Strength in Numbers: Sharing Resources, Group Purchasing & Training Partnerships
PANEL MEMBERS

Chief David Hayes
Sagamore Hills Township, Summit County

Chief Bradley George
Paint Creek Joint Fire District

Chief Terry Ramsey
Little Miami Joint Fire District

Chief Bob Bates
Madison Township Fire, Franklin County
GROUP PURCHASING

The stuff everyone needs and uses regularly and can’t be easily shared

- State Purchasing Program
- Equipment used by members of the group i.e. Heart Monitors, Radio Equipment, Road Salt, Fuel
- Services used by group members i.e. Health Care via consortium, Medical Direction, EMS Billing Services
TRAINING PARTNERSHIPS

- Facility utilization; gun range, burn buildings, simulators
- Joint program presentation; regional delivery of training to multiple agencies at one time for example Ohio Fire Academy programs
- Regional effort to develop facilities; development of county training academies
- Think outside the box, DIVERSIFY!!
SHARING RESOURCES

The stuff everyone needs, is really expensive and can be shared easily

- Regional dispatching services
- Utilization of Mutual Aid and or Automatic Aid
- Shared ownership of little utilized but needed resources such as a boom truck, fueling depot or paving machine
- Coordinated purchasing of resources to limit duplication of rarely used resources
- Occasionally used equipment such as bariatric transport units
Advantages
- Reduced Cost
- Increased Efficiencies
- Standardized policies
- Standardized Equipment
- Promotes team building

Challenges
- Personal Agendas
- Protection of “Turf”
- Giving up control
**MERGERS AND CONSOLIDATIONS**

- **Merger** – 2 or more fire departments into 1

- **Consolidation** – operating together while each organization maintains its autonomy
**BENEFITS/ADVANTAGES**

**MONETARY**
- Reduce duplication
- Reduce budgetary line item costs
- Future costs savings:
  - Equipment, apparatus

**OPERATIONAL**
- Better Standard of Operations
- Training
- Inspections
- Knowledge of entire response areas
- Better response coverage
DISADVANTAGES

**MAJOR**
- Cost Savings?
- Resistance to Change
- Longer response to certain areas
- Who’s the Boss
- Loss of control

**MINOR**
- Attitude
- Union v. PT/Vol
- Culture (identify each entity)
- Membership of Board
- Qualifications of FFs
PITFALLS

- Calculations were incorrect
- Poor Communication
- Personnel issues
- Salary/Wages comparisons
- Poor Timing
- Annexation
## OPTIONS: FUNCTIONAL CONSOLIDATION

<table>
<thead>
<tr>
<th>FORMAL/CONTRACTUAL</th>
<th>INFORMAL</th>
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<tbody>
<tr>
<td>Co-habitation</td>
<td>Joint Training</td>
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<tr>
<td>Reduce staffing</td>
<td>Joint Purchasing</td>
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<td>Share costs</td>
<td>Adjust runs cards for strategic responses</td>
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<td>First-emergency-first response</td>
<td>Review SOG to be more uniform</td>
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<td>Operate under agreed upon SOGs</td>
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<td>Training programs</td>
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Total Staffing and Apparatus
3 Chiefs
2 Asst. Chiefs
16 FF/EMT/Medic
4 Engines
2 Quints
5 Medics
FUN FACTS CONT.

- Average Calls per year 2000
- EMS 1500
- Fire 500
- Costs of Operations Approx $4.5 million
WHAT’S THE SOLUTION

- Merger?
- Functional Consolidation?
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<tr>
<th>POSITIVE TIMING</th>
<th>NEGATIVE TIMING</th>
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<tr>
<td>✒ Temperature Must be Right</td>
<td>✒ Fire levy failed</td>
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<td>✒ Right people in the right place at the right time!!</td>
<td>✒ Taxes are too high in one community</td>
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<td>✒ One or more Chiefs are ready to retire</td>
<td>✒ Wrong political setting (inside or outside the organization)</td>
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<td>✒ Demographics have changed</td>
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<td>✒ All parties must buy in and be informed of process</td>
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A COST EFFECTIVE WAY TO FORM A POLICE DISTRICT
VERSUS CONTRACTING POLICE SERVICES

SHARING POLICE SERVICES
Prince George's County, Maryland is the home to more than 850,000 residents in a racially diverse urban and rural community. The county borders the nation's capitol, Washington, D.C. at Southern and Eastern Avenues. The police department is one of the largest county police departments in the nation and staffs approximately 2000 employees, with 1500 sworn police officers. The agency handles over 600,000 calls for service each year.
THE COUNTY IS ALMOST 500 SQUARE MILES, AND INCLUDES REDSKINS STADIUM, FED EX FIELD.
REGIONALIZED POLICING:
PRINCE GEORGE’S COUNTY POLICE

• Soon to be 7 Patrol Districts, 11 sectors and over 60 beats
• Centralized Criminal Investigation Division, Homicide, Robbery, Rape, Auto Theft, Evidence, Car Jacking, and many task forces
• Centralized Narcotics Division, Major Narcotics and Street Narcotics
• Special Operations Division, Tactical Section, K-9, Motors Unit and Fatal Accident Investigative Unit.
• Internal Affairs and Office of Professional Responsibility
• Training, Basic Training, Advanced Officer Training and Firearms Range
QUESTIONS?

Is a large agency policing a Township for a negotiated contracted price really regionalization?

If Townships can share Fire/EMS services by forming a Fire District why can’t they do the same with Police Departments?

If regionalization can work in a County of 850,000 people and an area of 500 square miles why can’t it work for two neighboring Townships?
POLICE DISTRICT VERSUS CONTRACTING

POLICE DISTRICT

- Real Costs
- Ownership and decision making, including budgeting, Trustees have more budgeting input, and cost increase control
- Usually combined coverage means more staffing and flexible staffing
- The Townships own the purchased equipment as assets
- Other pros and cons?

CONTRACTING

- Estimated costs
- Usually larger agencies contracting smaller communities
- The staffing is specific for what is contracted
- The equipment is not owned by the Township
- Other pros and cons?
505.48 Township police district.

(A) The board of township trustees of any township may, by resolution adopted by two-thirds of the members of the board, create a township police district comprised of all or a portion of the unincorporated territory of the township as the resolution may specify. If the township police district does not include all of the unincorporated territory of the township, the resolution creating the district shall contain a complete and accurate description of the territory of the district and a separate and distinct name for the district.

At any time not less than one hundred twenty days after a township police district is created and operative, the territorial limits of the district may be altered in the manner provided in division (B) of this section or, if applicable, as provided in section 505.482 of the Revised Code.

(B) Except as otherwise provided in section 505.481 of the Revised Code, the territorial limits of a township police district may be altered by a resolution adopted by a two-thirds vote of the board of township trustees. If the township police district imposes a tax, any territory proposed for addition to the district shall become part of the district only after all of the following have occurred:

(1) Adoption by two-thirds vote of the board of township trustees of a resolution approving the expansion of the territorial limits of the district;
(2) Adoption by a two-thirds vote of the board of township trustees of a resolution recommending the extension of the tax to the additional territory;
(3) Approval of the tax by the electors of the territory proposed for addition to the district.

Each resolution of the board adopted under division (B)(2) of this section shall state the name of the township police district, a description of the territory to be added, and the rate and termination date of the tax, which shall be the rate and termination date of the tax currently in effect in the district.

The board of trustees shall certify each resolution adopted under division (B)(2) of this section to the board of elections in accordance with section 5705.19 of the Revised Code. The election required under division (B)(3) of this section shall be held, canvassed, and certified in the manner provided for the submission of tax levies under section 5705.25 of the Revised Code, except that the question appearing on the ballot shall read:

"Shall the territory within ......................... (description of the proposed territory to be added) be added to ................ (name) township police district, and a property tax at a rate of taxation not exceeding ........... (here insert tax rate) be in effect for .......... (here insert the number of years the tax is to be in effect or "a continuing period of time," as applicable)??"

If the question is approved by at least a majority of the electors voting on it, the joinder shall be effective as of the first day of January of the year following approval, and, on that date, the township police district tax shall be extended to the taxable property within the territory that has been added.

Amended by 129th General AssemblyFile No.28, HB 153, §101.01, eff. 9/29/2011.

Effective Date: 03-10-1987; 11-05-2004
THINGS TO CONSIDER

- Populations of both Townships
- Geographical areas and boundaries
- Residential and commercial areas
- Stations for public access
- Financial structure
- Deployment of personnel
- Equipment
SAGAMORE HILLS TOWNSHIP
- Population: 10,000
- Area: 11.3 Sq. Miles
- Mostly residential
- Two patrol officers always on patrol, at times four officers and a detective
- Supervision: A Chief, Lieutenant and two Sergeants
- A Police Station adjacent to the Township building
- Budget $1,600,000

NORTHFIELD CENTER TOWNSHIP
- Population: 5,000
- Area: 5.3 Square miles
- A small commercial area
- One Deputy always on the street, at times (8 hours a day) two.
- A Supervisor for four communities throughout the County
- A small Sub Station in Town Hall
- Contracted budget $880,000
PROPOSAL FOR A DISTRICT

- Adding of 4-8 additional officers, for a total of 15-20 officers, in order to always deploy at least three, and as many as five and a detective, in service at a time. Dedicating a detective to the other Township.
- Additional equipment for these officers.
- Purchasing one additional vehicle a year.
- Use Sagamore Hills as the Station but still keep the Northfield Center office as a sub station.
- Look into a new “Safety Center” as Townships already have a combined Fire District.
- Other Costs? (Administrative, Utilities, Fuel, Dispatch)
BUDGETING A DISTRICT

- Look at the Police Budget (levy) for each township.
- Set up a combined budget based on population and each budget and levy.
- Distribute the budget as needed for personnel and equipment.
- Develop a strategic management plan for the Police District, looking at 5 year and 10 year planning.
The combined Townships considered a starting budget of $2,200,000.

Sagamore Hills Township population is 2/3 of the combined population and our budget and levy was close to 2/3 of the estimated costs.

Sagamore’s cost would be $1,466,666, Northfield Center’s cost would be $733,333. This is slightly lower than Sagamore’s current budget but we would incur the initial hiring and training costs.

Northfield Center’s $733,333 projected budget would be well below the contracted fee of $880,000. This starting budget would be revisited each year in order to establish the deployment of personnel and other programs.
DIVIDING THE GEOGRAPHICAL AREAS

- Our Township currently has two “Community Service Areas” (beats), one north of State Route 82 and one South of State Route 82.
- We were going to simply add the other Township as a third “Community Service Area,” thus totaling three.
- Patrols would not be required to stay in specific areas as the zoning is designed more for reporting purposes and responses.
- Stats would be monitored such as: criminal offenses, traffic crashes, juvenile problems or speeding complaints. Patrols would be directed to these problem areas for concentrated coverage.
Considerations: population, response time, station locations, road miles.

We divided the two Townships into three “Community Service Areas” (beats).

Each area has approximately 5,000 population, a North Sagamore Hills, South Sagamore Hills, and Northfield Center areas.

Current stations and any new planned stations for the future.
Our Investigations Section would handle both Township’s Investigations.

This benefits all of the residents as multiple crimes are almost always committed by offenders without regards to geographical boundaries.

We would also be able to direct the patrol function in order to provide “high visibility” to a neighborhood that sees a rash of criminal incidents.
Look at incorporating both Townships in the naming of the District.

Examples: Sagamore Center Police Department
A Police District is a bold step that needs to be implemented by progressive thinkers.

This can not be looked at as being against the idea of a larger agency “contracting” police service but looked at as a viable option. Two very different options.

Politics need to be set aside in a decision making process to form a District such as this, and doing what is right for the betterment of communities needs to be the common goal.

It is normal for people to fear change.
David E. Hayes, Police Chief/Township Administrator
Sagamore Hills Township
11551 Valley View Road Sagamore Hills, Ohio 44067
(330) 468-0900  policechief@mysagamorehills.com

Bradley B. George, Chief
Paint Creek Joint EMS/Fire District
640 N. Washington Street
P.O. Box 79
Greenfield, Ohio 45123
(937) 981-3394  chiefgeorge@pcjefd.org
Chief Terry Ramsey
Little Miami Joint Fire District
5800 Wooster Pike
Cincinnati, OH 45227
513-271-3636 tramsey@lmfr.org

Chief Robert Bates, OFE / MAOL
Madison Township Fire Department
4567 Firehouse Lane
Groveport, Ohio 43125
614-837-7883 rjbates@madisontownship.org