

(Note: Some ISO rate reductions should occur upon completion of Phase I project activities, so it would be up to the communities to determine if they would like to re-evaluate ISO ratings upon the completion of both Phase I and Phase II project activities or just after Phase II project activities. The savings depicted here is comprehensive, reflecting potential savings based upon completion of both implementation phases.)

Following is a summary table with the overall potential impact of the ISO rate reduction for the region:

Current Year Net Cost (A)	Full Consolidation Net Cost (B)	Increase in Net Cost (C=B-A)	Potential Annual ISO Savings (D)	Full Consolidation Net Cost (after potential ISO reductions) (E=B-D)	Overall Citizen Savings from Current Year Net Cost (F=A-E)
$2,863,075	$3,655,726	$792,651	$1,813,229	$1,842,497	$1,020,578

- There exists a net positive financial benefit for all citizens across the region through lower ISO ratings. In the case of Groveland Township, where residents have already experienced a reduction in insurance rates, their primary economic benefit is a potential lower tax rate for the provision of fire service.
- In order to achieve fire department consolidation, dispatch operations will need to be centralized between the communities. This can either be accomplished through the Oakland County Sheriff's Office or the Village of Holly, at comparable prices based upon the current Oakland County rates and a quote provided to the project team by the Village of Holly.

II. Option Review

The project steering committee was provided the task of investigating up to ten distinct options of collaboration between the participating communities. The group decided upon ten different collaborative options that could provide opportunities for cost savings, improved service levels, or both to the participating communities. The ten options discussed and analyzed included the following:

- Full consolidation of all departments
- Full consolidation minus the Village of Holly
- North communities consolidation - Groveland Township, Holly Township, Village of Holly
- South communities consolidation - Springfield Township, Rose Township
- East communities consolidation - Groveland Township, Springfield Township
- West communities consolidation - Holly Township, Rose Township, Village of Holly
- Regional Fire Authority
- Regional EMS Authority
- Joint Administration
- Consolidated Dispatch

The committee reviewed and considered all ten proposed options, but based upon further exploration and discussion, several options were eliminated from primary consideration. The options removed from primary consideration are the following, with a detailed discussion of each.

- Regional Fire Authority
  - The premise of this option is separation of the provision of fire services from the provision of EMS services.
  - Currently all departments provide both fire and EMS services to their communities.
  - Separating the provision of fire services from EMS services would likely incur a higher cost structure than is currently

in place within the communities, due to the inability to use the same resources for both functions.

- This may be a feasible option if a private ambulance company could provide high-quality, fast response ALS service to all communities within the region, however the reason Groveland Township and NOCFA entered the ALS business in the past was the unavailability of satisfactory service from a private ambulance company.
- Groveland Township recently achieved an Insurance Services Office (ISO) rating of 4, which has saved their citizens a significant amount of money in insurance premium dollars. Separating the fire from EMS services would either increase their ISO rating or increase their fire department cost structure, ruling out this option.

- Regional EMS Authority
  - The premise of this option is separation of the provision of EMS services from the provision of fire services.
  - Currently all departments provide both EMS and fire services to their communities.
  - Separating the provision of EMS services from fire services would likely incur a higher cost structure than is currently in place within the communities, due to the inability to use the same resources for both functions.
  - This type of Authority is generally found in increasingly rural areas that have lower service level expectations than what is currently provided within the Northwest Oakland region.
  - Could consider this as a contract option for the region from one of the current fire departments, but this would require the establishment of EMS base stations (possibly within the current fire stations) and related staffing in all communities to provide adequate service levels. This cost structure would likely be higher due to the inability to share EMS and fire resources.
  - Groveland Township recently achieved an Insurance Services Office (ISO) rating of 4, which has saved their citizens a significant amount of money in insurance premium dollars. Separating the EMS from fire services would either increase their ISO rating or increase their fire department cost structure, ruling out this option.

- Joint Administration
  - The premise of this option is sharing administrative resources across all departments to reduce the overall administrative cost structure.
  - Currently there are three Fire Chiefs in the region. These positions would be retained as three administrative positions (Chief, Deputy Chief and Fire Marshal).

- Implementation of this option would require Groveland Township to hire an additional firefighter or use existing shift personnel at a cost of $68,620 for a full-time firefighter (salary and benefits) or $35,000 (shift personnel estimate), as the Chief currently covers a regular firefighter shift.
- This option could create a somewhat higher cost structure than what is currently the case for some departments.
- A compelling reason to move in such direction would be to achieve the greater benefits of consolidation.
- The estimated range of costs (salary and benefits) for this option include the following:
  - Chief salary - $85,600 to $105,120
  - Deputy Chief salary - $80,300 to $94,900
  - Fire Marshal salary - $78,000 to $87,600
  - Additional firefighter (Groveland Township) - $35,000 to $68,620
  - Total costs = $278,900 to $356,240
  - Total number of communities = 5
  - Average cost per community = $55,780 to $71,248
- The benefits of such option, includes the following:
  - Increased standardization across the region
  - Ability to implement changes within the fire service on a region-wide basis
  - Full-time administrative coverage for the Village of Holly
  - Potential to achieve fire department cost reductions through enhanced standardization of equipment and operations (estimated at 10%)
- The communities would have to discuss and determine if this scenario provides an advantageous option for them in Phase I of implementation.

- Consolidated Dispatch
  - The Northwest communities/fire departments are currently dispatched by different parties, as follows:
    - Groveland Township, Holly Township, Rose Township, Springfield Township – Oakland County Sheriff's Office
    - Village of Holly – Village of Holly Police Department

- The communities currently dispatched by the Oakland County Sheriff were previously dispatched by the Village of Holly.
- Plante & Moran reviewed options for consolidated dispatch including the Oakland County Sheriff (based on their current rate structure) and the Village of Holly (provided a quote to the consulting team).
- Cost quotes are comparable between the two options - $54,968 for Oakland County Sheriff vs. $59,350 for Village of Holly.
- In order to achieve full consolidation, combined fire dispatch would be required.

After the completion of the Phase One meetings, Plante & Moran created a 5-Year financial model for a subset of the proposed collaborative options. The financial models demonstrated the estimated costs for continuing current fire operations within each community and costs for the proposed collaboration and consolidation options. After reviewing the financial options from Phase One, the steering committee narrowed the options further for consideration and detailed presentation in the final report. The steering committee determined that a two-phased approach for implementation was the most desirable, as follows:

- Phase I: Increased regional collaboration
- Phase II: Full consolidation of all departments

Phase I consists of evaluating and implementing the following items, considered either individually or collectively, that could increase the level of cooperation within the region, while each community maintains its individual fire department. These are viable improvements in service with minimal increases in costs to the communities. We did not model these individual options in detail because we felt they needed to be considered collectively to determine the overall benefit to region. As such, these are items discussed and identified as specific steps in our Phase I implementation plan, with associated cost estimates for each item. Overall, the steering committee felt this implementation phase was a means to ease into to concept of consolidation, and promote increased cooperation in the region as a first step. The group felt strongly that based upon completion of this project phase, the communities would be better prepared to make an educated decision regarding the merits, benefits and risks of regional consolidation. The final implementation item in the Phase I plan is final determination by each community whether they would like to proceed with full consolidation.

We have identified and discuss many of the following collaboration options in the next report section, including:

- Automatic mutual aid
- Standardized policies and procedures
- Standardized equipment specifications
- Standardized training programs
- Joint purchasing arrangements
- Standardized fire prevention, inspections and public education programs
- Standardized meeting schedule between Chiefs to share best practices
- Shared resources for administration, inspections, etc.

Phase II consists of a plan to move forward with full consolidation of all fire departments in the region. Much of our detailed analysis was framed around this concept based upon the direction of the steering committee during our series of meetings. The steering committee felt strongly that the eventual solution for the region is full consolidation. The project steering committee also discussed in detail and determined two separate options as possible alternatives to full consolidation, due to the potential withdrawal of individual communities at the end of Phase I. These options are presented in the Appendix as viable back-up plans if full consolidation of all departments is determined not feasible, as follows:

- East communities consolidation – Groveland Township, Springfield Township
- West communities consolidation – Holly Township, Rose Township, Village of Holly

Detailed discussion of Phase II, full consolidation, is included in the next report section that follows. We have developed service level enhancements, cost savings estimates and a general business case for consolidation. Please refer to page 34 for the detailed depiction of this particular option.

III. Operations and Financial Analysis

Introduction

The fundamental basis for this project is that economies of scale do exist within fire/emergency medical services and that through collaboration municipalities can deliver significantly improved fire protection and emergency medical services. Rural communities in Michigan were some of the first to engage in some form of collaboration with neighboring municipalities, such as joint purchasing and mutual aid, and quickly began to recognize the financial and service level benefits to fire department collaboration. While most fire departments engage in some form of mutual aid as a back up, as this is needed for large scale fires, it is an increasing reality that the majority of service runs for a fire department are medical in nature. While neighboring fire departments are able to provide assistance to communities across municipal borders when called for mutual aid, in most cases, fire department and medical service coverage areas are restricted to municipal boundaries. By eliminating municipal boundaries from coverage areas and working as a single unit, fire departments may be able to provide enhanced services at similar or lower costs to all citizens in a region. In doing so, emergency responses can be directed from the closest, best equipped station, improving service levels to community residents and businesses. The operations of a joint fire department or separate departments functioning under an automatic mutual aid agreement can be structured in such a way to minimize response times, especially within proximate distances across municipal boundaries. Reduced response time is a primary service level benefit of operating together, rather than apart.

The communities engaged in this analysis, Groveland Township, Holly Township, Rose Township, Springfield Township, and the Village of Holly, encompass roughly 144 square miles and are located in the Northwest corner of Oakland County. With the exception of the Village of Holly and the Dixie Highway Corridor, they are mostly rural residential communities characterized by large expanses of land and little commercial or industrial development. The approximate total population for the area is over 38,000 residents or on average slightly over 260 residents per square mile. Currently the five communities are covered by four individual fire departments. The North Oakland County Fire Authority (NOCFA) services both Holly Township and Rose Township, and the remaining three communities receive fire service from their own township or the Village fire department. Some of the local fire departments provide Emergency Medical Services (EMS) to their communities, one community contracts their ambulance to another fire department and another is serviced by a private EMS agency.

Current State of Operations

The Northwest Oakland County communities have a history of collaboration in the area of fire services. NOCFA originated in 1984 as an authority providing fire and rescue services to Holly Township, Rose Township, and the Village of Holly. This authority as created lasted until 2004 when the Village of Holly withdrew from the authority and formed their current fire department. NOCFA remains in existence, providing fire and EMS coverage for both Holly and Rose Townships. Additionally, many of the fire departments have utilized the Village of Holly for its emergency dispatch services in the past. The Oakland County Sheriff's Department currently provides dispatch services to all fire departments with the exception of the Village, which currently receives its dispatch from the Holly Police Department. The fire departments currently also work together in the area of training (e.g. practice "live" burns), mutual aid for structure fires and specialized training/services such as Hazmat.

Advanced Life Support (ALS) service is currently available to the residents for medical emergencies in all of the communities. Groveland Township Fire and NOCFA provide ALS and transport to their residents. The Village of Holly contracts for ALS and transport services from Groveland Township; the Village Fire Department provides medical first response service to its residents and is responsible for that service until an ALS response team from Groveland Township arrives. Springfield Township provides Basic Life Support (BLS) service to its residents through its fire department. ALS and transport is available through Star EMS, as needed. A key difference between BLS and ALS service is the ability to administer drugs to assist patients in life threatening situations.

The recent trend amongst the Northwest communities has been to provide enhanced emergency medical services to its residents as an increasing number of Fire Department service runs are for medical emergencies. Most of the communities were served by a private ambulance company for transport services. Increasingly long lead times, many times in excess of twenty minutes for medical emergencies, and difficulties in securing a different private ambulance agency with a promise of shorter response times prompted NOCFA and Groveland Township to begin providing ALS service and transport through their fire departments, and led to the Village of Holly contracting services with Groveland Township. Springfield Township is currently being serviced by Star EMS for ALS, and service levels have improved in the Township. Star EMS response times to Springfield calls are not specifically tracked, but are seen as an improvement over the past private agency.

The Northwest Oakland communities are similar in that they all operate paid on call fire departments, meaning that a majority of the trained firefighter and paramedics are not full-time employees of each department, rather they are paid on a per run basis and can effectively work for multiple fire departments or work on a per call basis for the fire department after their regular job. The eligible pool of interested and available paid on call firefighter and paramedics are constantly decreasing and as firefighter and paramedic training requirements increase, it is assumed that the trend will continue. Additionally, paid on call departments are forced to compete with full-time departments when it comes to finding qualified resources. Often qualified paid on call personnel will leave the Northwest Oakland fire departments for a chance to work in a department with more advancement opportunities for staff. Increasing competition for qualified personnel and a shortage of available full-time positions leads to a drain of personnel to larger departments throughout the State and pits the Northwest communities against each other to ensure that their departments are properly staffed.

Given that the five communities have operated either three or four separate fire departments for the past twenty plus years, it is reasonable that the departments have different personnel structures, budgets, and community service levels. However, while each individual department is operated differently from one another, the communities as a whole are still relatively similar and are generally comparable as identified below.

- All paid on call fire departments
- Each community provides residents with some form of emergency medical services
- All rural communities, no township or village with over 15,000 residents
- Mostly residential properties, little commercial or industrial development, with the exception of downtown Holly and the Dixie Highway corridor in Springfield Township
- High staff turnover with an ever decreasing number of interested and available replacements
- Participate in Mutual Aid with neighboring departments when called to a scene

The table on the following page details summary information about each of the fire departments and their respective communities as follows:

- Population
- Insurance Services Office (ISO) ratings*
- Total number of service runs located in each community
- Average department response time
- Community taxable value
- Dispatch provider

*ISO has been the premier source of information about property and liability risk. ISO's statistical, actuarial, and underwriting information is a vital resource to insurers, government regulators, and other companies and organizations. We include ISO ratings (generally speaking, lower ISO ratings indicate enhanced fire service) as an outside measure of fire department service levels since ISO's standardized policy language is the foundation of which many insurers build their coverage programs.

Please see Appendix A for the general financial assumptions used in our analysis and Appendix B for the projected current cost scenarios of continuing operations as-is over the next five years.

Community Profile Information (based upon 2006 annual data, except where otherwise noted)

	Groveland Township	Holly Township (NOCFA)	Rose Township (NOCFA)	Springfield Township	Village of Holly
Population (2007)	6,409	5,576 – Holly Township 6,210 – Rose Township 11,786 – Total		14,392	6,200
ISO Rating	4	7 / 9		7 / 9	7
Fire Runs	19	19	16	38	37
Medical Runs	491	205	199	495	512[1]
Other Runs	240	85	74	175	90
Total Runs	750	662[2]		708	639
Average Dept. Response Time	4 min 13 sec[3]	6 min 45 sec		5 min 50 sec[4]	5 min 5 sec
Taxable Value (2007)	$249,628,790	$309,393,540 – Holly Township $254,632,560 – Rose Township $564,026,100 – Total		$703,162,200	$151,415,980
Net Department Cost (07/08)	$1,043,843	$829,920		$572,784	$416,528
Dispatch	Oakland County Sheriff	Oakland County Sheriff		Oakland County Sheriff	Holly Police

[1] Holly's 512 medical runs include approximately 400 medical runs that are also served by Groveland Township, based upon an estimate from both department Fire Chiefs.

[2] NOCFA total runs includes 64 service calls outside of the two communities

[3] Does not include response times to Village of Holly for ambulance services

[4] Does not include Star EMS response times, which are not specifically tracked

The tables below show the number and type of personnel currently assigned to each department as well as the equipment owned by each group. Please see Appendix C for a map indicating the manpower at each current fire station in the region.

Personnel by Department (based upon 2007/2008 Budget Numbers as of June 2007)

	Groveland Township	NOCFA	Springfield Township	Village of Holly
Administration	1 – Chief[1]	1 - Chief	1- Chief	1 – Assistant Chief (paid on call)
Full-Time (FT) Firefighters	4	-	2	-
Shift Personnel[2]	15	-	-	-
Paid on call Firefighters	35	40	24	21
EMS only Staffing	-	14	-	-
Total Staffing	55	55	27	22

[1] The Chief also routinely works a regular firefighter shift

[2] Shift Personnel are hourly workers who provide station manpower when FT firefighters are not available. They are paid an hourly wage plus additional per run rates (i.e. per incident handled) during their shift

Equipment by Department (based upon June 2007 information)

	Groveland Township	NOCFA	Springfield Township	Village of Holly	Total
Engine	4	2	2	2	10
Engine / Rescue	-	-	1	-	1
Rescue	-	-	1	-	1
Ambulance	3	3	-	1	7
Tanker / Pumper	2	2	2	1	7
Other	4	5	4	1	14
Stations	1. 14645 Dixie Hwy 2. 3085 Grange Hall Rd	1. 4092 Grange Hall Rd 2. 504 ½ Maple St. (EMS Base Station) 3. 280 W. Rose Center Rd	1. 700 Broadway 2. 10380 Rattalee Lake Rd	1. 313 S. Broad St	7 - Fire Stations 1 - EMS Base Station

Base service expectations, budgets, and staffing levels are the main differentiating factors between the 4 departments. It should be noted that each community is currently satisfied with the level of service that is being provided to their constituents, but as economic times become more difficult, there is recognition that preserving and maintaining the current level of service to each community is at risk. The goal of this project was to evaluate and determine the best course of action for the long term delivery of high quality fire service to the region. Each department displays minor distinctions that differentiate them from the other participants in the group. These distinctions are displayed below.

Groveland Township

- Fire Chief maintains duties of a full-time firefighter and works a standard shift.
- Department has the most full-time employees (4 + Chief) and the largest budget.
- Only department that staffs each station 24 x 7 with at least 2 personnel who are cross trained as firefighters and either paramedics or Emergency Medical Technicians (EMTs). Shift personnel cover available time that cannot be met with full-time personnel.
- Department completes semi-annual fire inspections for all businesses in the Township.
- Just completed extensive station renovations and equipment improvements to the department.
- Only department with Automatic Mutual Aid Agreement(s) with neighboring communities.

NOCFA

- Fire Chief is the only full-time employee of the department.
- EMS Base Station is staffed 24 x 7 by 2 medical personnel. Fire emergencies are covered by paid on call personnel.
- Fire Station replacement is planned for Station #1. The new station will also accommodate EMS personnel.

Springfield Township

- Department is staffed by 2 full-time firefighters who work day shifts Monday through Friday, plus a Fire Chief.
- Station #2 has begun extensive renovations and expansions.
- The Department is approved for BLS service to residents, with transport capability if needed.
- Star EMS provides ALS service and transports for the community.

Village of Holly

- Only department with no full-time personnel.
- Began as separate department in 2004 after separation from NOCFA.
- Dispatched by the Village of Holly Police.
- Department provides medical first response until Groveland Township Fire Department arrives for ALS and transport.

Operational Case for Collaboration and Potential Consolidation

The key driver of this study is the current state of the economy in Michigan and current challenges experienced within the fire departments participating in the study. Each community participating in the study is at a different stage of evolution with regard to current fire department service levels, operating philosophy, availability of paid on call resources, migration to full-time or shift staffing, level of fire department investment, etc. These differences in operating philosophy and fire department financial resources (i.e. budgets) causes a challenge in balancing the cost versus service level trade-offs inherent in providing fire service. In order to provide improved service to the region (i.e. in the form of decreased response times), there is a need to increase the number of full-time or shift staff available to respond to incidents on a 24 x 7 basis.

The primary cost of a fire department is in its personnel and equipment costs. As mentioned above, each fire department is at a different point on the continuum of paid on call versus full time or shift resources. Groveland Township has the most full-time and shift resources, providing coverage of both of their stations on a 24 x 7 basis. This has assisted them in achieving a lower ISO rating for their community and decreased their business and residential insurance costs across the board. The Village of Holly has the least number of full-time or shift resources, with a fully paid on call staff to provide service to their constituents. While this operating model is adequate for the short term, the availability of paid on call resources across the region is expected to diminish over time. The individuals participating in the study believe it is inevitable that the demands for service will continue to increase in the region and availability of paid on call resources will continue to be reduced. This is true for several reasons, including the following:

- Local and national trends indicate a smaller pool of available paid on call resources over the past ten years.
- Firefighter and paramedic requirements are becoming increasingly stringent in terms of education and training, increasing hours of initial and ongoing training required in the firefighting/paramedic field (e.g. 362 hours of initial firefighter training, 135 hours of ongoing training).
- Many firefighters who invest the time and effort in achieving firefighter and paramedic certification desire full-time, career opportunities and leave the Northwest Oakland departments for full-time firefighting careers in other departments.
- The four current fire departments compete for paid on call resources to serve their individual departments.
- Over time there has been a decrease in the number of people interested in serving as paid on call fire fighters in the area.
- The urban sprawl of the Detroit Metro area will eventually reach the Northwest Oakland communities, creating the demand for increased service levels in the region.

The fundamental question to be answered by this project is whether the Northwest Oakland fire departments are better off by joining forces and providing combined services across the region or by maintaining separate fire departments subject to the continuing challenges of diminishing municipal and personnel resources. The majority of steering committee members believe that increased regional collaboration can have a net positive effect for the area. However, there is not consensus on what level of collaboration to pursue (e.g. working together more while maintaining separate departments versus full consolidation of all four fire departments). The project steering committee generally believes that the fire service is better off through increased collaboration between departments as a means to preserve and enhance the current level of service offered each community. Where differences arise in the pursuit of a single department is in the basic service levels for each community and related costs to provide a particular level of service (e.g. two-person 24 x 7 coverage). .

Due to the current different fire department budgets between communities, the cost impact for each community is different when considering increased staffing levels and a possible consistent millage across the region for the provision of fire service. There do exist various options for joining forces, by either providing a consistent level of service to all communities or different levels of service to various communities, based upon the demands of their individual population base. This particular issue does not need to be resolved for publication of this feasibility study, but rather understood as a potential different option and cost structure of what is specifically presented here. For all of these reasons, we have identified a two-phased approach to moving forward with implementation and achieving both short-term and long-term benefits to increased collaboration and potential consolidation across the region.

Phase I: Increased regional collaboration addresses many things the fire departments can do to work better together in the near term. The items identified for enhanced collaboration do not require significant economic resources and likely can be accomplished through additional collaborative efforts between departments, such as regular administration meetings and agreement on standardized policies, procedures, equipment and purchasing requirements. What this phase of the implementation process does require is the *time and dedication* of existing fire department resources to accomplish each task. This implementation phase is considered a good continuous improvement approach for the region, if there is limited desire to significantly transform the fire service in the areas of improved service delivery, response times and ALS medical response on a community-wide basis.

For Phase II: Full consolidation of all departments, we have modeled what we consider to be an "optimal" fire department for the region, with full understanding that this is essentially a conservative (i.e. highest cost) estimate in terms of projected costs. By revising some of the specific operational assumptions or choosing to deliver a different level of service to different communities in a consolidated department, costs can likely be reduced from our estimates. This model assumes 24 x 7 coverage of all stations in the region, decreased response times due to 24 x 7 personnel coverage, and advanced life support and transport provided by the consolidated department. This consolidation, while providing an enhanced level of service to the communities being served, will not result in cost savings to the communities. In fact, there would be an increase in costs to provide enhanced service levels in the form of full-time firefighter/EMS coverage in all stations and more administrative support (i.e. command officers) for a larger department. The principal benefit of joint fire operations would be enhanced coverage and service levels within the communities. A secondary economic reason to pursue fire department consolidation in the region is to achieve lower ISO ratings for some communities, potentially resulting in savings to local citizens in their fire insurance premiums (residential and commercial). While a decrease in community ISO ratings would display some potential savings to the citizens across the region (excluding Groveland Township because they already have a low "4" ISO rating), decreased community ISO ratings are not the key driver for enhanced service levels throughout the region, only a positive secondary effect. Additionally, lowering a community's ISO rating assists with economic development efforts by decreasing the commercial insurance costs for those businesses relocating to the community.

Phase I: Increased Regional Collaboration - Proposed Enhanced Operations

The project steering committee identified ten different Fire Department collaboration options. Plante & Moran completed financial and operational analysis on the following collaboration options for the project steering committee:

- Full consolidation of all departments
- Full consolidation without the Village of Holly
- North communities consolidation - Groveland Township, Holly Township, Village of Holly
- South communities consolidation - Springfield Township, Rose Township
- East communities consolidation - Groveland Township, Springfield Township
- West communities consolidation - Holly Township, Rose Township, Village of Holly
- Regional Fire Authority
- Regional EMS Authority
- Joint Administration
- Consolidated Dispatch

After discussion and financial and operational analysis of the proposed ten options, the committee chose a two-phased approach for implementation to include in the final report as the most attractive option for moving forward, as follows:

- Phase I: Increased regional collaboration
- Phase II: Full consolidation of all departments

Both approaches have been outlined to provide the steering committee with a practical roadmap for implementation. Following is a discussion of the collaboration items and reasons to pursue such cooperative activities. The items presented are several low cost initiatives that could improve overall service to the Northwest Oakland communities, without fundamentally changing the services that are being delivered to each community.

Suggested action items to pursue include the following:

- Automatic mutual aid – currently Groveland Township is the only community participating in the study that has automatic mutual aid agreements in place to assist in time of large structure fires and emergencies. The concept of this type of agreement is *immediate* dispatch of other fire departments as back-up to assist in preventing human and economic loss for the community. With *immediate* dispatch of particular types of incidents, other fire departments will arrive on-scene more quickly and assist with fire suppression operations to minimize overall fire loss. Oakland County is currently in the process of establishing a County-wide automatic mutual aid system (Mutual Aid Box Alarm System - MABAS) that we recommend all fire departments join to establish these agreements. If timing is such that the County initiative is delayed, we suggest crafting independent automatic mutual aid agreements between the five Northwest Oakland County communities as a first step to increased collaboration.

- Increased standardization between departments – currently each department operates under their own policies and procedures, equipment specifications and training programs. The quality of these programs vary from department to department, so there is an interest in combining forces to develop improved and standardized procedures and specifications based upon the "best of breed" concept from each department to increase overall quality and consistency of fire department operations in the region. Items targeted for standardization include policies and procedures, equipment specifications, training programs and possibly human resource practices and procedures.

- Joint purchasing arrangements – once increased standardization in equipment, operations and training are achieved, the four individual fire departments will be ready to embark upon combined purchasing to achieve some volume discounts in purchasing. Today each department operates independently and they have collaborated little on the purchasing front because of differences in operating preferences and specifications. With increased standardization we expect that approximately 5-10% can be saved on equipment, operating, and training purchases, approximately $15,000-$30,000 per year for the consortium. We suggest investigating the Michigan Inter-Governmental Trade Network as one procurement option, which is a collaborative bid service available to all municipalities in the State.

- Standardized and possible shared fire prevention, inspections and public education programs – each department handles fire prevention, inspections and public education programs differently. The frequency of inspections varies between the communities. Best fire practices indicate that regular and routine fire inspections are the best way to prevent fire loss in a community. There is an interest by the communities to join forces to establish consistent and improved fire prevention programs and standards based upon the "best of breed" concept from each department to increase overall quality and consistency of fire prevention operations in the region. As a result, the communities may wish to consider sharing Fire Marshal or Fire Inspector resources to accomplish these tasks on a routine basis.

- Joint Administration and/or increased administration communication and collaboration of best practices – the concept of joint administration across the region was identified and evaluated as part of this project. Initially it was excluded from consideration because of difficulty in quantifying the benefits of such an arrangement for all communities. Upon further review and discussion, there may be some interest across the Northwest Oakland communities to further explore this option. In pursuing increased collaboration across the region, we recommend increasing the fire department frequency and nature of communications across the region. This can minimally be established through a standing meeting structure and potentially on a maximum basis through a contract for joint fire administration. The communities should explore these concepts further to identify the benefits across the region for such action.

Some additional benefits that may be experienced through this increased collaboration arrangement are the following:

- Ability to respond to fire calls outside of current municipal boundary limits further decreases response times and ensures that the closest fire station responds to each emergency call.
- Decreased fire loss for the communities through the following:
  - Decreased response times,
  - Increased ability to provide the required manpower on-scene to fight structure fires
  - Regular fire inspections and re-inspections.
- Collaborating communities may achieve economies of scale in equipment and operating expenditures and can expect to receive a reduction of approximately 5-10% on current expenditures by working as one unit rather than four separate departments.

Phase I: Increased Regional Collaboration - Proposed Implementation Plan

Following is a detailed implementation plan, outlining the suggested steps for proceeding with increased regional collaboration. We have included individual tasks, deliverables, estimated cost/effort of implementation, priority, and year as a suggested framework for moving forward. The target timeframe we have outlined in the implementation plan is up to three years. Given the number and complexity of items listed below, we anticipate that this could be completed in approximately half the time. One thing to note is that most of the items do not require a significant financial investment from the communities to pursue, but it does require a significant *time and dedication* investment of existing fire resources to accomplish the entire plan. Each community will need to evaluate the costs and benefits of the proposed plan to determine if the investment of resources is beneficial.

Task	Deliverable	Estimated Cost/Effort	Priority	Year
1. Communication Plan Develop a communication plan detailing the costs and specific list of benefits of pursuing regional collaboration for the following audiences: • Board or Council • Public	Board/Council Communication Document/Plan Public Communication Document/Plan	$0 100 hours	Medium	Year 1
2. Media Contact Assign a media contact from the steering committee to address comments and concerns from elected officials, current employees, residents, and the media.	Contact Person	$0 1 hour	Medium	Year 1

Task	Deliverable	Estimated Cost/Effort	Priority	Year
3. Participant Agreement Gain board approval to keep moving forward with enhanced regional collaboration. • Approval from all communities	Participation Letter of Intent	$0 10 hours per community	High	Year 1
4. Automatic Mutual-Aid Agreements Draft and develop region-wide automatic aid agreements for the participating communities. Join the Oakland County Mutual Aid Consortium which is developing a county-wide automatic mutual aid arrangement. (Mutual Aid Box Alarm System - MABAS)	Automatic Mutual Aid Agreements	$0 100 hours Redirection of funds from the North Oakland County Association to the Oakland County Mutual Aid Consortium	High	Year 1

Task	Deliverable	Estimated Cost/Effort	Priority	Year
5. Chiefs Meeting Schedule Develop a standard meeting schedule between the department chiefs in order to begin the process of standardizing operations across departments. Note: Already in progress.	Regular Meeting Schedule	$0 2 hours to formalize 5 hours per month per department	Medium	Year 1
6. Joint Administration (Optional) Gain consensus on the concept of joint administration between all four departments. Determine costs and benefits of such an arrangement and craft an agreement to satisfy all communities.	Joint Administration Contract, if desired	Potential savings in administration costs $10,000 - 25,000 (legal fees) 10 hours per community	Medium	Year 1

Task	Deliverable	Estimated Cost/Effort	Priority	Year
7. Collaboration Agreement Development of an agreement for all communities to sign, minimally outlining the following: • Participation definition • Cost sharing formula • Project phase goals and objectives • Individual community/department responsibilities • Entry/exit procedure • Termination/withdrawal rights/process	Legal Agreement for All Involved Communities to Sign	$10,000 - 25,000 (legal fees) 10 hours per community	High	Year 1
8. Department Standardization Chiefs to work together to standardize department-wide operations such as: • Policies • Procedures • Equipment standards • Training	Department Standards and Documentation	$0 200 – 300 hours	High	Year 2

Task	Deliverable	Estimated Cost/Effort	Priority	Year
9. Purchasing After equipment standards are completed, the departments can begin full-scale joint purchasing efforts using: • Joint bids • Volume discounts • Standardized equipment Consider joining the Michigan Inter-Governmental Trade Network (MITN)	Combined Bids and Contracts	Nominal cost 50 hours to develop standard purchasing process and procedures	Medium	Year 2
10. Training Begin using combined training requirements and class offerings for all departments.	Fully Integrated Training Classes Fully Integrated Training Requirements	$0 100 hours	High	Year 2
11. Fire Prevention, Inspection, and Public Education Standardize these activities between departments, so each community is served equally. A contract can be created for one community to provide this service to others.	Common Fire Prevention Activities Standard Inspection Program Consistent Public Education Process	$0 100 – 150 hours	High	Year 2-3

Task	Deliverable	Estimated Cost/Effort	Priority	Year
12. ISO Verification (Optional) Utilize the resources of an ISO consultant or the ISO organization to determine the impact of all activities accomplished to date. Request revised ISO ratings. Also use them to delineate the steps necessary to achieve an ISO 4 rating for the entire region. Calculate the associated costs and verify the potential savings estimates for each community.	Revised ISO ratings for each community Documented plan to reach ISO 4 rating Revised estimate on cost and potential savings for pursuing Phase II	$25,000 - $50,000 (professional fees) 100 hours	Medium	Year 3
13. Full Consolidation Go / No Go Decision Upon completion of Phase I implementation activities, ascertain each community's interest in pursuing full consolidation. Obtain documentation from each community regarding their decision to pursue.	Go / No Go Decision Documentation from each community	$0 10 hours per community	High	Year 3

Phase II: Full Consolidation of All Departments – Proposed Enhanced Operations

Design Features

- 6 stations with 24 x 7 manned coverage by 2 personnel trained as both a firefighter and either a paramedic or EMT. Please see Appendix E for a map of proposed station manpower and locations. Detail by community is as follows:
  - 2 – Groveland Township
  - 1 – Holly Village / Township
  - 1 – Rose Township
  - 2 – Springfield Township
- Incorporates full-time administrative staffing as follows:

1 - FT Chief
1 - FT Deputy Chief
1 - FT Fire Marshal
1 - FT Administrative Assistant

- Full time staffing of 3 personnel per station (18 FTE), remainder of staffing required for 24 x 7 coverage performed by shift personnel
- Assumes total paid on call / shift personnel pool of 132 personnel.
- Increased station manpower will decrease average response times throughout the region – assumes approximately a 2 minute decrease in response times by going from unmanned to manned stations on a 24 x 7 basis. Please refer to Appendix F for a map identifying the proposed fire station locations and their five-mile response area coverage.
- Provides for enhanced, emergency medical response for the entire geography as delivered by the fire department.
- Distributes equipment amongst stations, no additional equipment needs to be purchased.
- Oakland County Sheriff Department would provide dispatch services.
- Standardizes purchasing program for equipment and operating expenditures for one department (Accomplished through Phase I).

- Consolidates and streamlines training and educational programs. (Accomplished through Phase I).
- Consolidates administrative overhead cost for items such as Human Resources, IT, Payroll, etc.
- Fire Marshal to complete fire inspections on all buildings in the region.
- Enhances fire protection coverage by multiple stations immediately responding to fire calls within a larger jurisdiction to help prevent fire loss.
- Provides for automatic mutual aid within the region.
- Consolidates operations and increased standardization in equipment and training, assumes a cost savings of 10% on current equipment and operating expenditures.

Benefits

Community benefits as they relate to increased service levels throughout the region are identified below:

- 24 x 7 staffing will provide for decreased response times for the entire region. It is assumed that response times may decrease approximately 2 minutes for communities that are not currently manned on a 24 x 7 basis.
- Provides for immediate ALS services in each community with decreased response times and increased medical support.
- Ability to respond to fire calls outside of current municipal boundary limits further decreases response times and ensures that the closest fire station responds to each emergency call.
- Decreased fire loss for the communities through the following:
  - Decreased response times,
  - Increased ability to provide the required manpower on-scene to fight structure fires
  - Regular fire inspections and re-inspections.
- Increased department size makes the department a more attractive employer in this area and helps to maintain appropriate number of qualified fire and emergency medical personnel.
  - Increased advancement opportunities for staff will decrease turnover to large full-time departments.
  - Departments will no longer compete against one another for the same resources in a limited pool of available resources.

- Increased knowledge and depth of administrative resources to apply best practices to the department.
- Decreased ISO ratings for some communities may decrease local citizen fire insurance premiums (residential and commercial).
- Increased opportunities to meet best practice and community requirements for paid on call/volunteer fire departments. Combining community assets and forces will increase the ability to meet fire department operational best practices and lower each municipality's risk of maintaining a fire department. As the department strives to meet firefighting industry best practices and community expectations, they will decrease their internal liability and enhance their operations in the following areas:
  - Health and safety of the public and firefighters
  - Incident management
  - Training
  - Communications
  - Pre-incident planning
- Increased ability to meet best practice and community fire operations guidelines for addressing internal strategic issues involving:
  - Organization
  - Operations
  - Deployment
- Larger department will achieve economies of scale in equipment and operating expenditures and can expect to receive a reduction of approximately 10% on current expenditures by working as one unit rather than four separate departments.
- Fire department consolidation provides the communities with a long-term cost containment and service preservation strategy to ensure provision of high quality fire service during these difficult economic times.

Please see Appendices D through F for the following detailed information regarding the full consolidation option:

- D: Financial Assumptions and Model
- E: Proposed Stations and Manpower
- F. Proposed Fire Station Locations: Five Mile Response Area Coverage

Phase II: Full Consolidation of All Departments – ISO Cost Model

By providing additional fire coverage in a community, through enhanced personnel, equipment, water flow, etc., commercial and residential taxpayers may be afforded lower insurance rates through improved ISO ratings. Following are the current ISO ratings of the five communities participating in the study, along with our initial assessment of potential savings to each community through lowered ISO ratings (based on the 2007 Oakland County Equalization Report). Some communities rated by ISO received split ratings. A split rating such as a 7/9 means that part of the community is rated a class 7 and the other a class 9. The reasons for this vary, but commonly it is due to distance from a fire department, fire hydrant, or a weak water distribution system in that part of the community.

- Current ISO ratings
  - Groveland Township: Currently a 4 rating
  - Holly Township: Currently a 7/9 rating
  - Rose Township: Currently a 7/9 rating
  - Springfield Township: Currently a 7/9 rating
  - Village of Holly: Currently a 7 rating
- Potential ISO ratings through consolidation efforts
  - Groveland Township: No change
  - Holly Township: Reduce to a 4 rating
  - Rose Township: Reduce to a 4 rating
  - Springfield Township: Reduce to a 4 rating
  - Village of Holly: Reduce to a 4 rating

We believe that through consolidation it is possible for all the Northwest Oakland communities to receive an ISO 4 rating. Following are estimates of the potential annual savings through lower insurance rates for commercial and residential taxpayers. All estimates are subject to validation and require a reduction to an ISO 4 rating class.

- Potential annual insurance savings with a lower ISO rating (commercial and residential, estimate subject to validation)
  - Groveland Township: No change
  - Holly Township: $355,149
  - Rose Township: $291,676
  - Springfield Township: $904,309
  - Village of Holly: $262,095
  - Total: Up to $1.8 Million annually

Current year net costs for each fire department as planned in the 2007/2008 budget are shown in the table below. The net cost will not match the current budget exactly due to the annualized fixed asset depreciation schedule, but it represents a true estimate at the annualized current year net cost of each department.

Fire Department	Current Year Net Cost
Groveland Township Fire Department	$1,043,843
North Oakland County Fire Authority (NOCFA)	$829,920
Springfield Township Fire Department	$572,784
Village of Holly Fire Department	$416,528
Total	$2,863,075

The following chart shows the financial impact of full consolidation for the region. Current year net costs increase for full consolidation, which is driven by the additional personnel required for enhanced service.

Current Year Net Cost (A)	Full Consolidation Net Cost (B)	Increase in Net Cost (C=B-A)
$2,863,075	$3,655,726	$792,651

The full consolidation option represents the model for the "optimal" fire department. The principal benefits of joint fire operations would be expanded coverage and increased service levels in the communities. The positive secondary benefit of joint fire operations is the potential to realize fire insurance savings to commercial and residential citizens through the lowering of ISO ratings. The table below identifies the estimated potential annual ISO savings that may be achieved through a reduction to an ISO 4 rating and the financial impact on current year net costs.

Potential Annual ISO Savings (D)	Full Consolidation Net Cost (after potential ISO reductions) (E=B-D)	Overall Citizen Savings from Current Year Net Cost (F=A-E)
$1,813,229	$1,842,497	$1,020,578

Cost and savings estimates are based on current year dollars. It is our assumption that the communities would not begin to operate as a fully consolidated department for approximately five years following the release of this report. Inflationary and taxable value increases would have to be considered in analyzing potential future net costs and benefits.

Key benefits to the individual departments/communities are presented on the following page.

Groveland Township

- Potential for decreased citizen tax rate due to the potential for a "district-wide" millage.
- Improved ability to attract and retain interested and available firefighters to the department.

NOCFA (Holly and Rose Townships)

- Shorter response times for fire calls in Holly and Rose Townships due to 24 x 7 station staffing.
- Shorter response times on medical calls in outlying areas that can be serviced by another station.
- Ability to provide ALS service to the community from a nearby station in Rose Township, significantly reducing response time within the Township on medical calls.
- Improved ability to attract and retain interested and available firefighters to the department.
- Significantly reduced ISO rating projection, able to save the citizens in fire insurance what will be spent on improved fire department service levels.

Springfield Township

- Ability to provide ALS service to the community from a nearby station significantly reducing response time on medical calls.
- Shorter response times on fire and medical calls within the Township due to 24 x 7 staffing.
- Improved ability to attract and retain interested and available firefighters to the department.
- Significantly reduced ISO rating projection, able to save the citizens in fire insurance what will be spent on improved fire department service levels.

Village of Holly

- Ability to provide ALS service to the community from a nearby station.
- Shorter response times on fire and medical calls within the Village due to 24 x 7 staffing.
- Improved ability to attract and retain interested and available firefighters to the department.
- Ability to enhance the quality of equipment/apparatus currently being used in the Village.
- Significantly reduced ISO rating projection, able to save the citizens in fire insurance what will be spent on improved fire department service levels.

Phase II: Full Consolidation of All Departments – Proposed Implementation Plan

Following is the implementation plan for consolidating all fire departments in the Northwest Oakland region. This implementation plan could also be used for implementation of either the East or West options identified in Appendices G and H, respectively. The target timeline for completion of the full consolidation was identified as five to ten years, after a decision at the end of Phase I regarding the desire to move forward with full consolidation. We have identified the full consolidation process occurring over a period of two years, due to the initial progress able to be made during Phase I. We have included individual tasks, deliverables, estimated cost/effort of implementation, priority, and year as a suggested framework for moving forward.

Task	Deliverable	Estimated Cost/Effort	Priority	Year
1. **Project Manager** Assign one of the current Fire Chiefs to oversee the integration of the departments in addition to his current duties. The Fire Chiefs may decide who should be in charge of the consolidation effort.	Project Manager Assignment	$0 Potential cost if effort exceeds normal requirements of current position duties or if outside assistance is determined essential to achieving full consolidation. 1000 hours	High	Year 4

Task	Deliverable	Estimated Cost/Effort	Priority	Year
2. Communication Plan Develop a communication plan detailing the costs and specific list of benefits of consolidation for the following audiences: • Board or Council • Public	Board/Council Communication Document/Plan Public Communication Document/Plan	$0 100 hours	Medium	Year 4
3. Media Contact Assign a media contact from the steering committee to address comments and concerns from elected officials, current employees, residents, and the media.	Contact Person	$0 1 hour	Medium	Year 4
4. Participant Agreement Gain board approval to keep moving forward with the consolidation plan. • Approval from all communities	Participation Letter of Intent	$0 10 hours per community	High	Year 4

Task	Deliverable	Estimated Cost/Effort	Priority	Year
5. Governance Model The steering committee will create the governance structure for a fully combined fire department including decisions on the following: • Urban Cooperation Act or Emergency Service Act • Board representation • Board size and member requirements • Board responsibilities Please see Appendix I for a detailed discussion of the available governance options.	Governance Structure and Board Policies	$0 100 hours	High	Year 4
6. Cost Sharing Finalize how costs will be distributed among the participants. • Finalize/Refine the appropriate cost model for funding • Individual community cost estimates based on approved funding structure • Initial funding mechanism(s) • Permanent funding mechanism(s)	Finalized Cost Sharing Formula Refined Cost per Participant	$0 100 – 200 hours	High	Year 4

Task	Deliverable	Estimated Cost/Effort	Priority	Year
7. Legal Documents Development of an agreement for all communities to sign, minimally outlining the following: • Participation definition • Source and flow of revenues • Service provisions • Termination/withdrawal rights/process • Board representation • Entry/exit procedure	Legal Agreement for All Involved Communities to Sign	$10,000 - 25,000 (legal fees) 10 hours per community	High	Year 4
8. Dispatching Agency The steering committee and communities must make a decision regarding the dispatching agency for the combined fire department. • Oakland County Sheriff • Holly Police Department	Combined Dispatch Contract	$0 50 hours	Medium	Year 4

Task	Deliverable	Estimated Cost/Effort	Priority	Year
9. Legislative Body Approval Each community must pass a resolution of their willingness to participate in the consolidated department. Need to provide specifics of: • Funding requirements • Service levels • Entry/exit procedure	Board Participation Resolutions Signed Legal Agreement	$0 50 hours	High	Year 4
10. Fire Administration Once the department is approved and funding is secured, it will be necessary to hire the fire administration.	Administration Appointment	$0 50 hours	High	Year 4

Task	Deliverable	Estimated Cost/Effort	Priority	Year
11. Service Level/Operations Determination of appropriate service level and finalization of the following: • Core services provided • Establishment of performance measures • Staffing levels • Staffing roles and requirements • Training • Policies and Procedures	Documentation minimally defining the outlined items, built upon prior work in Phase I	$0 50 - 100 hours	High	Year 5
12. Staff Transfer and Planning There are legal requirements/guidelines for staff transfer. However, the group must determine what happens with regard to the following issues: • Confirmation of staffing level required to meet desired service level • Organizational structure • Job descriptions • Wage rates • Benefits/retirement package • Transfer and administration of existing pensions and retirement benefits	Plan minimally addressing all of the outlined items	$0 100 - 150 hours	Medium	Year 5

Task	Deliverable	Estimated Cost/Effort	Priority	Year
13. Service Level Agreements Develop service contracts that can be used by the consolidated department to legally establish the services to be provided. Included in this analysis should be the establishment of minimum service level performance standards.	Contract outlining service levels to be provided	$0 50 - 100 hours	Medium	Year 5
14. Asset Transfer Contracts Identification, cost assignment, and transfer of funds, as necessary, to convey assets from individual communities to the combined department.	Legal contract outlining asset transfer provisions and asset values	$0 50 - 100 hours	Medium	Year 5

Task	Deliverable	Estimated Cost/Effort	Priority	Year
15. Consolidated Department Transfer/Hiring Once the above steps have been completed, it will then be possible to consolidate fire service in the Northwest Oakland communities.	Fully functioning Fire Department	Up to $800,000 in additional operational costs to operate a consolidated department that provides ALS service to the region. Could be less per year, as this is a conservative estimate for feasibility purposes. 50 – 100 hours	High	Year 5
16. ISO Verification Utilize the resources of an ISO consultant or the ISO organization to re-rate the consolidated department to achieve improved ISO ratings for the entire region. Finalize the associated costs and potential savings estimates for each community.	Revised ISO ratings for the consolidated department	Up to $1,800,000 in ISO savings for all communities $25,000 - $50,000 (professional fees) 100 hours	Medium	Year 6

IV. Appendices

A. General Financial Assumptions

All Cost Scenarios

- Financial figures based on planned 2007/2008 budget for all communities.
- Cost and savings estimates are based on current year dollars.
- Fixed assets are depreciated on an annual basis vs. cash basis for equipment and other purchases. This assumes the ability to pay cash for the equipment through a capital outlay revolving fund. This does not incorporate financing costs.
- Figure will not match current budget exactly due to the annualized fixed asset depreciation schedule.
- Annualized fixed asset depreciation schedule as follows:
  - Engines: $265,000 over 20 years ($13,250/year)
  - Engine/Rescue: $205,000 over 15 years ($13,667/year)
  - Rescue: $150,000 over 7 years ($21,429/year)
  - Ambulance: $150,000 over 7 years ($21,429/year)
  - Tanker/Pumper: $200,000 over 20 years ($10,000/year)
  - SRU: $35,000 over 10 years ($3500/year)
  - Other Utility Vehicles: $25,000 over 7 years ($3,571/year)
  - Fire Station: $1,200,000 over 40 years ($30,000/year)
- Escalation factors as follows:
  - 3% for wage increases
  - 10.5% for benefits
  - 3% for inflation (most other items)
- Taxable values are increasing at 1.5% for year 1 and 1% going forward.
- Equivalent millage calculations are based on a 97% collection rate.
- Land costs are excluded from cost estimates.

B. Current Cost Scenarios

Groveland Township - Comparison Version
Current Staffing & Current Equipment

	Year 1	Year 2	Year 3	Year 4	Year 5
Costs:					
Personnel Wages	649,977	669,476	689,561	710,247	731,555
Personnel Benefits	114,072	126,050	139,285	153,910	170,070
Overhead Expense (6% of Wages and Benefits)	45,843	47,732	49,731	51,849	54,098
Equipment / Operating Purchases	109,118	112,392	115,763	119,236	122,813
Other operating excluding capital outlay	284,833	293,378	302,179	311,245	320,582
Utilities	45,000	46,350	47,741	49,173	50,648
Fixed assets - depreciation expense	211,500	211,500	211,500	211,500	211,500
Total costs	1,460,343	1,506,877	1,555,759	1,607,160	1,661,266
Direct revenue generated:					
Fire / Ambulance Runs	300,000	309,000	318,270	327,818	337,653
Fines/Fees	51,500	53,045	54,636	56,275	57,964
Other	65,000	66,950	68,959	71,027	73,158
Total revenue generated	416,500	428,995	441,865	455,121	468,774
Total Net cost	1,043,843	1,077,882	1,113,894	1,152,039	1,192,491
Taxable Value	249,628,790	253,373,222	255,906,954	258,466,024	261,050,684
Millage Equivalent	4.31				

NOCFA - Comparison Version
Current Staffing & Current Equipment

	Year 1	Year 2	Year 3	Year 4	Year 5
Costs:					
Personnel Wages	412,850	425,236	437,993	451,132	464,666
Personnel Benefits	18,800	20,774	22,955	25,366	28,029
Overhead Expense (6% of Wages and Benefits)	25,899	26,761	27,657	28,590	29,562
Equipment / Operating Purchases	93,000	95,790	98,664	101,624	104,672
Other operating excluding capital outlay	206,400	212,592	218,970	225,539	232,305
Utilities	22,000	22,660	23,340	24,040	24,761
Fixed assets - depreciation expense	188,571	188,571	188,571	188,571	188,571
Total costs	967,520	992,383	1,018,149	1,044,862	1,072,567
Direct revenue generated:					
Ambulance Runs	85,000	87,550	90,177	92,882	95,668
Fines/Fees	20,000	20,600	21,218	21,855	22,510
Other	32,600	33,578	34,585	35,623	36,692
Total revenue generated	137,600	141,728	145,980	150,359	154,870
Total Net cost	829,920	850,655	872,170	894,502	917,697
Taxable Value – Holly Township	309,393,540	314,034,443	317,174,788	320,346,535	323,550,001
Taxable Value – Rose Township	254,632,560	258,452,048	261,036,569	263,646,935	266,283,404
Total Taxable Value	564,026,100	572,486,492	578,211,356	583,993,470	589,833,405
Millage Equivalent	1.52				

Springfield Township - Comparison Version

Current Staffing & Current Equipment

	Year 1	Year 2	Year 3	Year 4	Year 5
Costs:					
Personnel Wages	296,600	305,498	314,663	324,103	333,826
Personnel Benefits	40,350	44,587	49,268	54,442	60,158
Overhead Expense (6% of Wages and Benefits)	20,217	21,005	21,836	22,713	23,639
Equipment / Operating Purchases	31,600	32,548	33,524	34,530	35,566
Other operating excluding capital outlay	122,700	126,381	130,172	134,078	138,100
Utilities	24,200	24,926	25,674	26,444	27,237
Fixed assets - depreciation expense	148,667	148,667	148,667	148,667	148,667
Total costs	684,334	703,612	723,804	744,975	767,193
Direct revenue generated:					
Fire / Ambulance Runs	24,500	25,235	25,992	26,772	27,575
Fines/Fees	1,300	1,339	1,379	1,421	1,463
Other	85,750	88,323	90,972	93,701	96,512
Total revenue generated	111,550	114,897	118,343	121,894	125,551
Total Net cost	572,784	588,715	605,461	623,082	641,642
Taxable Value	703,162,200	713,709,633	720,846,729	728,055,197	735,335,749
Millage Equivalent	0.84				

Village of Holly - Comparison Version
Current Staffing & Current Equipment

	Year 1	Year 2	Year 3	Year 4	Year 5
Costs:					
Personnel Wages	89,569	92,256	95,024	97,874	100,811
Personnel Benefits	3,324	3,673	4,059	4,485	4,956
Overhead Expense (6% of Wages/Benefits)	5,574	5,756	5,945	6,142	6,346
Equipment / Operating Purchases	66,200	68,186	70,232	72,339	74,509
Other operating excluding capital outlay	156,011	160,691	165,512	170,477	175,592
Utilities	4,350	4,481	4,615	4,753	4,896
Fixed assets - depreciation expense	91,500	91,500	91,500	91,500	91,500
Total costs	416,528	426,543	436,886	447,570	458,609
Direct revenue generated:					
Ambulance Runs	-	-	-	-	-
Fines/Fees	-	-	-	-	-
Other	-	-	-	-	-
Total revenue generated	-	-	-	-	-
Total Net cost	416,528	426,543	436,886	447,570	458,609
Taxable Value	151,415,980	153,687,220	155,224,092	156,776,333	158,344,096
Millage Equivalent	2.84				

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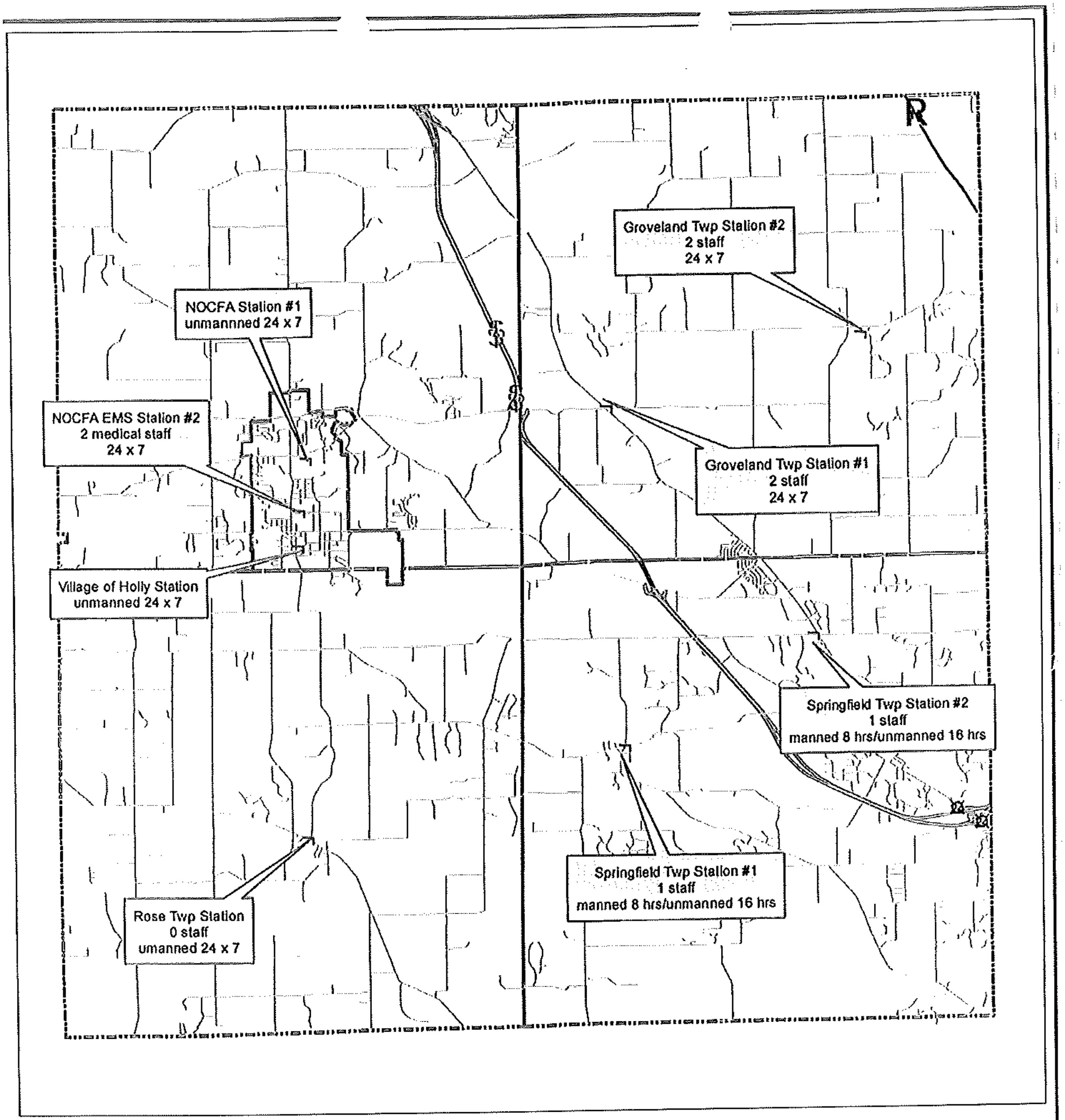
All Five Communities - Current Costs Combined

	Year 1	Year 2	Year 3	Year 4	Year 5
Costs:					
Personnel Wages	1,448,996	1,492,466	1,537,240	1,583,357	1,630,858
Personnel Benefits	176,546	195,083	215,567	238,202	263,213
Overhead Expense (6% of Wages and Benefits)	97,533	101,253	105,168	109,294	113,644
Equipment / Operating Purchases	299,918	308,916	318,183	327,728	337,560
Other operating excluding capital outlay	769,944	793,042	816,834	841,339	866,579
Utilities based on 8 full stations	95,550	98,417	101,369	104,410	107,542
Fixed assets - depreciation expense	640,238	640,238	640,238	640,238	640,238
Total costs	3,528,725	3,629,415	3,734,599	3,844,567	3,959,634
Direct revenue generated:					
Ambulance Runs	409,500	421,785	434,439	447,472	460,896
Fines/Fees	72,800	74,984	74,984	74,984	74,984
Other	183,350	188,851	194,516	200,351	206,362
Total revenue generated	665,650	685,620	703,939	722,807	742,242
Total Net cost	2,863,075	2,943,795	3,030,660	3,121,760	3,217,392
Taxable Value	1,668,233,070	1,693,256,566	1,710,189,132	1,727,291,023	1,744,563,933
Millage equivalent	1.77				

C. Current Stations and Manpower



Current Stations & Manpower

Map Author:
Oakland County Land Management
Department of Information Technology
1200 N. Telegraph Road, Bldg 49W
Pontiac, MI 48341
http://www.oakgov.com/maps/

Map Projection
Michigan State Plane (S)
Datum: NAD 83
Units: International Feet
Map Rotation: -357
Map Date: July 2007

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Legend

Fire Stations

Municipal Districts

Highways and Freeways

ROAD_CODE

IN

US

ST

MJ

MN

X

D. Financial Assumptions and Model – Full Consolidation

Financial Assumptions

- Incorporates full-time administrative staff, full-time firefighters, shift personnel, and paid on call personnel
- Costs per staff as follows

Position	Salary	Benefits	Total
Chief	$72,000	$33,120	$105,120
Deputy Chief	$65,000	$29,900	$94,900
Fire Marshal	$60,000	$27,600	$87,600
Admin Assistant	$30,000	$13,800	$43,800
FT Firefighter	$47,000	$21,620	$68,620

- Assume benefits of 46% of salary per Groveland Township current information and comparable other departments.
- Remaining positions are covered by paid on call personnel (between $10-15/hr) and shift personnel ($10/hr + incident pay), costs are assumed based upon Groveland Township 2007 budgeted figures.
- Assumes paid on call pool of 132 personnel.
- FICA withholdings are included as 7.65% of total wages.
- Assumes 10% savings on operating/equipment purchases and training for the full consolidation option.
- Assumes investment likely needed to upgrade and build out current stations. All costs are assumed to be handled by the depreciation schedule with the exception of costs for sleeping quarters in two stations – one in Springfield Township ($20,000) and one in Rose Township ($80,000). Total costs were incorporated into the model for each station.
- Includes NOCFA annual transport revenue of $85,000.
- Includes Groveland Township annual transport revenue of $300,000.
- Added an estimated $175,000 annual transport revenue to existing revenues of $24,500 in Springfield Township for moving to ALS transport service.

- Removed $51,500 contract revenue Groveland Township receives from Village of Holly.
- Assumed $28,000 is spent on paid on call volunteers (Village of Holly) by sending both Village of Holly and Groveland Township personnel to all ALS calls. Removed that cost from personnel wages in this option.
- Assumed 2007 Oakland County Dispatch rates of $19.95 per run.

Full Consolidation - Current Costs Combined

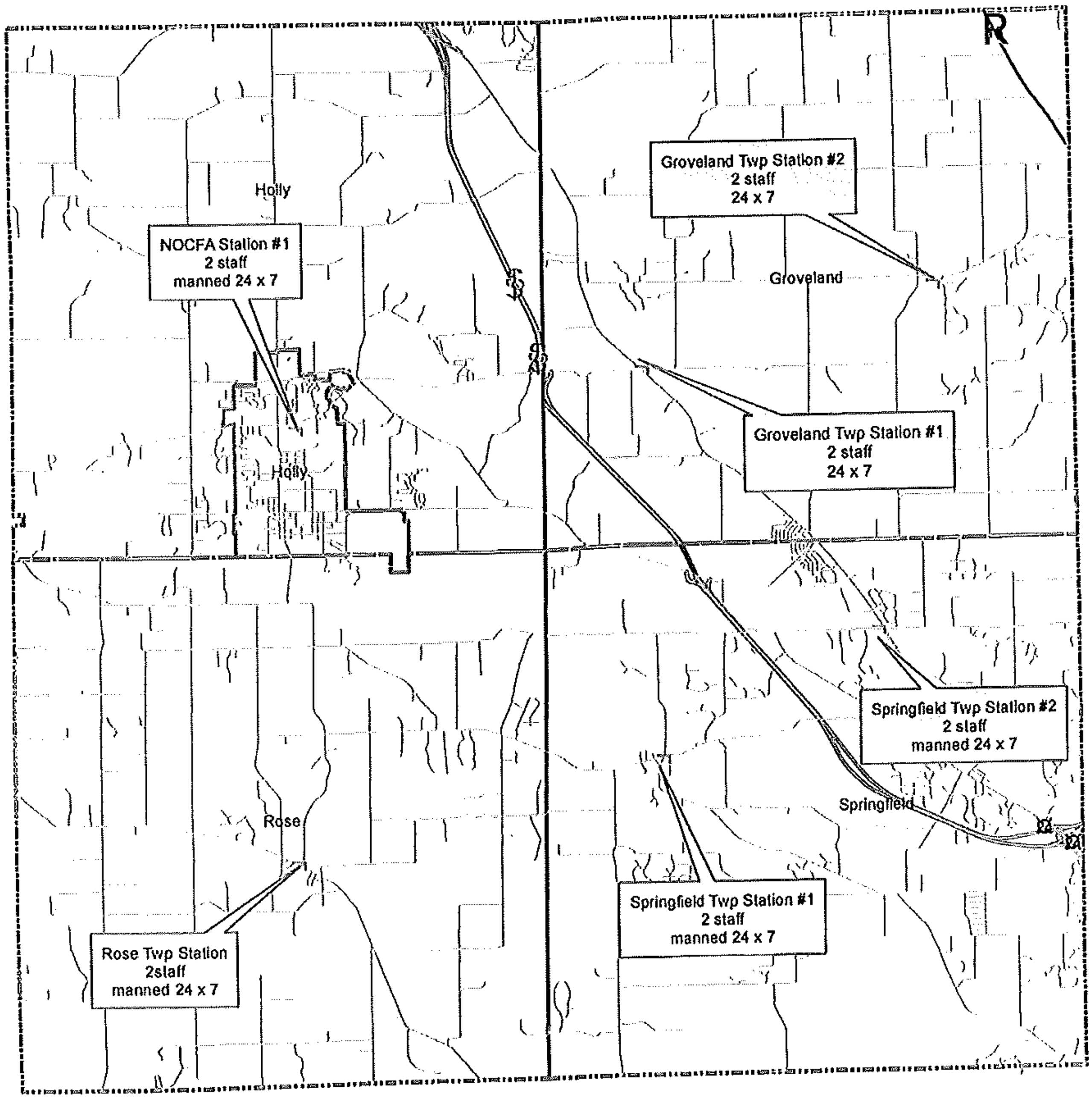
	Year 1	Year 2	Year 3	Year 4	Year 5
Costs:					
Personnel Wages	1,448,996	1,492,466	1,537,240	1,583,357	1,630,858
Personnel Benefits	176,546	195,083	215,567	238,202	263,213
Overhead Expense (6% of Wages and Benefits)	97,533	101,253	105,168	109,294	113,644
Equipment / Operating Purchases	299,918	308,916	318,183	327,728	337,560
Other operating excluding capital outlay	769,944	793,042	816,834	841,339	866,579
Utilities based on 8 full stations	95,550	98,417	101,369	104,410	107,542
Fixed assets - depreciation expense	640,238	640,238	640,238	640,238	640,238
Total costs	3,528,725	3,629,415	3,734,599	3,844,567	3,959,634
Direct revenue generated:					
Ambulance Runs	409,500	421,785	434,439	447,472	460,896
Fines/Fees	72,800	74,984	74,984	74,984	74,984
Other	183,350	188,851	194,516	200,351	206,362
Total revenue generated	665,650	685,620	703,939	722,807	742,242
Total Net cost	2,863,075	2,943,795	3,030,660	3,121,760	3,217,392
Taxable Value	1,668,233,070	1,693,256,566	1,710,189,132	1,727,291,023	1,744,563,933
Millage equivalent	1.77				

Full Consolidation - Enhanced Service Level (24 x 7 coverage all stations)

Proposed staffing level
Six Full Stations with proposed equipment

	Year 1	Year 2	Year 3	Year 4	Year 5
Costs:					
Personnel Wages	1,958,883	2,017,650	2,078,179	2,140,525	2,204,741
Personnel Benefits	493,580	533,066	575,712	621,769	671,510
Overhead Expense (6% of Wages and Benefits)	147,148	153,043	159,233	165,738	172,575
Equipment / Operating Purchases	269,926	278,024	286,365	294,956	303,804
Other operating excluding capital outlay	774,712	797,953	821,892	846,549	871,945
Utilities based on 6 full stations	71,663	73,812	76,027	78,308	80,657
Year 1 addition of sleeping quarters	100,000				
Fixed assets - depreciation expense	628,964	628,964	628,964	628,964	628,964
Total costs	4,444,876	4,482,513	4,626,372	4,776,807	4,934,196
Direct revenue generated:					
Ambulance Runs	584,500	602,035	620,096	638,699	657,860
Fines/Fees	21,300	21,939	22,597	23,275	23,973
Other	183,350	188,851	194,516	200,351	206,362
Total revenue generated	789,150	812,825	837,209	862,326	888,195
Total Net cost	3,655,726	3,669,689	3,789,163	3,914,482	4,046,001
Taxable Value	1,668,233,070	1,693,256,566	1,710,189,132	1,727,291,023	1,744,563,933
Millage equivalent	2.26				

E. Proposed Stations and Manpower – Full Consolidation



Proposed Stations & Manpower

Legend

- Proposed Fire Stations
- Municipal Districts

Highways and Freeways

ROAD_CODE

- IN
- US
- ST
- MJ
- MN

Map Author:
Oakland County Land Management
Department of Information Technology
1200 N. Telegraph Road, Bldg 49W
Pontiac, MI 48341
http://www.oakgov.com/maps/

Map Projection:
Michigan State Plane (S)
Datum: NAD 83
Units: International Feet
Map Rotation: -357
Map Date: July 2007

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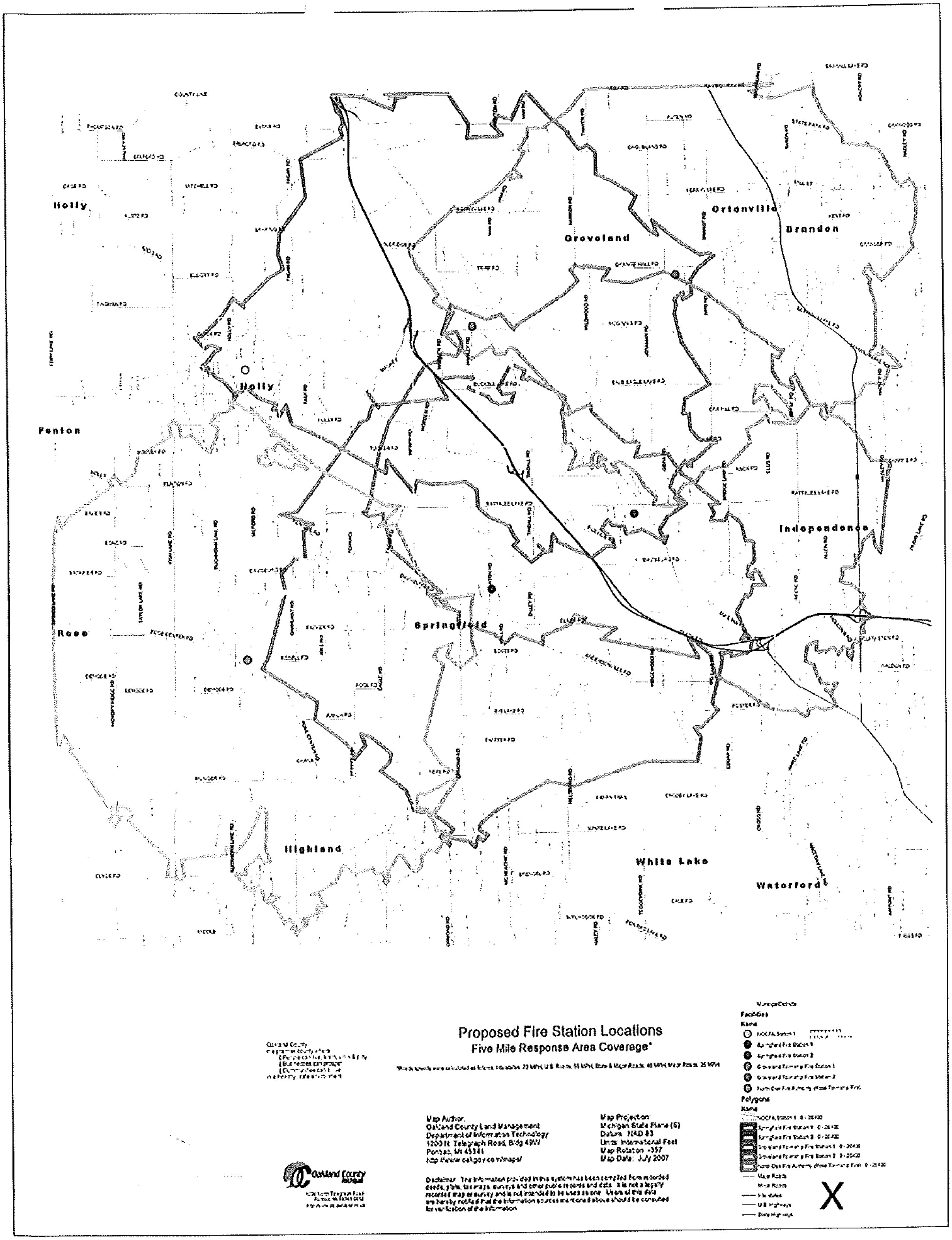
Oakland County

F. Proposed Fire Station Locations: Five Mile Response Area Coverage – Full Consolidation


Holly
Holly
Groveland
Ortonville
Brandon
Fenton
Independence
Springfield
Rose
Highland
White Lake
Waterford
Proposed Fire Station Locations
Five Mile Response Area Coverage*
Facilities
Polygons
Map Author:
Oakland County Land Management
Department of Information Technology
1200 N. Telegraph Road, Bldg 49W
Pontiac, MI 48341
Map Projection:
Michigan State Plane (S)
Datum: NAD 83
Units: International Feet
Map Rotation: -357
Map Date: July 2007
Oakland County
X

G. Operational / Financial Assumptions and Model – East Consolidation

Operational Assumptions

- 4 stations with 24 x 7 manned coverage by 2 personnel trained as both a firefighter and either a paramedic or EMT. Please see Appendix C (East Communities – Groveland and Springfield Townships) for a map of proposed station manpower and locations. Detail by community is as follows:
  - 2 – Groveland Township
  - 2 – Springfield Township
- Incorporates full-time administrative staffing as follows:

1 - FT Chief
1 - FT Deputy Chief
1 - FT Administrative Assistant

- Full time staffing of 3 personnel per station (12 FTE), remainder of staffing required for 24 x 7 coverage performed by shift personnel
- Assumes total paid on call / shift personnel pool of 88 personnel.
- Increases station manpower, will decrease average response times throughout the region – assumes approximately a 2 minute decrease in response times by going from unmanned to manned stations on a 24 x 7 basis. Please refer to Appendix D (East Communities – Groveland and Springfield Townships) for a map identifying the proposed fire station locations and their five-mile response area coverage.
- Provides for enhanced, emergency medical response for the entire geography as delivered by the fire department.
- Distributes equipment amongst stations, no additional equipment needs to be purchased.
- Oakland County Sheriff Department would provide dispatch services.
- Standardizes purchasing program for equipment and operating expenditures for one department (Accomplished through

Phase I).

- Consolidates and streamlines training and educational programs. (Accomplished through Phase I).
- Consolidates administrative overhead cost for items such as Human Resources, IT, Payroll, etc.
- Fire Marshal to complete fire inspections on all buildings in the region.
- Enhances fire protection coverage by multiple stations immediately responding to fire calls within a larger jurisdiction to help prevent fire loss.
- Provides for automatic mutual aid within the region.
- Consolidates operations and increased standardization in equipment and training, assumes a cost savings of 5% on current equipment and operating expenditures.

Financial Assumptions

- Incorporates full-time administrative staff, full-time firefighters, shift personnel, and paid on call personnel
- Costs per staff as follows

Position	Salary	Benefits	Total
Chief	$72,000	$33,120	$105,120
Deputy Chief	$65,000	$29,900	$94,900
Fire Marshal	$60,000	$27,600	$87,600
Admin Assistant	$30,000	$13,800	$43,800
FT Firefighter	$47,000	$21,620	$68,620

- Assume benefits of 46% of salary per Groveland Township current information and comparable other departments.
- Remaining positions are covered by paid on call personnel (between $10-15/hr) and shift personnel ($10/hr + incident pay), costs are assumed based upon Groveland Township 2007 budgeted figures.
- Assumes paid on call pool of 88 personnel.
- FICA withholdings are included as 7.65% of total wages.
- Assumes 5% savings on operating/equipment purchases and training for this option.

- Assumes investment likely needed to upgrade and build out current stations. All costs are assumed to be handled by the depreciation schedule with the exception of costs for sleeping quarters in one Springfield Township station ($20,000). This cost was incorporated into the model for the station renovation.
- Includes NOCFA annual transport revenue of $85,000.
- Includes Groveland Township annual transport revenue of $300,000.
- The East and West options were developed as standalone options, estimating costs of changing from current operations to consolidating in either region.
- The "current costs combined" spreadsheet reflects the current cost structure of both the East and West communities added together as a baseline comparison to consolidating operations in the region. This assumes the operations for all communities remain the same for comparison purposes between separate operations and combined operations.
- Added an estimated $175,000 annual transport revenue to existing revenues of $24,500 in Springfield Township for moving to ALS transport service.
- Assumed this option maintains the current revenue stream for providing ambulance service to the Village of Holly.
- Assumed 2007 Oakland County Dispatch rates of $19.95 per run.

ISO Cost Model

By providing additional fire coverage in a community, through enhanced personnel, equipment, water flow, etc., commercial and residential taxpayers may be afforded lower insurance rates through improved ISO ratings. Following are the current ISO ratings of the five communities participating in the study, along with our initial assessment of potential savings to each community through lowered ISO ratings (based on the 2007 Oakland County Equalization Report). Some communities rated by ISO received split ratings. A split rating such as a 7/9 means that part of the community is rated a class 7 and the other a class 9. The reasons for this vary, but commonly it is due to distance from a fire department, fire hydrant, or a weak water distribution system in that part of the community.

- Current ISO ratings
  - Groveland Township: Currently a 4 rating
  - Springfield Township: Currently a 7/9 rating
- Potential ISO ratings through consolidation efforts
  - Groveland Township: No change
  - Springfield Township: Reduce to a 4 rating

We believe that through consolidation it is possible for all the Northwest Oakland communities to receive an ISO 4 rating. Following are estimates of the potential annual savings through lower insurance rates for commercial and residential taxpayers. All estimates are subject to validation and require a reduction to an ISO 4 rating class.

- Potential annual insurance savings with a lower ISO rating (commercial and residential, estimate subject to validation)
  - Groveland Township: No change
  - Springfield Township: $904,309
  - Total: Up to approximately $900,000 annually for the residents of Springfield Township

Current year net costs for each fire department as planned in the 2007/2008 budget are shown in the table below. The net cost will not match the current budget exactly due to the annualized fixed asset depreciation schedule, but it represents a true estimate at the annualized current year net cost of each department.

Fire Department	Current Year Net Cost
Groveland Township Fire Department	$1,043,843
Springfield Township Fire Department	$572,784
Total	$1,616,627

The following chart shows the financial impact of full consolidation for the east region. Current year net costs increase for full consolidation, which is driven by the additional personnel required for enhanced service.

Current Year Net Cost (A)	East Consolidation Net Cost (B)	Increase in Net Cost (C=B-A)
$1,616,627	$1,975,155	$358,528

The east consolidation option represents the model for the "optimal" fire department. The principal benefits of joint fire operations would be expanded coverage and increased service levels in the communities. The positive secondary benefit of joint fire operations is the potential to realize fire insurance savings to commercial and residential citizens through the lowering of ISO ratings. The table below identifies the estimated potential annual ISO savings that may be achieved through a reduction to an ISO 4 rating and the financial impact on current year net costs.

Potential Annual ISO Savings (D)	East Consolidation Net Cost (after potential ISO reductions) (E=B-D)	Overall Citizen Savings from Current Year Net Cost (F=A-E)
$904,309	$1,070,846	$545,781

Cost and savings estimates are based on current year dollars. It is our assumption that the communities would not begin to operate as a fully consolidated department for approximately five years following the release of this report. Inflationary and taxable value increases would have to be considered in analyzing potential future net costs and benefits.

East Entities - Current Costs Combined
Groveland Township, Springfield Township

	Year 1	Year 2	Year 3	Year 4	Year 5
Costs:					
Personnel Wages	946,577	974,974	1,004,224	1,034,350	1,065,381
Personnel Benefits	154,422	170,636	188,553	208,351	230,228
Overhead Expense (6% of Wages and Benefits)	66,060	68,737	71,567	74,562	77,737
Equipment / Operating Purchases	140,718	144,940	149,288	153,766	158,379
Other operating excluding capital outlay	407,533	419,759	432,352	445,322	458,682
Utilities	69,200	71,276	73,414	75,617	77,885
Fixed assets - depreciation expense	360,167	360,167	360,167	360,167	360,167
Total costs	2,144,677	2,210,488	2,279,564	2,352,136	2,428,459
Direct revenue generated:					
Ambulance Runs	324,500	334,235	344,262	354,590	365,228
Fines/Fees	52,800	54,384	54,384	54,384	54,384
Other	150,750	155,273	159,931	164,729	169,670
Total revenue generated	528,050	543,892	558,577	573,703	589,282
Total Net cost	1,616,627	1,666,597	1,720,987	1,778,433	1,839,177
Taxable Value	952,790,990	967,082,855	976,753,683	986,521,220	996,386,432
Millage equivalent	1.75				

East Entities - Enhanced Service Level (24 x 7 coverage all stations)

Groveland Township, Springfield Township
Proposed staffing level
Four Full Stations with proposed equipment

	Year 1	Year 2	Year 3	Year 4	Year 5
Costs:					
Personnel Wages	1,278,963	1,317,332	1,356,852	1,397,557	1,439,484
Personnel Benefits	335,340	362,167	391,141	422,432	456,226
Overhead Expense (6% of Wages and Benefits)	96,858	100,770	104,880	109,199	113,743
Equipment / Operating Purchases	133,682	137,693	141,823	146,078	150,460
Other operating excluding capital outlay	438,766	451,929	465,486	479,451	493,835
Utilities based on 4 full stations	47,775	49,208	50,684	52,205	53,771
Year 1 addition of sleeping quarters	20,000				
Fixed assets - depreciation expense	326,821	326,821	326,821	326,821	326,821
Total costs	2,678,205	2,745,920	2,837,688	2,933,744	3,034,341
Direct revenue generated:					
Ambulance Runs	499,500	514,485	529,920	545,817	562,192
Fines/Fees	52,800	54,384	56,016	57,696	59,427
Other	150,750	155,273	159,931	164,729	169,670
Total revenue generated	703,050	724,142	745,866	768,242	791,289
Total Net cost	1,975,155	2,021,778	2,091,822	2,165,502	2,243,052
Taxable Value	952,790,990	967,082,855	976,753,683	986,521,220	996,386,432
Millage equivalent	2.14				

H. Operational / Financial Assumptions and Model – West Consolidation

Operational Assumptions

- 2 stations with 24 x 7 manned coverage by 2 personnel trained as both a firefighter and either a paramedic or EMT. Please see Appendix C (West Communities – Holly Township, Rose Township, Holly Village) for a map of proposed station manpower and locations. Detail by community is as follows:
  - 1 – Holly Village / Township
  - 1 – Rose Township
- Incorporates full-time administrative staffing as follows:

1 - FT Chief
1 - FT Deputy Chief
1 - FT Administrative Assistant

- Full time staffing of 3 personnel per station (6 FTE), remainder of staffing required for 24 x 7 coverage performed by shift personnel
- Assumes total paid on call / shift personnel pool of 44 personnel.
- Increases station manpower, will decrease average response times throughout the region – assumes approximately a 2 minute decrease in response times by going from unmanned to manned stations on a 24 x 7 basis. Please refer to Appendix D (West Communities – Holly Township, Rose Township, Holly Village) for a map identifying the proposed fire station locations and their five-mile response area coverage.
- Provides for enhanced, emergency medical response for the entire geography as delivered by the fire department.
- Distributes equipment amongst stations, no additional equipment needs to be purchased.
- Oakland County Sheriff Department would provide dispatch services.
- Standardizes purchasing program for equipment and operating expenditures for one department (Accomplished through Phase I).

depreciation schedule with the exception of costs for sleeping quarters in the Rose Township station ($80,000). This cost was incorporated into the model for the station renovation.

- Includes NOCFA annual transport revenue of $85,000.
- Includes Groveland Township annual transport revenue of $300,000.
- East and West options were developed as standalone options, estimating costs of changing from current operations to consolidating in either region.
- The "current costs combined" spreadsheet reflects the current cost structure of both the East and West communities added together as a baseline comparison to consolidating operations in the region. This assumes the operations for all communities remain the same for comparison purposes between separate operations and combined operations.
- Added $79,000 in ambulance revenue for this option that includes the Village of Holly, based upon actual experience of 35% cost recovery.
- Assumed $28,000 is spent on paid on call volunteers (Village of Holly) by sending both Village of Holly and Groveland Township personnel to all ALS calls. Removed that cost from personnel wages in this option.
- Assumed 2007 Oakland County Dispatch rates of $19.95 per run.

ISO Cost Model

By providing additional fire coverage in a community, through enhanced personnel, equipment, water flow, etc., commercial and residential taxpayers may be afforded lower insurance rates through improved ISO ratings. Following are the current ISO ratings of the five communities participating in the study, along with our initial assessment of potential savings to each community through lowered ISO ratings (based on the 2007 Oakland County Equalization Report). Some communities rated by ISO received split ratings. A split rating such as a 7/9 means that part of the community is rated a class 7 and the other a class 9. The reasons for this vary, but commonly it is due to distance from a fire department, fire hydrant, or a weak water distribution system in that part of the community.

- Consolidates and streamlines training and educational programs. (Accomplished through Phase I).
- Consolidates administrative overhead cost for items such as Human Resources, IT, Payroll, etc.
- Fire Marshal to complete fire inspections on all buildings in the region.
- Enhances fire protection coverage by multiple stations immediately responding to fire calls within a larger jurisdiction to help prevent fire loss.
- Provides for automatic mutual aid within the region.
- Consolidates operations and increased standardization in equipment and training, assumes a cost savings of 5% on current equipment and operating expenditures.

Financial Assumptions

- Incorporates full-time administrative staff, full-time firefighters, shift personnel, and paid on call personnel
- Costs per staff as follows

Position	Salary	Benefits	Total
Chief	$72,000	$33,120	$105,120
Deputy Chief	$65,000	$29,900	$94,900
Fire Marshal	$60,000	$27,600	$87,600
Admin Assistant	$30,000	$13,800	$43,800
FT Firefighter	$47,000	$21,620	$68,620

- Assume benefits of 46% of salary per Groveland Township current information and comparable other departments.
- Remaining positions are covered by paid on call personnel (between $10-15/hr) and shift personnel ($10/hr + incident pay), costs are assumed based upon Groveland Township 2007 budgeted figures.
- Assumes paid on call pool of 44 personnel.
- FICA withholdings are included as 7.65% of total wages.
- Assumes 5% savings on operating/equipment purchases and training for this option.
- Assumes investment likely needed to upgrade and build out current stations. All costs are assumed to be handled by the

- Current ISO ratings
  - Holly Township: Currently a 7/9 rating
  - Rose Township: Currently a 7/9 rating
  - Village of Holly: Currently a 7 rating
- Potential ISO ratings through consolidation efforts
  - Holly Township: Reduce to a 4 rating
  - Rose Township: Reduce to a 4 rating
  - Village of Holly: Reduce to a 4 rating

We believe that through consolidation it is possible for all the Northwest Oakland communities to receive an ISO 4 rating. Following are estimates of the potential annual savings through lower insurance rates for commercial and residential taxpayers. All estimates are subject to validation and require a reduction to an ISO 4 rating class.

- Potential annual insurance savings with a lower ISO rating (commercial and residential, estimate subject to validation)
  - Holly Township: $355,149
  - Rose Township: $291,676
  - Village of Holly: $262,095
  - Total: Up to approximately $900,000 annually

Current year net costs for each fire department as planned in the 2007/2008 budget are shown in the table below. The net cost will not match the current budget exactly due to the annualized fixed asset depreciation schedule, but it represents a true estimate at the annualized current year net cost of each department.

Fire Department	Current Year Net Cost
North Oakland County Fire Authority (NOCFA)	$829,920
Village of Holly Fire Department	$416,528
Total	$1,246,448

The following chart shows the financial impact of full consolidation for the west region. Current year net costs increase for full consolidation, which is driven by the additional personnel required for enhanced service.

Current Year Net Cost (A)	West Consolidation Net Cost (B)	Increase in Net Cost (C=B-A)
$1,246,448	$1,719,215	$472,767

The west consolidation option represents the model for the "optimal" fire department. The principal benefits of joint fire operations would be expanded coverage and increased service levels in the communities. The positive secondary benefit of joint fire operations is the potential to realize fire insurance savings to commercial and residential citizens through the lowering of ISO ratings. The table below identifies the estimated potential annual ISO savings that may be achieved through a reduction to an ISO 4 rating and the financial impact on current year net costs.

Potential Annual ISO Savings (D)	West Consolidation Net Cost (after potential ISO reductions) (E=B-D)	Overall Citizen Savings from Current Year Net Cost (F=A-E)
$908,920	$810,295	$436,153

Cost and savings estimates are based on current year dollars. It is our assumption that the communities would not begin to operate as a fully consolidated department for approximately five years following the release of this report. Inflationary and taxable value increases would have to be considered in analyzing potential future net costs and benefits.

West Entities - Current Costs Combined
Holly Township, Rose Township, Village of Holly

	Year 1	Year 2	Year 3	Year 4	Year 5
Costs:					
Personnel Wages	502,419	517,492	533,016	549,007	565,477
Personnel Benefits	22,124	24,447	27,014	29,850	32,985
Overhead Expense (6% of Wages and Benefits)	31,473	32,516	33,602	34,731	35,908
Equipment / Operating Purchases	159,200	163,976	168,895	173,962	179,181
Other operating excluding capital outlay	362,411	373,283	384,482	396,016	407,897
Utilities based on 2 stations	26,350	27,141	27,955	28,793	29,657
Fixed assets - depreciation expense	280,071	280,071	280,071	280,071	280,071
Total costs	1,384,048	1,418,926	1,455,035	1,492,432	1,531,176
Direct revenue generated:					
Ambulance Runs	85,000	87,550	90,177	92,882	95,668
Fines/Fees	20,000	20,600	20,600	20,600	20,600
Other	32,600	33,578	34,585	35,623	36,692
Total revenue generated	137,600	141,728	145,362	149,105	152,960
Total Net cost	1,246,448	1,277,198	1,309,674	1,343,327	1,378,216
Taxable Value	715,442,080	726,173,711	733,435,448	740,769,803	748,177,501
Millage equivalent	1.80				

plante moran

West Entities - Enhanced Service Level (24 x 7 coverage all stations)

Holly Township, Rose Township, Village of Holly
Proposed staffing level
Two Full Stations with proposed equipment

	Year 1	Year 2	Year 3	Year 4	Year 5
Costs:					
Personnel Wages	764,024	786,944	810,553	834,869	859,915
Personnel Benefits	205,620	222,070	239,835	259,022	279,744
Overhead Expense (6% of Wages and Benefits)	58,179	60,541	63,023	65,633	68,380
Equipment / Operating Purchases	151,240	155,777	160,451	165,264	170,222
Other operating excluding capital outlay	390,723	402,445	414,518	426,953	439,762
Utilities based on 2 full stations	23,888	24,604	25,342	26,103	26,886
Year 1 addition of sleeping quarters	80,000				
Fixed assets - depreciation expense	262,143	262,143	262,143	262,143	262,143
Total costs	1,935,815	1,914,523	1,975,864	2,039,987	2,107,051
Direct revenue generated:					
Ambulance Runs	164,000	168,920	173,988	179,207	184,583
Fines/Fees	20,000	20,600	21,218	21,855	22,510
Other	32,600	33,578	34,585	35,623	36,692
Total revenue generated	216,600	223,098	229,791	236,685	243,785
Total Net cost	1,719,215	1,691,425	1,746,074	1,803,303	1,863,266
Taxable Value	715,442,080	726,173,711	733,435,448	740,769,803	748,177,501
Millage equivalent	2.48				

I. Governance Options

The two most common legal options for providing regional fire service are as follows:

- Public Act 7 of 1967 (Urban Cooperation Act)
- Public Act 57 of 1988 (Emergency Services Act)

Urban Cooperation Act

The Urban Cooperation Act allows for each public agency that has the power to exercise specific power separately, to also exercise that power together. This joint exercise of power must be executed through a contract between the units of government. Other features of this governance option include:

- Parties may agree to revenue sharing, given the following:
  - Specific property description on which taxes will be shared
  - Duration of the contract agreement
  - Formula for calculating revenue sharing
  - Method/schedule of distribution of revenues
- This option must be approved by the majority of the legislative body of each governmental unit
- Must hold at least one public hearing prior to approving
- Agreement is subject to referendum by the voters
  - Petition signed by 8% of electors voting in last general election

  - Within 45 days of meeting at which agreement was approved
- Participating governmental units may create a separate entity to administer the agreement
  - Each party appoints a "member" removable by the appointing party
  - Creating an "Authority", "Board", "Commission", etc. is defined by the contract
- The administrative body has the following powers/constraints:
  - May not levy taxes
  - May issue bonds under very limited circumstances
  - May not obligate participating governments (indebt) unless expressly authorized by them
  - Upon dissolution, property and debts of entity become property and debts of participating governments
- Employee rights under the Urban Cooperation Act include:
  - Employees shall be transferred and appointed to the new political subdivision as employees subject to all rights and benefits.
  - Employees shall be given seniority credits and sick leave, vacation, insurance, and pension credits in accordance with the records or labor agreements from the acquired system.
  - Members and beneficiaries of any pension, retirement or benefit system established by the acquired system shall continue to have rights, privileges, benefits, obligations and status with respect to such established system.
  - The political subdivision that receives the transferred employees assume the obligation of any transfer system acquired by it with regard to wages, salaries, hours, working conditions, sick leave, health and welfare, and pension or retirement provisions for employees.

Emergency Services Act

The Emergency Services Act allows for counties, cities, villages and townships to form a joint emergency services authority, which includes providing joint fire service. This Authority is a body corporate with the power to enter contracts and levy taxes subject to voter approval. Other features of this governance option include:

- Parties must adopt Articles of Incorporation, including:
  - Name and purpose of incorporating municipalities
  - Power, duties and limits of authority
  - Method for selecting governing body, officers and employees
- Each municipality must adopt articles of incorporation by a majority vote of each legislative body
- Authority's jurisdiction is the total jurisdiction of adopting municipalities
- Registered electors in a jurisdiction (5% or more) may petition to cause a vote to occur on the question of joining such an authority
- New municipalities may join an existing authority by adopting articles of incorporation
- Municipality may withdraw from authority by Board resolution
  - Still liable for share of debt while part of authority
  - Residents will still be subject to authority tax if it exists
- Authority tax levy cannot exceed 20 mills for a certain period (number of years)
- Must file a copy of Authority Board resolution to hold election with clerk of each participating municipality not less than 60 days prior to election
- Cannot have more than one tax election per year
- If a special election, cost must be paid by the authority

- Individual municipalities may levy their own tax and appropriate, grant, or contribute the proceeds of the tax to the authority for the purposes of this act. The tax must be within charter, statutory, and constitutional limitations.
- Employee rights under the Emergency Services Act include:
  - Authority is bound by existing labor agreements from incorporating municipalities for the remainder of the term of the labor agreement.
  - Employees transferred shall be given comparable positions, maintain seniority and all benefit rights.
  - The members and beneficiaries of any pension or retirement system or other benefits established by a municipal emergency service which is transferred to an authority shall have the same rights, privileges, benefits, obligations, and status with respect to the comparable systems established by the authority.
  - Employees may be laid off, but must be placed on laid off status and rehired if similar job becomes available within 3 years.
  - Authority shall determine the number of positions necessary and is not required to maintain unnecessary positions.

Advantages and Disadvantages

<u>Urban Cooperation Act</u>

Advantages

- Easy to establish
- Easier to dissolve, if required (could also be a disadvantage)
- May create separate legal or administrative entity to execute the agreement
- Good method for establishing a trial period for joint service provision to "ease into" the concept of an Authority

Disadvantages

- Does not have the ability to levy taxes independently
- Funding tied to individual Township or Village budgets
- Fire service still competes for funding with other municipal services
- Defined appointment procedure for governance – one "member" per participating community

<u>Emergency Services Act</u>

Advantages

- Able to remove the fire service from the "books" of the municipality, creating additional millage capacity if needed in the future
- Fire service can have a dedicated revenue source through an authority millage or individual Township or Village millages
- Can levy taxes with a vote of the people (up to 20 mills for a specified number of years)
- Able to define governance representation and process through the Articles of Incorporation, in accordance with the

expectations of the participating communities

Disadvantages

- Takes longer to establish
- More difficult to dissolve, if required (could also be an advantage)
- Levy of one millage across entire jurisdiction (with voter approval) may result in additional millage requirements for one or more participating communities

Governance Conclusion

The project steering committee chose not to recommend a specific governance option at the time of the report publication. The committee members wanted to include the thoughts and ideas from their individual communities before recommending a specific course of action. As identified in the Phase II implementation plan, the project steering committee will have to make the following decisions on governance before drafting final legal documents for a consolidation effort, including but not limited to:

- Enabling legislation - Urban Cooperation Act vs. Emergency Service Act
- Board representation
- Board size and member requirements
- Board responsibilities

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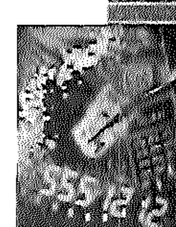

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July cancelled - August 2025 Fire Board **Chief's Report**
Chief Matt Weil

Apparatus

- Paperwork was submitted to the DNR Cooperative Aid Program for the procurement of an additional vehicle. This would serve as the replacement for Car 2 (our previous vehicle received through this program). No response has been received to date.

I-75 Construction Corridor Safety Concerns

- Installation of the 4-way stops at the I-75/Grange Hall road terminals has been delayed. The current completion estimate remains "end of this month."
- The southbound exit ramp remains closed.
- Beginning August 25, southbound access to/from Dixie Highway will be closed, which will likely increase traffic flow through Holly.
- In addition, there will be a period of time (TBD) when Saginaw Street will be closed, further pushing traffic onto secondary roads.

Shift Coverage

Month	Open Hours	Hours Available	% uncovered
January	18.25	2976	0.61%
February	85	2688	3.16%
March	24	2976	0.81%
April	43	2880	1.49%
May	78.5	2976	2.64%
June	87.25	2880	3.03%
July	93.25	2976	3.13%

Note- Combined overtime (full and part time) FY to date is $19,780.00. We had 2 team members off on sick leave and there were many vacation days. Administrative personnel also covered openings during office hours as necessary.

Mutual Aid Responses–

Mutual Aid Count June 2025 Date	Fenton City	Groveland	Highland	Holly	White Lake	Grand Total
6/6				1		1
6/8	1			1		2
6/19		1				1
6/21					1	1
6/24			1			1
Grand Total	**1**	**1**	**1**	**2**	**1**	**6**

Total Runs	122
	4.92%

Mutual Aid Count July 2025 Date	Groveland	Highland	Holly	Springfield	Grand Total
7/2			1		1
7/5		1	1		2
7/10	1				1
7/13	1			1	2
7/26			1		1
7/28			1		1
7/29		1			1
Grand Total	**2**	**2**	**4**	**1**	**9**

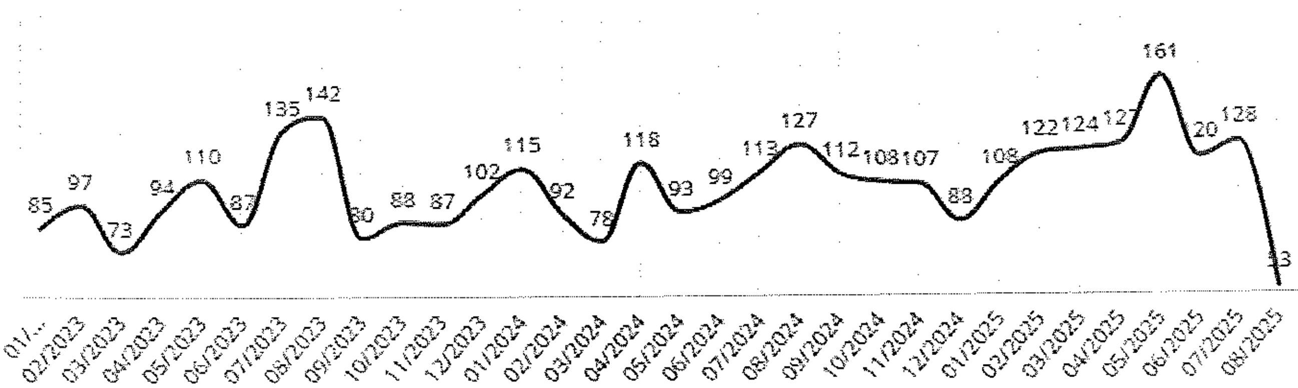
July cancelled - August 2025 Fire Board **Chief's Report**

Chief Matt Weil

Total Runs	135
	6.67%

Run Volume Comparison 2 year running by Month

Unique Incidents by Month



Run Volume

- As of August 18, 2025, 11:00 a.m. (Day 231 of the year):
  - **963 runs to date**
  - **Average: 4 runs per day**

Significant Response Highlights

- **7/27 – Fatal Pedestrian Accident (6000 block of Grange Hall Road):**

  A woman and the child she was holding were struck by a vehicle in a parking lot while she was tending to another child inside her vehicle. The woman was pronounced deceased at the scene. The child was transported by Groveland Fire to Hurley Hospital with non-life-threatening injuries. The Michigan State Police is investigating the cause of the crash.

- **8/3 – Serious Motorcycle Crash (Milford Road near Canter Lane):**

  A full-size van crossed into the path of a motorcycle, striking it head-on. The motorcyclist was thrown onto the roof of the van, and the motorcycle ignited from the impact. He was transported to GHP with severe injuries and multiple fractures and is now home recovering. The driver of the van was uninjured. Impairment of the van driver is suspected, and the Michigan State Police continue to investigate.

Supported Events

- **Fireworks over Lake Braymar:** We committed our on duty crew from station 3 to provide medical coverage and 2 additional suppression personnel at the fireworks launch site while the show is going on. We do not bill for this event.

- **4H Fair:** Personnel staffed the First Aid Station, with partial reimbursement provided by the Fair for hours worked. This continues to be a worthwhile event, aligning with our mission of public engagement and community support.

- **Renaissance Festival:** Fire watch is underway. This year we are supplying an on-site apparatus (mini-pumper) in addition to personnel. We bill a recovery rate by the person/hour worked for this event. Inspection services are separate from Fire Watch. Vendor Inspection/operating permit fees are collected by MRF and passed through to NOCFA.

- **Woodward Dream Cruise:** Provided support to the MACC (Multi-Agency Coordination Center) in Royal Oak. This is Volunteer time from the Chief

Banking Issue

- In June, we identified and reported an unauthorized transfer between accounts. The bank's investigation determined that the access occurred through their phone system.

No funds were lost. Since then, we have implemented additional security measures, including Positive Pay transaction approval and the creation of new accounts. No further issues have occurred.

Past FY 2024/2025 Status

- FY2024–2025: Current year-end report shows we are $46K under budget. After auditor adjustments, we expect the final figure to be closer to $20K under budget.
- Audit for FY 2024-2025 is scheduled for the end of September 2025

Personnel Promotion

- Gregg Allen has been promoted to Sergeant for Station 3. He previously served as a Sergeant and brings extensive experience and education to assist our team.

Funding / Medicaid Impact

- Anticipated changes in Medicaid coverage will result in many previously insured individuals losing coverage. The potential impact on our revenue is unknown at this time.
- A study has been requested to assess our payor mix/profile.
- I am hoping there will also be additional information from the MTA Conference on September 10.

Other Items

- The Mill Pond drawdown has impacted multiple upstream water sources in Rose Township. Part of our ISO Rating

North Oakland County Fire Authority Incident Run Data

June-25

Total Incidents	119

Incident Summary	
Structure Fires	1
Vehicle Fires	
Brush / Outdoor Fires	2
EMS Medicals	72
Vehicle Accidents w/ Injuries	8
Vehicle Accidents w/ No Injuries	3
Hazardous Cond.	5
Service Call	4
Good Intent	12
False Calls	10
Severe Weather	2
Other	
Total Calls	**119**

Out of District Runs	
MUTUAL AID MEDICAL	4
MUTUAL AID FIRE	2
MISC	0
Total	**6**

Total EMS Related Calls	83
Total NOCFA Transports	45
Patient Sign Offs / No Transport	38

	minutes	# of priority calls
Avg. Response Time To Priority Calls	7.25	23

TOTAL RUNS IN FIRE DISTRICT	113
TOTAL OUT OF DISTRICT RUNS	6
Total Runs	119

Rose Twp.	55
Holly Twp.	55
I-75	3

Total Employees	33
Full Time	13
Part time / Paid on Call	20

Paramedic's	15
EMT's	14
MFR's	3
CADETs	1

Employees Voluntary / Involuntary terminated last month	1
Employees Hired last month	0

North Oakland County Fire Authority Incident Run Data

July-25

Total Incidents	**134**

Incident Summary	
Structure Fires	
Vehicle Fires	1
Brush / Outdoor Fires	
EMS Medicals	80
Vehicle Accidents w/ Injuries	11
Vehicle Accidents w/ No Injuries	2
Hazardous Cond.	5
Service Call	15
Good Intent	13
False Calls	6
Severe Weather	
Other	1
Total Calls	**134**

Total Employees	34
Full Time	13
Part time / Paid on Call	21

Paramedic's	15
EMT's	15
MFR's	3
CADETs	1

Employees Voluntary / Involuntary terminated last month	0
Employees Hired last month	1

Out of District Runs	
MUTUAL AID MEDICAL	5
MUTUAL AID FIRE	3
MISC	0
Total	**8**

Total EMS Related Calls	87
Total NOCFA Transports	63
Patient Sign Offs / No Transport	24

	minutes	# of priority calls
Avg. Response Time To Priority Calls	7.25	23

TOTAL RUNS IN FIRE DISTRICT	**126**
TOTAL OUT OF DISTRICT RUNS	**8**
Total Runs	**134**

Rose Twp.	40
Holly Twp.	75
I-75	11