
Future of Fire Service in Greece Project Kickoff Meeting Agenda April 15, 2019

- Introductions
 - Project Director: Paul Bishop, pbishop@cgr.org, 585-327-7068
- Grant Application Status
- Project Overview
 - High Level Scope Overview
 - Post Baseline Break Point
- Project Context
 - Why are you doing this study in 2019?
- Communication Protocol
- Next Steps
 - Interview list
 - About 10 per department
 - Data contact for each district
- Determining the Context for Recommendations
 - Who gets input into this process?
 - What is most important?
 - What are other considerations?
 - How does growth and tax cap play into these recommendations?

Phase 1: Project Initiation

Members of the CGR project team will meet with the steering committee as soon as practical following receipt of a signed contract. At this kickoff meeting, we will:

- Discuss the context of the current fire district study effort, in terms of current community and regional issues;
- Review the scope of the project and collaborate on a final approved project design identifying project scope, milestones, communication standards, deliverables, timeline and resource requirements;
- Clarify the role of the fire districts' leadership in overseeing the project;
- Agree on a protocol for conveying information to district leadership, and identify individual(s) who will act as liaison to the project team and district leadership through a project steering committee;
- Identify key stakeholders who should be interviewed as part of the Baseline Review; and
- Identify data and information resources required by the project team in the immediate term.

Subsequent to this meeting, the project team will submit a final project work plan with anticipated timeline to the steering committee.

Phase 2: Baseline Review

As soon as practical after the project initiation meeting, CGR will begin the process of completing primary data collection for the Baseline Review. The project team will make a combination of site visits and information requests to the fire districts and other related organizations; interview a series of the relevant elected officials / key operations staff and stakeholders; tour key operational sites; review budgets and other operating records; and collect electronic or hard paper copies of key documents.

The Baseline Report will serve as a shared information base for the remainder of the study and provide a fact-based framework for identifying options and assessing their impact.

The Baseline Review will include the following tasks for each department/ district: Interview departmental leadership and key staff members of each department to identify departmental successes and challenges (average of 10 interviews per agency);

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- Conduct a focus group and survey with active volunteers and career personnel for each district;
 - Summarize demand for fire district services for the previous three years and evaluate staffing sufficiency using common industry guidelines;
 - Identify geographic and temporal patterns in the demands for fire services and EMS using a series of tables and maps;
 - Describe the operations of the Districts, including existing staff levels, schedules, and job descriptions for employees/volunteers;
 - Review district budgets, including payroll expenses, equipment, length of service awards program (LOSAP), facility upkeep, and capital expenses;
 - Summarize the operational budgets for the last three years including lists of relevant fund balances, outstanding debt, capital plans, LOSAP and district fundraising;
 - Analyze trends for district funding including tax rate, tax levy, debt structure and potential impact of constitutional taxing restrictions;
 - Review existing operational buildings and workspaces for functionality and capacity;
 - Review the most recent Insurance Service Organization (ISO) Public Protection Classification reports; and
 - Identify a set of initial options with summary descriptions of required actions and potential impacts.

The Baseline Report will be presented to project steering committee and will serve as the basis for options phase.

Phase 3: Options for Collaboration and Merger

Our project team will work with the steering committee to develop a series of options for collaboration and merger based on the Baseline Report. Such options shall include: consolidation of all four fire districts, consolidation of three district, leaving one district not consolidating, two district consolidating, leaving two fire district not consolidating and other options that may be found appropriate. Each option will include a brief discussion of steps that might be undertaken to help the Districts and the costs that would be involved. The project team will also work with the steering committee to identify criteria that can be used to evaluate the different options for appropriateness of adoption based on the feasibility and practicality of the possible changes including the short and long term fiscal implications.

The Options Report combined with the Baseline Report will empower the Districts' leadership to consider which strategies are most likely to be supported by the community. The Options Report will be delivered to the Districts' leadership in a draft form to allow for review and revision prior to it being shared with a broader audience in preparation for the development of a Final Report.

The options report must also include CGR's recommendation as to the preferred option for fire service for the Town of Greece and what would be in the best interest for all residents of the town given criteria established by the steering committee.

Phase 4: Final Report






CGR will evaluate each of the options based on the criteria developed by Districts' leadership and identify the preferred option(s) that best align with the needs of the community. The preferred options will include estimations of costs, fiscal impacts (including on residential property, fire, and hazard insurance) and operational changes that might occur with a transition to the new operational environment.

During this stage, CGR will develop a plan for public engagement related to the review of fire services and potential changes including the content of a project specific website to be maintained by CGR for the purpose of sharing key study information. CGR will also engage with community leadership (school officials, business groups, neighborhood associations and similar) to evaluate fire service expectations and current level of service to evaluate their alignment with the preferred option(s) identified in the Options phase.

CGR will present a written Final Report that includes the Baseline Section and Options Section. CGR will work with the steering committee to present the Final Report at a public forum in each district to allow the community and elected leaders to provide input on the proposed plans. CGR will compile the comments from the presentation and those received from the website to be shared with the steering committee.

Project Timeline

The proposed timeline for the project is shown below. The final timeline will be formalized with the leadership committee to accommodate any specific requirements or deadlines.

	Anticipated Timeline					
	May	June	July	August	Sept.	Oct.
Project Initiation & Interviews						
Data Collection & Interpretation						
Baseline Report Delivered						
Options Discussion and Development						
Final Report and Presentations						

Initial Observations

Incidents By NFIRS Group (2013-2017)

	Barnard	Lake Shore	North Greece	Ridge Road
Fire	508	149	441	739
Overpressure Rupture, Explosion, Overheat	14	3	17	62
Rescue & Emergency Medical Service Incident	10,013	3,083	10,929	23,522
Hazardous Condition	878	296	1,395	1,964
Service Call	599	407	1,082	3,804
Good Intent Call	563	446	1,490	1,321
False Alarm & False Call	1,143	339	2,518	3,134
Severe Weather & Natural Disaster	5	34	27	28
Special/Other	13	12	2	1,764
Total	13,736	4,769	17,901	36,338

Annual Average over 5 Years

	Barnard	Lake Shore	North Greece	Ridge Road
Fire	102	30	88	148
Overpressure Rupture, Explosion, Overheat	3	1	3	12
Rescue & Emergency Medical Service Incident	2,003	617	2,186	4,704
Hazardous Condition	176	59	279	393
Service Call	120	81	216	761
Good Intent Call	113	89	298	264
False Alarm & False Call	229	68	504	627
Severe Weather & Natural Disaster	1	7	5	6
Special/Other	3	2	0	353
Total	2,747	954	3,580	7,268

Total Incidents

	2013	2014	2015	2016	2017	5 year growth
Barnard	2,627	2,631	2,612	2,849	3,017	15 %
Lake Shore	898	892	958	1,011	1,010	12%
North Greece	3,382	3,471	3,660	3,580	3,809	13%
Ridge Road	7,150	7,198	7,247	7,256	7,489	5%