

Introduction

In 2014, the Rochester Hills Fire Department had a full-time career staffing of eight (8) members per shift and approximately 49 paid-on-call members. Fire Department Administration completed a Staffing and Facilities Report and provided it to City Administration and City Council in 2015. Since that report, the department has hired an additional five (5) full-time career members per shift for a total of thirteen (13) per shift. Additionally, the department currently utilizes part-time personnel with the intent to provide an additional member at each station. There are approximately 17 part-time members who were transitioned from Paid-on-Call in October 2016. This has provided for a staffing model of two (2) full-time career personnel and one (1) part-time member per station, however, the part-time position is not always filled due to a lack of part-time personnel availability or call-off.

The current staffing model of the Rochester Hills Fire Department needs an infusion of additional full-time staffing over the next ten (10) years to address the increasing call volume as well as to maintain our response times closer with nationally established response time criteria and benchmarks. “Benchmarks of performance provide external pegs against which local services measures may be compared, ideally addressing how efficiently the work is being performed, its quality, and the departments effectiveness in achieving desired results”. (Ammons, 2015) The incident volume of the Rochester Hills Fire Department continues to grow and with the addition of other nursing and assisting living facilities, as well as an aging population, this number will grow even higher. The department has also seen more incidents being dispatched concurrently, which means RHFD resources are depleted very quickly during normal day-to-day operations.

Background and Significance

The information provided for Charts 1 thru 11 was statistical information retrieved from the Oakland County CLEMIS- National Fire Reporting Management System. This system tracks all incidents both priority and non-priority for the City of Rochester Hills. Our department continues to grow, both in emergency incidents as well as other responsibilities associated with Fire and Emergency Services. As part of the Rochester Hills Fire Department’s Strategic Plan, a recommendation for personnel has been identified. This appendix provides statistics and information to assist in justifying the recommendations made at the end of this document.

In the last ten (10) years, the Rochester Hills Fire Department incident volume has continued to grow. From 2007 to 2017, the department has seen an increase of **27 percent (See Chart 1 on next page)**. With the steady rise in incident volume, it is conceivable that by 2029, the Rochester Hills Fire Department will be nearing **9,000** incidents annually. Due to the number of 911 (emergent) calls for service, in 2015 the department stopped providing service for Inter-Facility Nonemergency Transfers with the exception of the Karmanos Cancer Institute. At the beginning of 2018, the department stopped providing that service as well. The department still will assist Ascension Providence-Rochester Hospital with a transfer only if it is an emergent critical patient. As the chart depicts, there has been a noteworthy increase in Emergent Calls for service in the last two (2) years.

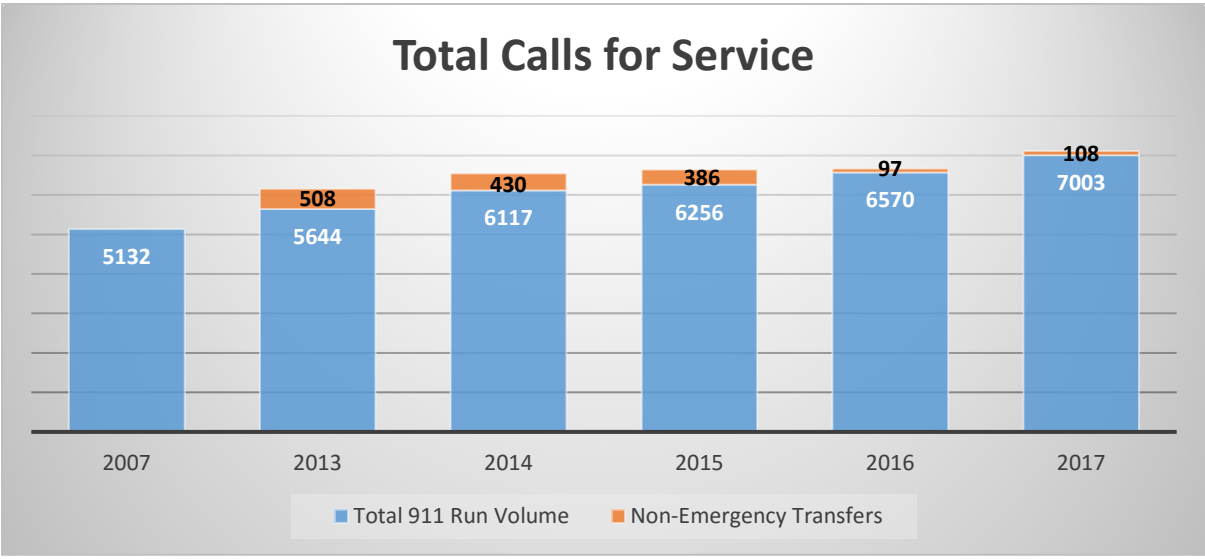


Chart 1

In 2007, the department responded to a total of 5,132 incidents. In 2017, the department responded to more Emergency Medical Incidents (5,554) than the total number of incidents in 2007 (See Chart 2). This is certainly a concerning trend as the number of Emergency Medical incidents continues to climb.

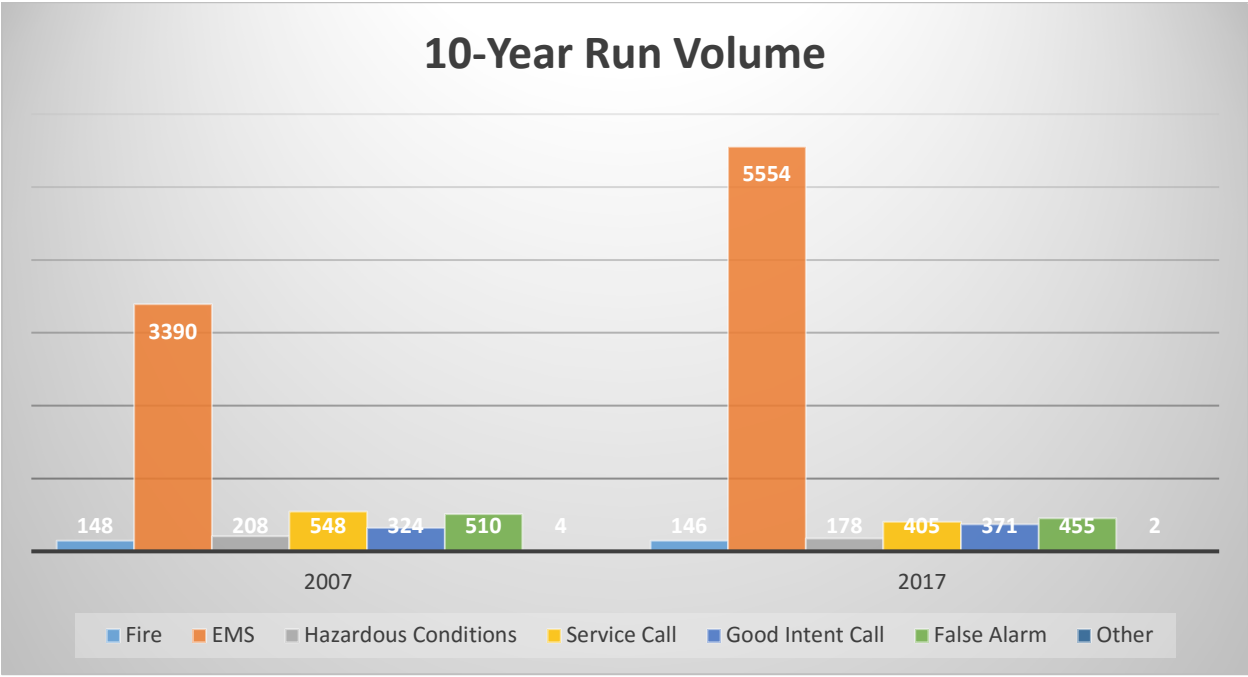


Chart 2

Aging Population

A study done by the Journal of Pre-Hospital Emergency Care found that.. “1 (one) out of every three (3) emergency medical incidents involves an older adult.” (“National Characteristics of Emergency Medical Services Responses for Older Adults in the United States” 2018) Additional information found that America is aging. Between 2010 and 2030, the number of older Americans in the United States is expected to double, to 72.1 million. This will mean that for the first time in history, people over 65 will outnumber children under the age of five (5). The older population, defined as persons 65 years or older, numbered 44.7 million in 2013. This represents **14.1 percent** of the population or about one (1) in every seven (7) Americans. This will grow to **21.7 percent** of the population by 2040. This means by 2040, one out of every five persons in the U.S. will be over 65. The SEMCOG information for the City of Rochester Hills identified the following;

Household Types	Census 2010	ACS 2015	Change 2010-2015	Pct Change 2010-2015	SEMCOG 2045
With Seniors 65+	6,929	8,083	1,154	16.7%	13,946

In 2017, **64 percent** (or 3,578) of the 5,554 patients the Rochester Hills Fire Department encountered were aged 65 or older, which is above the national average. While several of these incidents possibly involved the same individual more than once, the population of seniors 65 years of age and older will grow **43 percent** by 2045 in the City of Rochester Hills, meaning the department could respond to almost **double** the patients encountered in 2017 that would be aged 65 years of age or older.

The impending and dramatic change of the senior population will affect fire and emergency services, as well as most every other aspect of American life over the next several years. Preparing to contend with its effects on service demands makes dealing with this issue imperative **prior** to having resources overloaded beyond service capability.

Developmental Impact

When a city is growing and its residents wish to maintain a constant level of public services, both infrastructure and current services must increase over time. For the Rochester Hills Fire Department, increasing development means a demand for more services, and requires more employees. The biggest challenge we are facing and will continue to face is budgets, staffing and continuing to provide the same levels of service as the community continues to grow. The Rochester Hills Fire Department must adapt as the city’s landscape and demographics continue to evolve.

An important document utilized in assisting in the creation of this plan was the newly published City of Rochester Hills Master Plan, which identified the following:

Residential Housing Units

- Since 2000 there have been an additional 306 Multi-Family Dwellings, 482 Attached Condominiums, and 2241 Single Family Dwellings added, and
- In 2017 43% of permitted units were Multi-Family Dwellings.

- Between 2018 – 2020 an estimated 300 to 500 additional housing units will be added.
 - Currently there are 435 that are under construction.
- Between 2021 – 2030 an estimated additional 1200 to 1500 housing units will be added.
- In 2017 the Rochester Hills Fire Department responded to 2900 incidents at Single and Multi-Family Dwellings (Housing Units).
 - Currently there are 29,625 Housing Units in the City.
 - This equals one (1) incident per ever ten (10) housing units
- With the Master Plan proposed increase of 1500-2000 additional dwellings, our incident volume would increase by 150 to 200 more incidents.

Commercial Property

According to the City of Rochester Hills 2018 Planning and Economic Division Annual Report, the city currently has approximately 14.5 million sq. ft. of existing commercial space. The City of Rochester Hills Master Plan shows that the following can be added or supported:

- By 2030 an additional 500,000 sq/ft of Retail Space can be supported and/or added.
- Between 2020 and 2030 and additional 187,000 to 234,000 sq/ft of additional Office Space can be supported and/or added.
- By 2020 an additional 147,000 to 210,000 sq/ft of additional Manufacturing/Technology Space can be supported and/or added with 1.5 million to 1.6 million sq/ft by 2030.

This means the following by the year 2030:

- Current Commercial Square Footage- 14.5 Million sq/ft
- Estimated Commercial Square Footage that can be supported and/or added
 - 2.1 million sq/ft to 2.3 million sq/ft
- Total potential Square Footage by 2030- 16.6 million sq/ft to 16.8 million sq/ft

Responses

The department continues to see a trend of most incidents happening during weekdays (Monday thru Friday). In tracking statistical information, we have also seen an uptick of incidents occurring on the weekends (Saturday and Sunday) in the last 10-year period. **(See Chart 3)**

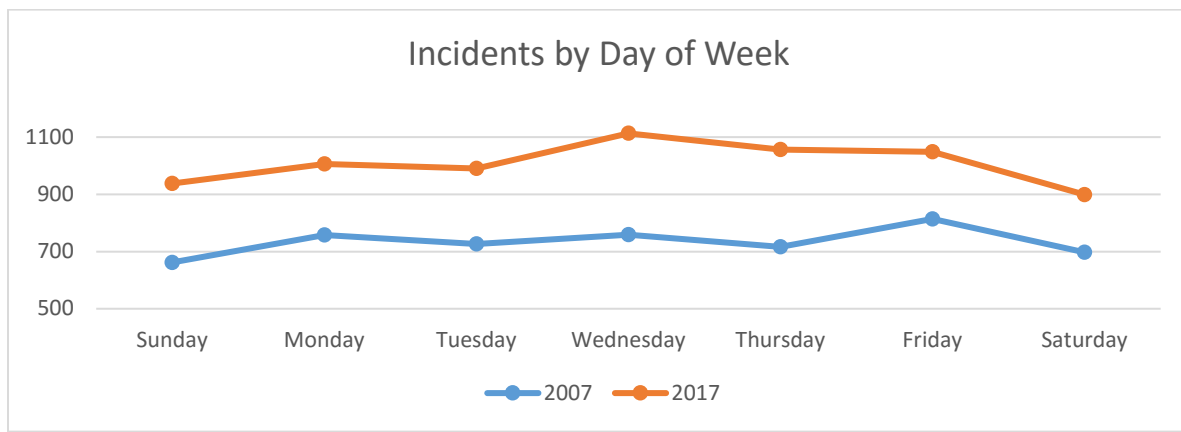


Chart 3

The majority of the incidents that occur (**70 percent**) happen between the hours of 7am and 8pm. Additionally, this is when the majority of our Part-Time members are unable to work due to their commitment at their full-time employment. This same timeframe is also when neighboring departments incur their heaviest call volume as well, making them unable to provide assistance in the event of a significant emergency. (See **Chart 4**) Unfortunately, it is difficult to find part-time personnel to fill the shifts when they are required the most.

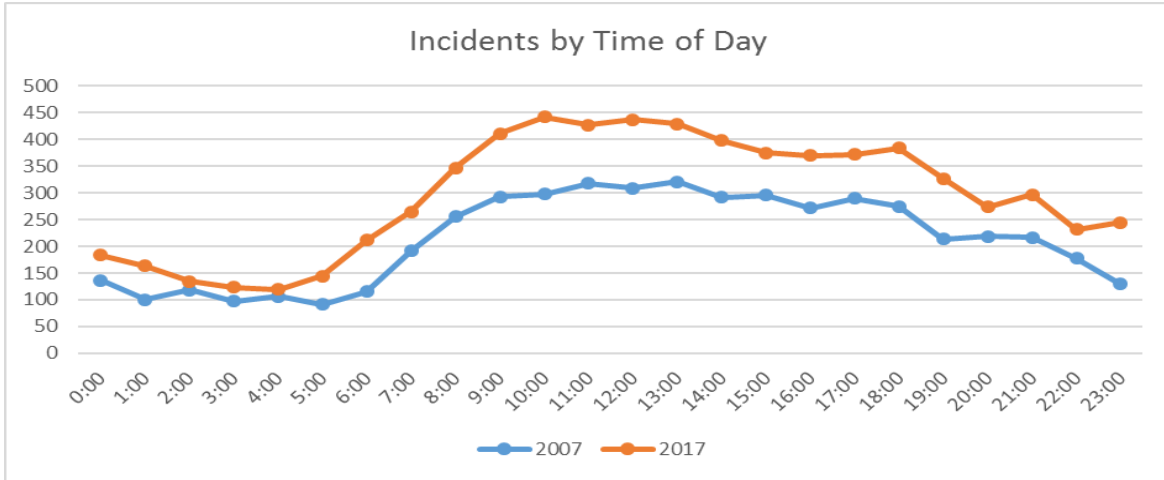


Chart 4

The department is also starting to experience instances of more “Concurrent Calls”. This graph (**Chart 5**) details that out of the 657 incidents that occurred in January 2019, 349 times (**53 percent**) additional incidents (**some of which required multiple units**) were taking place at the same time. As this happens the department’s resources are stretched thin, if not depleted.

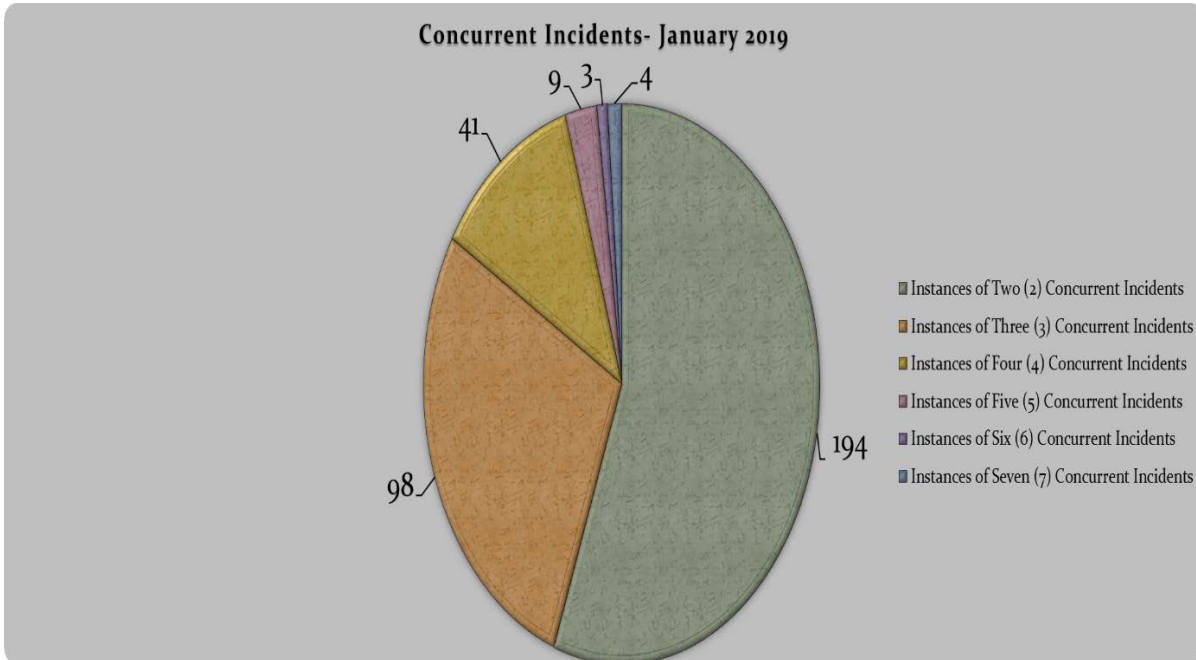


Chart 5

Mutual Aid Assistance

Over the years Fire Departments have transitioned from the traditional fire service only model, to a model of being the primary provider of “Emergency Services”. This change has required the Fire Service to be prepared for “All Hazards”. The Rochester Hills Fire Department shares services through the Mutual Aid Box Alarm System (MABAS) for high-risk low-frequency events such as Hazardous Material and Technical Rescue response. This allows departments to share the cost of preparing for such events. However, each department still maintains the responsibility to provide services for day-to-day operations. Unfortunately, mutual aid cannot and should not be relied on for our day-to-day response requirements. The Rochester Hills Fire Department’s highest call volume times is the same timeframe as our surrounding neighbors. This prevents them from being available to respond in a timely manner. In 2017, the department began tracking the time from requesting mutual aid until the time of arrival. In 2017, this was **15 minutes and 3 seconds**. This is certainly concerning since neighboring fire stations are near to our borders. Several of our neighbors struggle to have proper staffing within their department to respond adequately within their own jurisdiction, let alone to provide assistance to other departments.

“Mutual aid is a written understanding between agencies or jurisdictions for reciprocal exchange of like resources. Participating agencies usually send and receive resources with no expected compensation. Mutual aid resources typical need to be requested by the incident commander or authority having jurisdiction.” (Goss, 2007) Additionally, “Some communities are tempted to reduce their own resources as a solution to fiscal shortfalls and thereby rely on mutual aid resources to compensate for less than adequate services. The eventual result of the type of situation is often the dissolution of Mutual aid agreements.” (Goss, 2007) “This is because in addition to transferring their responsibility for fire protection onto their neighboring communities, it sets up a possible scenario of all the neighboring communities adopting the same “gut the budget and rely on the other guy” strategy.” (Markley, 2016)

Part Time Staffing

Like many departments across the country, the Rochester Hills Fire Department struggles to recruit and retain Part-Time members, as most newer Part-Time members look to join a fire department like Rochester Hills as a stepping stone for a position as a full-time Career Firefighter.

Another major reason for the decline in part-time membership and recruitment is that members once had more time to meet the training and response requirements, but now find themselves with additional family and work life demands that limit their availability. While juggling the stresses of the fire departments commitment as well as their regular employment, family life can push Part-Time members to reconsider their participation level. The department finds that a few Part-Time members take extended leave over the summer as well as over the holidays, making them unavailable to work.

An article in the Dayton (OH) Daily News on November 18, 2018, discussed how local Fire Departments are having to hire more full-time firefighters due to the shortage of part-time firefighters. Kettering (OH) City Manager Mark Schwieterman stated in the article; “Right now we are seeing an upswing in our full-time model because it is very difficult to attract and retain part-time firefighters. Frankly, the market is for full-time firefighters now. So, it is very hard to get part-time firefighters because they are filling full-time positions at other organizations.” (Baker 2018)

Another article posted in the Daily Journal identified several additional concerns: (Vaughn 2018)

- Inability to work more than 30-hours per week due to the Affordable Care Act. If an employee works at least an average of 30 hours a week, or 130 hours a month, they are considered full-time and large employers must offer health insurance to them under the law. By this same logic, if the employee works less than 30 hours a week, or less than 130 hours in a month, they are considered part-time under the law (for the purposes of being offered coverage).
- Training Part-Time members and then they are leaving for Full-Time Firefighter positions elsewhere.
- It is easier to find individuals willing to work a Full-Time Firefighter position.

This is certainly a problem throughout the Country including Bellevue, Nebraska. This article addresses some of the same concerns as encountered at the City of Rochester Hills. (Lentsch 2013)

- They originally estimated that the Part-Time model would sustain itself for three (3) to five (5) years. At approximately the three (3) year mark, it became evident that it would again be necessary to evolve, this time toward Full-Time suppression personnel.
- Since they established themselves as a career organization, many of their personnel have left to join Full-Time career departments. In the three (3) years since their transition, 42 individuals went on to Full-Time positions. (RHFD has lost 86 Paid-on-Call/Part-Time personnel in 10 years).
- Their scheduling model allowed for great flexibility for personnel to work their minimum shifts. However, with varied, constantly evolving shifts, it is difficult to provide the same training without the benefits of set shifts.

Finally, a research paper submitted to the National Fire Academy as part of a research project identified the following: (Bromen 2000)

- Continued difficulty in filling shifts with qualified Part-Time personnel.
- Limited continuity on shifts.
- With Full-Time personnel scheduling issues would be greatly reduced.
- Majority of Part-Time personnel want Full-Time employment.
- Scheduling can be a nightmare with short-notice vacancies, particularly on nights and weekends when Part-Time personnel want to exercise their social time.
- The daytime non-availability of personnel can severely hamper a departments' capability to make timely, safe response to its citizens.

Most of the data in this research paper identified continual difficulties in dealing with a part-time system to include administrative time and cost in constantly replenishing the part-time employee from the proverbial revolving door. Objective issues were considered such as recruitment costs, pre-employment testing, background checks, orientation cost, training costs, outfitting the Part-Time employee with uniforms and turnout gear, and open shifts. The author's survey validated his findings of previous research due to the same issues continually resurfacing. (Bromen 2000)

According to the National Volunteer Fire Council (NVFC) estimates of the cost to train and equip just one firefighter is \$27,000 (on average). The Rochester Hills Fire Department provides the following cost:

Item	Associated Cost
FireFighter 1 and 2 Training	\$1700.00
EMT Training	\$900.00
Paramedic Training	\$2200.00
Turnout Gear (2 sets)	\$7450.00
Helmet	\$350.99
Gloves (2 sets)	\$120.00
Hood (2)	\$200.00
Boots	\$390.00
Uniforms	\$968.00
Physical, Background Check, Psychological Exam	\$2000.00
Initial Total Cost Per Member	\$16,728.99

Since 2012, the Rochester Hills Fire Department has hired 28 Paid-on-Call/Part-Time personnel. Twenty-one of those individuals left the department and depending where the individual was within the training process, cost the department approximately **\$351,308.79**, with no return on investment. **This amount does not include other costs associated with personnel hours to include recruitment, interviews, new hire orientations, hourly rate paid to the probationary employee, and other related soft costs.** Most of these individuals left within 17 months on average, some not even finishing probation. Three (3) Part-Time members were hired into the ranks as Full-Time members of RHFD within this timeframe.

The testing process for a Full-Time candidate is performed through EMPCO. Currently, there are 89 candidates that have tested to be placed on the Rochester Hills eligibility list. Last year the department advertised for Part-Time positions and received only 12 applications, several of which were seeking and preferred Full-Time employment.

Responses

In the last ten (10) years each of the Rochester Hills Fire Stations has seen an increase in call volume. Fire Station 3 is the busiest Station in the department, followed by Station 2 and 1. The run volume at Station 3 is due to a large concentration of Assisted Living, Nursing, and Congregate Senior Living Facilities (12 of 23) within their first due response area. Both Station 2 and Station 4 have seen larger Congregate Senior Living and Nursing Facilities built within their first due response areas, bringing a large number of requests for Emergency Medical Services. Fire Station 1, which is centered in the City has seen a **38 percent increase** for requests of Emergency Medical Services in the last ten (10) years. Finally, Station 5 which is the City's far north Station, has seen a **58 percent increase** in incidents in the

last ten (10) years. Of that increase, there has been a **62 percent increase** in the request for Emergency Medical Services. (See Chart 6)

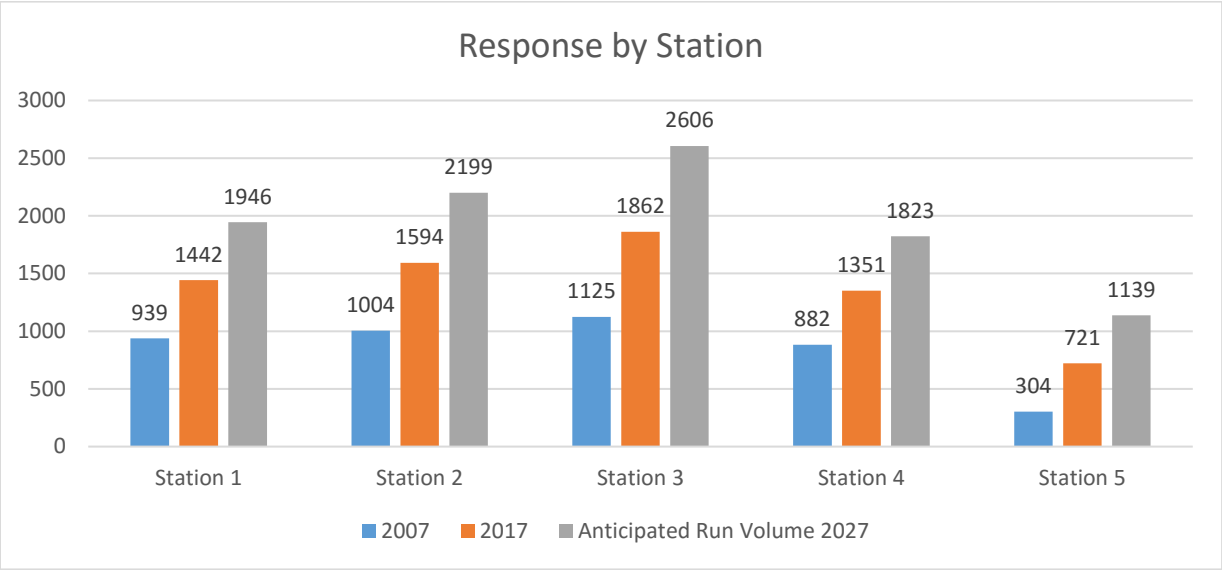


Chart 6

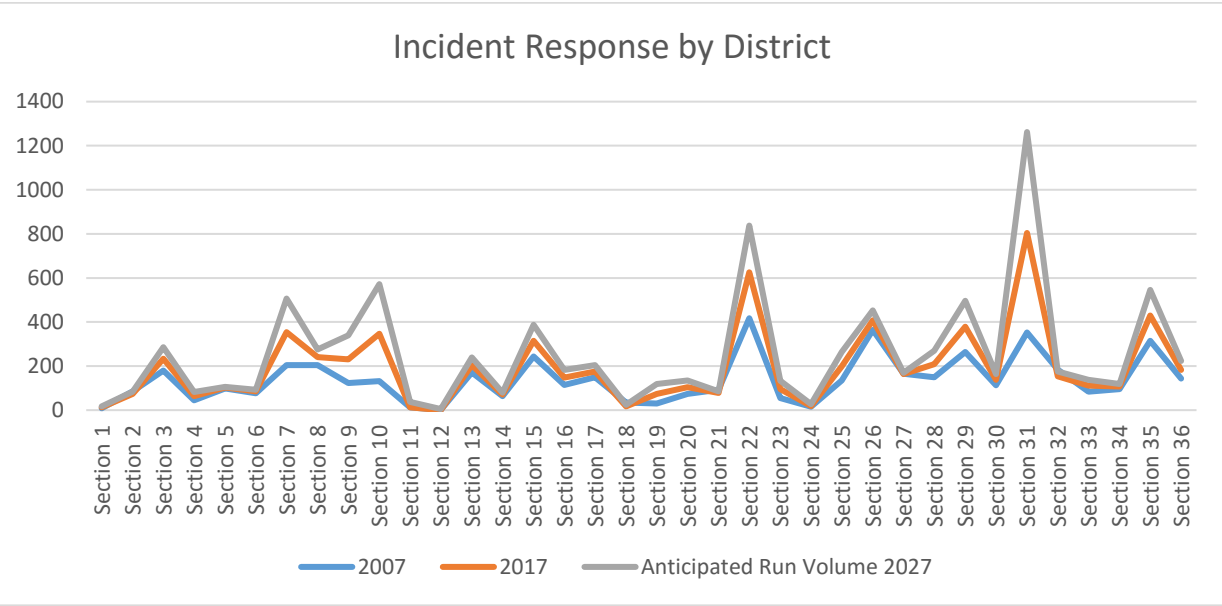


Chart 7

As you can see in **Chart 7 and 8** (Chart 8 on next page), the incident call volume in Sections 22 and 31 are the greatest. In 2017 Section 22 had 626 incidents and Section 31 had 804 incidents. Within these two (2) square miles, **20 percent of the total call volume** of the Rochester Hills Fire Department occurred. This is due to the large concentration of Assisted Living, Nursing, and Senior Congregate Facilities within these areas. Additionally in 2017, Section 15 had the largest fire loss at \$551,000, with

Section 25 following at \$428,304. These sections are covered by Stations 1 and 2, which respond to a significant amount of Emergency Medical Incidents.

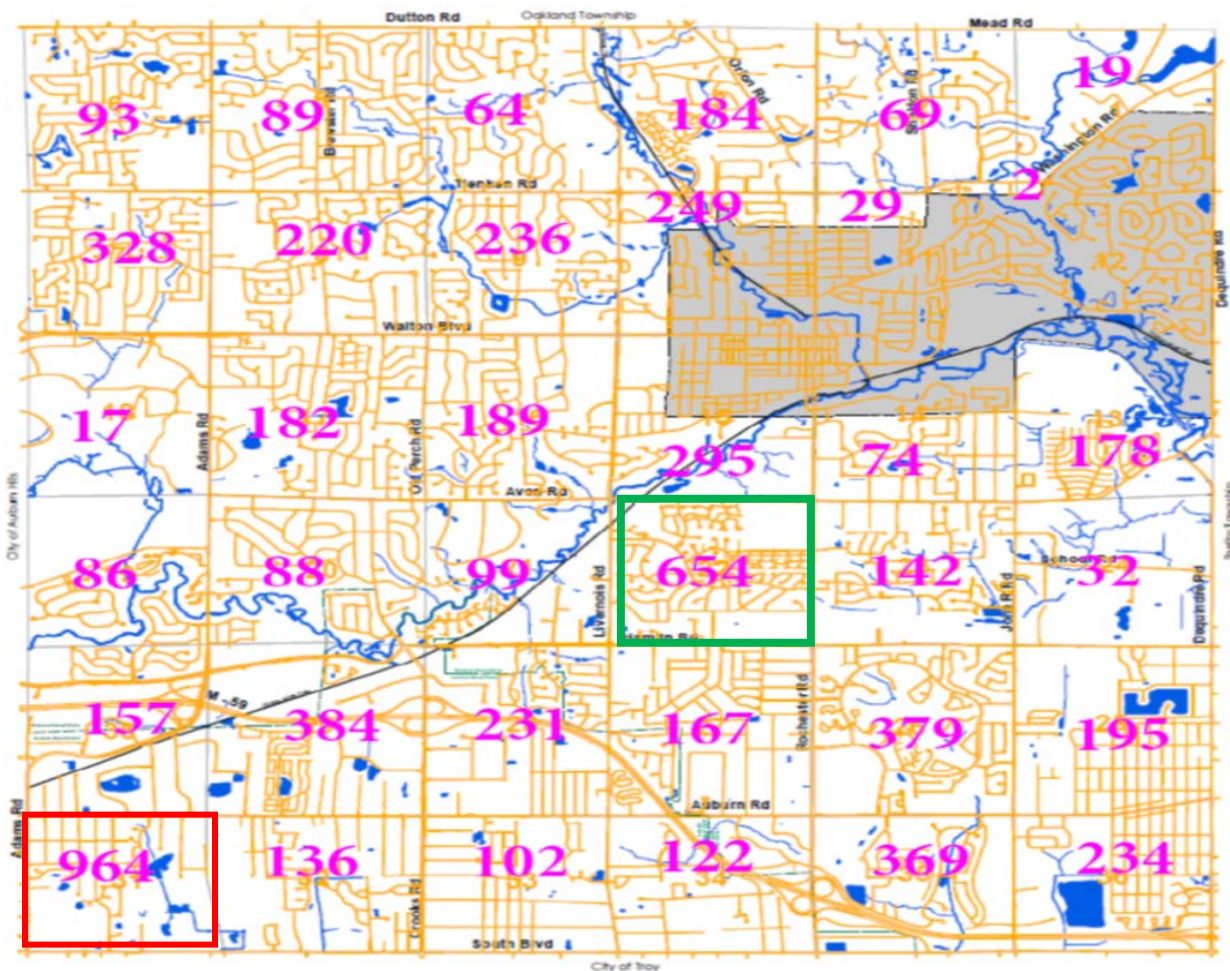


Chart 8

For example, in 2006 there were sixteen (16) nursing, assisted, and senior congregate living facilities already within the boundaries of Rochester Hills, accounting for 981 incidents. In 2018 there are now twenty-three (23) nursing, assisted, and senior congregate living facilities within the boundaries of Rochester Hills accounting for 2,236 incidents. **(See Chart 9 on next page)** With the planned addition of similar facilities, the influx of additional runs will continue to overload the system. Each month the department tracks Type of Incidents as well as the Type of Property. The department has found that on average, 30 percent of our run volume is at Nursing, Assisted Living, and Senior Congregated Living Facilities.

The Department has also surveyed neighboring departments of similar size and makeup to determine the number of Assisted Living, Nursing and Congregate Senior Living Facilities within their jurisdiction. This survey has found that Rochester Hills has one (1) facility every 1.39 square miles on average. Additionally, we are finding that the Assisted Living and Nursing Facilities that had just one (1) bed per room now have a room with double occupancy. Not only will the growing aging population within these facilities tax our system, aging adults within single and multi-family dwellings tax it as well. The chart

below compares similar size communities as Rochester Hills. Population, Full-Time Staffing, number of Stations, as well as Senior Living/Nursing Facilities were compared. **(Chart 10)**

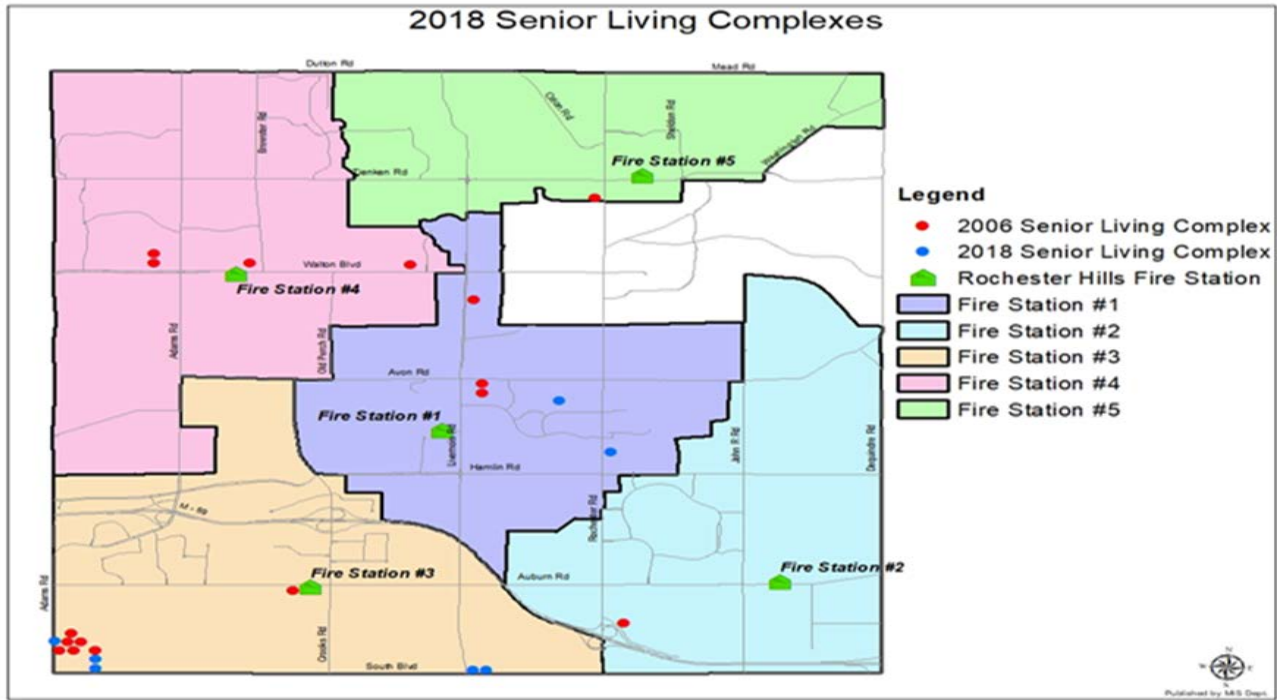


Chart 9

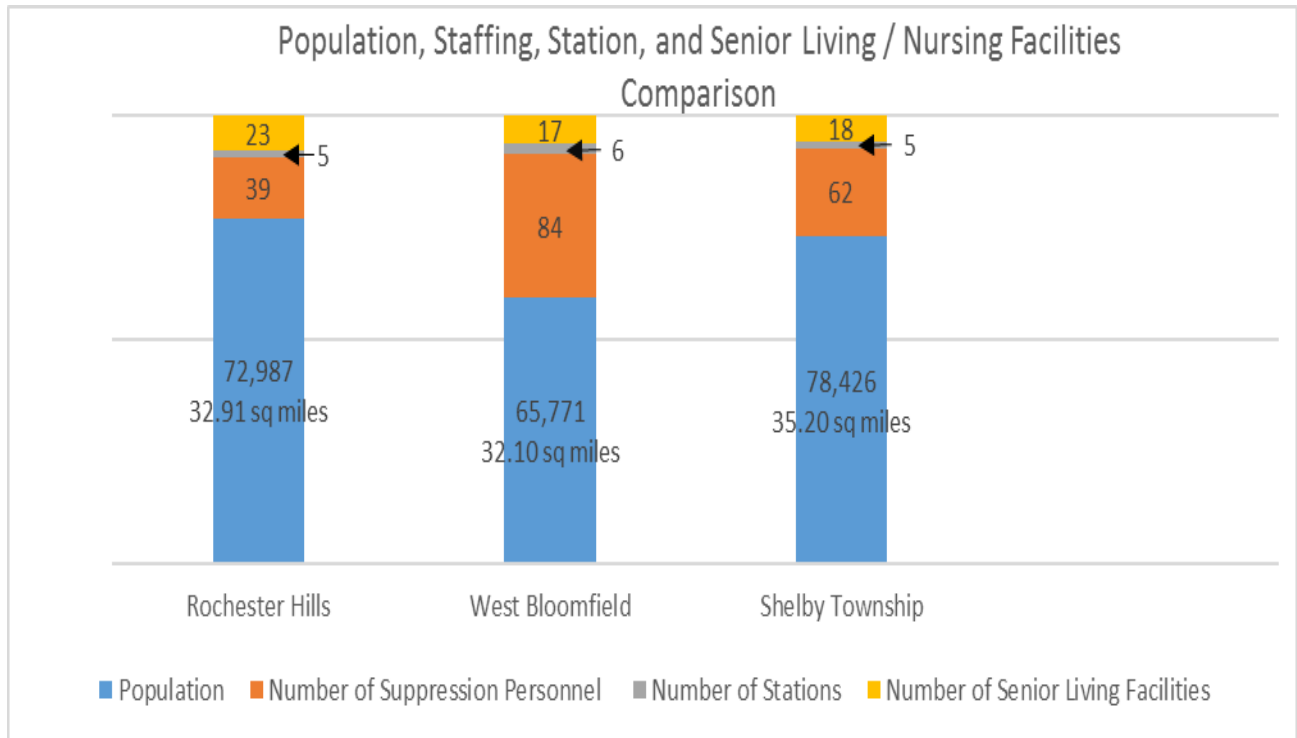


Chart 10

The department has found in 2017 **21 percent** of the time the closest unit to a structure fire was not available and **26 percent** of the time the second closest unit was not available either. In 2018, those numbers are **50 percent** of the time the closest unit to a structure fire was not available and **33 percent** of the time the second closest unit was not available either. The closer the station, the faster the response time and the better the chances of containing damage in the event of a fire. The nearest responding unit came from another station causing a delay in fire suppression activities, which as rule of thumb, a fire **doubles** in size for every minute that passes without the application of aggressive fire suppression measures. The National Fire Protection Association (NFPA, 2016) has identified the following:

- The fire department's fire suppression resources shall be deployed to provide for arrival of an engine company within a 240-second travel time to 90 percent of the incidents.
 - The fire department shall have the capability to deploy an initial full alarm assignment within a 480-second travel time to 90 percent of the incidents.
 - The initial full alarm assignment to a structure fire in a typical 2000 sq. ft, two-story single family dwelling without a basement and with no exposures shall provide for the following:
 - Establishment of incident command outside the hazard area for overall coordination and direction of units- **one (1) member**;
 - Establishment of uninterrupted water supply maintained by Apparatus Operator- **one (1) member**;
 - Establishment of an effective water flow application from two (2) handlines flowing a minimum of 100 gpm- **two (2) members per line for four (4) members total**;
 - Provision of **one (1) support person** to provide hydrant hook-up, assist in laying attack lines, utility control and if needing forcible entry- **two (2) members would be required**;
 - Provision of at least one victim search and rescue team- **two (2) members**;
 - Provisions of at least one team to raise ground ladders and perform ventilation- **two (2) members**;
 - If an aerial device is used, **one (1) member** to function as the aerial operator;
 - Establishment of an IRIC consisting of a minimum of **two (2) properly trained members**.
- Total of 15 members on scene within eight (8) minutes**

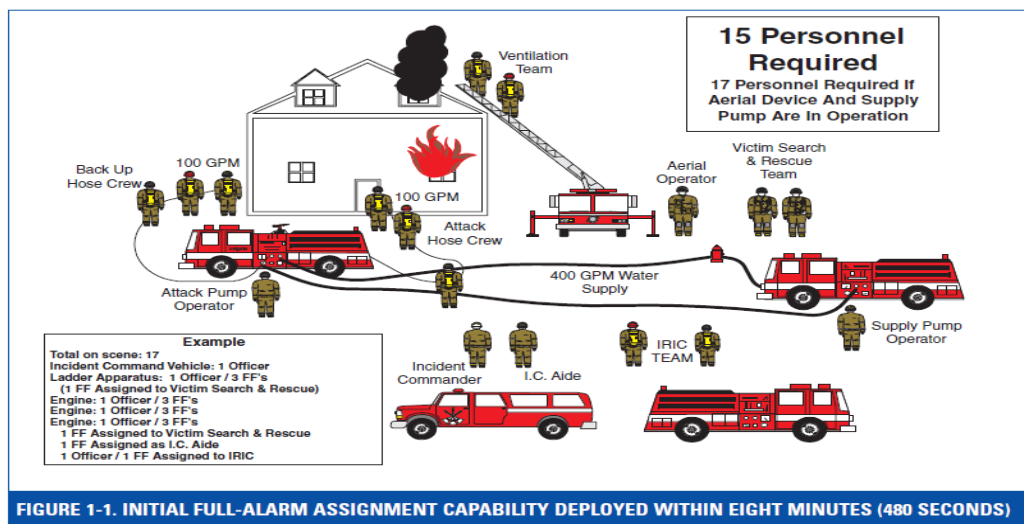


FIGURE 1-1. INITIAL FULL-ALARM ASSIGNMENT CAPABILITY DEPLOYED WITHIN EIGHT MINUTES (480 SECONDS)

The majority (**65 percent in 2017 and 62% in 2018**) of the structure fires encountered in Rochester Hills occur during the day (07:00 to 19:00), which also happens to be our busiest time as well. This is also during the time in which our neighbors receive their highest call volume, which would be why an average response time of **15 minute and 3 seconds** response time (identified in 2017) has taken place when mutual aid is requested, if they are available at all. Structure fires present several immediate challenges at the same time, including stopping fire growth, searching for victims, and opening a path for heat and fire gases to escape. Each of the actions requires enough firefighters to perform these critical tasks simultaneously or in close coordination.

National Standards by both the National Fire Protection Association and the Insurance Service Office outline response criteria. These have become accepted standards in providing care and response in the Fire and Emergency Services. While currently, the Rochester Hills Fire Department sees an average response time of 5:49 seconds, the problem with averages are that they tell you nothing about the actual incidents and often can give a misleading big picture. **Chart 11** depicts the Alarm (when the department was dispatched) to Arrival in 2017.

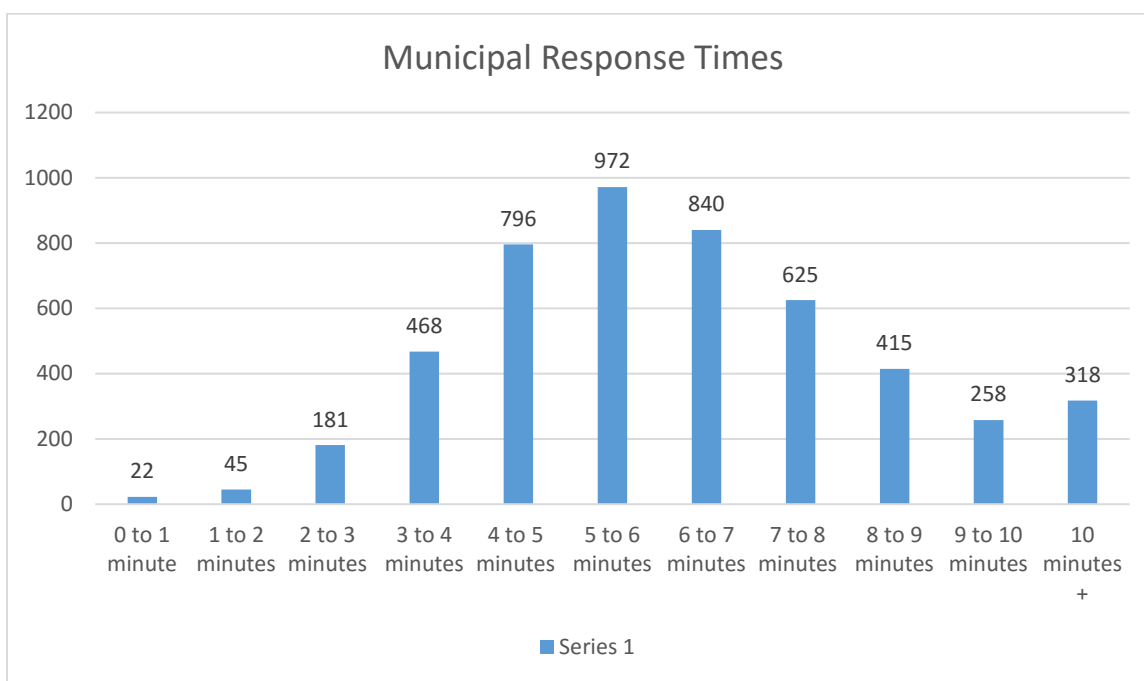


Chart 11

As the chart above illustrates, the department responded to 2,456 incidents or **34 percent** of 7,111 incidents in 2017, which resulted in a response of **over six (6) minutes**. The department has seen this trend starting to grow with units responding from outside of their primary area to cover another area, which is busier and already committed to another call for service. The Department has been keeping statistical information to validate this assumption and has found since February 2018 that out of 680 incidents that resulted in extended response times (identified as over 6 minutes), 362 incidents (**53 percent**) resulted from another station having to cover an incident in another station's response area due to already being committed. Additionally, 292 of the 362 incidents (**80 percent**) occurred during our highest call volume times between 7am and 7pm.

Discussion

The priorities of the Fire and Emergency Services are:

- Life Safety
- Incident Stabilization, and
- Property Conservation

The Rochester Hills Fire Department bases our decisions on;

- What is best for the Community?
- What is best for the Department?
- What is best for the member?

What is best for the community drives how we provide services to the City of Rochester Hills. It is imperative to justify requests through statistical data that shows current and future trends. While our current average response time is 5 minutes and 49 seconds, 34% of our incidents have response times greater than 6 minutes. Additionally, in the 2017 Annual Report, we identified that when Mutual Aid was requested for a Structure Fire, response times averaged **15 minutes and 3 seconds** for their arrival.

The City of Rochester Hills Fire Department continues to see an increase in requests for service. Certain areas within the City have seen much larger increases than others over the last ten (10) years. While the City population can only get so large, the increasing number of aging citizens will continue to grow. The department has also been encountering more incidents with neighboring departments requesting assistance from the Rochester Hills Fire Department.

Recommendations

The Department Command Staff recommends the following over the next 10 years. This recommendation is fluid in the time process, which would be determined on the growth of call volume.

Phase #1

Change the Part-Time staffing to the following: Part-Time members would work night shifts covering from 7:00pm to 7:00am covering two (2) shifts each night. The remaining funds would permit funding to hire additional Full-Time Employees in 2019. This first step would allow funding for eight (8) additional Full-Time Firefighter/EMT's. These eight (8) new Full-Time positions would operate during our busiest run volume times based on an alternating 12-hour work schedule Monday through Sunday. These members would work a "Power Shift" which would be during our highest call volume times. This would allow an additional two (2) dedicated daytime Fire Companies to be staffed, all being ALS.

As seen in **Chart 4**, this would strengthen the department's manpower levels during the busiest run volume times. Finally, the funds currently established for the Part-Time members would assist in funding these positions, with other ancillary costs associated with the Part-Time being used to fund these positions as well. This move would provide a higher level of service to our community during the times it is needed the most.

This would cost approximately **\$800,000** dollars the first year. This funding can be taken from the current millage rate by reallocating the funding from the part-time positions. No additional revenue should be required through taxes.

Phase #2

In forecasting incident volume with the other Fire Stations, once a station is responding to over 1,800 incidents per year, the Station would require a second unit to handle additional incidents within their response area. Our current forecast is that Station 2 will make that call volume estimate by 2022 or 2023, while Station 3 is already at that number at the time of this report. This would then require the hiring of four (4) additional Full-Time members. This would be in conjunction with the eight (8) previously hired members from Phase 1, which would allow for two (2) additional personnel per shift at Stations 2 and 3. This would permit two (2) units (1- Ambulance and 1- Fire Company) both ALS to be manned at Stations 2 and 3.

This recommendation would cost approximately **\$520,000.00**. The funding for these positions would have to be weighed against the current millage rate as well as generated EMS revenue. However, this is very near being supported by a 2.9 millage rate.

Phase #3

Again, in forecasted incident volume, by 2025, the incident volume for Station 1 should be nearing if not already at 1,800 incidents. At this point a recommendation of hiring an additional nine (9) personnel would be required to provide the level of service needed. This would allow for two (2) units (1- Ambulance and 1- Fire Company) both ALS to be staffed. This would also provide one (1) additional member to provide for overtime and sick call coverage.

Costing for these positions would have to be done since this would be six (6) years out from the issuing of this document. However, the current set millage rate of 3 mills would not support the hiring of these positions and would need to be increased.

Phase #4

Again, in forecasted incident volume, by 2027, the incident volume for Station 4 should be nearing if not already at 1,800 incidents. At this point a recommendation of hiring an additional six (6) personnel would be required to provide the level of service needed. This would allow for two (2) units (1- Ambulance and 1- Fire Company) both ALS to be staffed.

Costing for these positions would have to be done since this would be eight (8) years out from the issuing of this document. However the current millage rate would not support the hiring of these positions.

Phase #5

Finally, between 2028 and 2029 the incident volume at Station 5 will be nearing the 1,200 mark if not higher. The recommendation would be to hire an additional six (6) members. This would allow for a crossed-staffed unit with three (3) members to be staffed at Station 5, as well as three (3) jumpers assigned to Station 1 for filling of overtime and sick call. If, however, no members are off, these three (3) jumpers would be assigned to Station 5 to staff an additional unit.

Again, costing out these positions would have to be evaluated being almost ten (10) years since the issuing of this document. If support for Recommendation #3 does occur, it is suggested to adopt a plan that would provide funding for these positions in 2027-2029.

Funding

The primary source of Fire Department funding was established with the adoption of the City Charter in FY 1984 as voters approved 2.5000 mills as a maximum Charter millage rate for the operation of the Fire Department. In 2014, a ballot initiative was approved by the voters to increase the fire charter millage to 3.0000 mills (limited to 2.9373 mills per Headlee Rollback). For FY 2015-2017, Fire millage was levied at 2.7000 mills. The millage rate is held constant at 2.7000 mills for the remainder of the forecast period (FY 2018-2020).

Phase #1 would be able to be funded within the current millage rate since the funds utilized for Part-Time positions would be allocated to the hiring of the additional eight (8) Full-Time personnel.

Phase #2 currently with the Headlee Rollback at 2.9373, funding for the additional four (4) personnel in 2022/2023 will need to be evaluated to ascertain if the millage rate would be able to support these positions. With the personnel hired in 2020, this would allow Stations 2 and 3 to be staffed with two (2) extra personnel.

Phase #3 would require an increase to the current fire millage to support the hiring of nine (9) additional personnel in 2025. Costing for these positions would have to be evaluated since this would be six (6) years out from the issuing of this document. However, the current millage rate of 3 mills would not support the hiring of these positions.

At this point, the funding of the positions in Phase #4 (six (6) personnel) and Phase 5 (six (6) personnel) would require additional funding. If supported to increase in the fire millage in 2025, the recommendation would be to set the millage at a rate that would support the hiring of these personnel in through 2029.

These phases would bring an additional 33 full-time suppression personnel on board over the next ten (10) years (average of three (3) per year). Not taken into account would be supplemental EMS billing revenue that could offset the cost of hiring personnel. Currently, the department will generate approximately \$1.9 million in 2018. Additionally, community growth in relation to taxable property also has the ability to generate additional income through the Fire Millage.

Closing

The City of Rochester Hills has been a vibrant growing community for many years. Unfortunately, the Fire Department has struggled to keep up with the growing demands for service. In 2014, the City Administration and City Council took priority in establishing the Fire Department as a leader in the Oakland County Fire Service. When the citizen's approved the millage increase in 2014, it was only the first step in a long process of bringing Rochester Hills Fire Department up to the standards of National Fire Protection Association, Insurance Service Office and what our Citizens and Community deserve.

Call volume continues to **increase** as does the difficulty in having neighboring agencies respond to assist, especially during the day. It is crucial that the Rochester Hills Fire Department has **adequate staffing** to provide services to the City of Rochester Hills. Combat, be it military, fire suppression, or EMS delivery is

personnel-intensive. Both types of units require the right tools and enough "**boots on the ground**" to do their jobs efficiently, effectively, and safely.

The Fire Department Administration has taken the current millage, the National Standards, all available data from past, current and future projections for our services and developed this Strategic Plan to ensure we continue to meet, and exceed, the demands of our Citizens and the Community. With the national trend increasing for the Fire Department's services we feel that having a solid strategic plan in place will help guide our Department into the future while meeting the national standards and community demands. Additionally, in development of this Strategic Plan, the department has set infrastructure in place that will allow for the growth of the department without requiring any facility upgrades.

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