

Evaluation of Fire and EMS Consolidation
CITIES OF STERLING & ROCK FALLS, ILLINOIS
AND CGH MEDICAL CENTER

FINAL REPORT



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1. INTRODUCTION AND EXECUTIVE SUMMARY

This document represents the final report in the process of conducting an Evaluation of Fire and EMS Collaboration for the Cities of Sterling & Rock Falls, Illinois and CGH Medical Center. These three agencies provide fire and EMS services to the Sterling and Rock Falls area in northwest Illinois. The City of Sterling retained the Matrix Consulting Group to conduct this assignment during the fall and winter of 2011 - 2012. The purpose of this assignment was to identify the following:

- Evaluate current levels of service delivery by each of the three service providers.
- Identify potential opportunities for enhancement in each of the service providers.
- Identify and evaluate opportunities for enhanced collaboration among the three service providers.

In order to accomplish this scope of services, the Matrix Consulting Group took a multi-faceted approach. This included the following activities on the part of the project team, leading to the development of this final report:

- Conducted interviews with the Administrative heads in all three entities.
- Met with the Fire / EMS administrators for all three services.
- Met with members of the command staffs, bargaining units and individuals with unique responsibilities in providing services in the two cities, rural fire districts and Special Service Area 1.
- Collected data from the consolidated 9-1-1 / dispatch center which provides fire and EMS dispatch services.
- Developed and reviewed a descriptive profile summarizing the factual basis for this study.
- Developed and reviewed key assumptions with representatives of the three service providers.

The project team has also developed an executive summary of our findings and recommendations. The summary should be used as a reference only – there is significant and detailed information contained in the body of the report, which could not be summarized in the following section.

EXECUTIVE SUMMARY

The points, which follow, provide a summary of the findings and recommendations included in the final report:

- **There are service delivery differences among the three agencies, which will make full consolidation of emergency responses a challenge.** These differences include the following:
 - Staffing levels among the agencies vary significantly, with the largest difference relating CGH EMS and their use of PRN staffing to staff ambulances.
 - The two fire departments staff personnel on a 24/48 staffing schedule while the EMS system uses 12-hour shifting patterns.
 - The pension systems are different for the fire departments and CGH EMS.
 - The expenditures, per capita, also vary widely among the two cities and the rural fire districts.
- **There are a number of commonalities among the two fire departments and CGH EMS which underscores the need to continue finding ways to work closely together.** These include the following:
 - Service populations, workload generation and service expectations are similar among the agencies.
 - The two fire departments current train together monthly.
 - The three agencies have consolidated all public safety communications (9-1-1 and dispatch) in a single dispatch center at CGH Medical Center.
 - CGH Medical Center offers EMS continuing education to the fire department personnel.

- The agencies are part of the same Mutual Aid Box Alarm System (MABAS) Division for mutual aid on large-scale incidents. The Rock Falls Deputy Chief is very involved in the MABAS system.
- The cities of Rock Falls and Sterling have a currently executed automatic aid agreement
- **Analysis of the current response system shows that improvements in predicted response times can be made by reallocating EMS staffing from existing locations to the fire stations.** The project team analyzed the current station network as it is now staffed and if CGH EMS relocated ambulance to respond from the fire stations in Sterling and Rock Falls. The results of the GIS analysis showed improved EMS response times to the western portions of the City of Sterling and the northern portions of the Sterling Rural Fire Protection District.

This is separate from the discussion related to consolidation of the fire and EMS agencies as consolidation of Fire and EMS services and relocating the EMS units would increase salary cost approximately \$362,000 annually over the current budgets. Due to the cost increases associated with full consolidation of fire and EMS agencies, the option fully consolidating the agencies is not recommended by the project team.

- **There are a number of options available to enhance collaboration among the fire departments.** These include:
 - Functional Consolidation of the Fire Inspection program.
 - Consolidation of standard operating procedures.
 - Developing a formal apparatus purchasing and replacement plan between the two fire departments.
 - Develop a methodology for sharing paid-on-call personnel between the two cities.
 - Consolidation of fire services between Sterling and Rock Falls.
- **Consolidation of fire prevention would mitigate future expenditures by the two cities but, if accomplished separately from a total consolidation, would also impact the response capabilities of the cities.** Consolidation of fire prevention services between the two cities would allow an agreement similar to the sharing of Rock Falls Deputy Chief as the Sterling Fire Chief. By consolidating this function the two communities would enjoy consistency in the inspection process of new and existing commercial occupancies. As commercial

growth occurs and if the need arises, the addition of an additional civilian fire inspector to be shared could also be considered.

This consolidation would impact emergency response capabilities in the fire departments, as the fire prevention personnel in both communities are currently available to augment responses during their regularly scheduled hours by responding to critical events. A single fire prevention person for the two communities would be required to focus solely on fire prevention activities and not be used as part of the emergency response force. For example in Rock Falls the Deputy Chief of Fire prevention will typically be used as part of the incident command team on working fires.

- **Full Consolidation of fire services in the cities is made challenging due to the impact of the differences among them.** Of particular concern is the difference in the level of investment in fire and EMS services between the two communities at present. The project team examined both remaining at the status quo and bringing all stations in a consolidated system to the same staffing level. There are significant financial implications associated with these alternatives, as shown, below:

Allocation Based on Calls for Service

Alternative	Sterling	Rock Falls	Sterling Rural	Rock Falls Rural
Current costs with pension and benefits	\$1,885,949	\$1,121,881	\$245,558	\$130,261
Full Fire Consolidation (status quo)	\$1,660,611	\$1,076,203	\$223,543	\$233,124
Full Fire Consolidation 3-person minimum staffing	\$1,802,742	\$1,168,316	\$242,676	\$253,077

*The rural district figures are to illustrate current payments for fire protection services and do not include pension contribution.

Note that if costs related to consolidation were based on workloads, Sterling would see an overall decrease in their budget, while Rock Falls would see increases in budget costs. The Rock Falls Rural Fire Prevention District should also increase its contribution based on service demand, while the Sterling Rural Fire Prevention District would benefit from reduced costs due to a lower call demand.

Allocation Based on Population

Alternative	Sterling	Rock Falls	Sterling Rural	Rock Falls Rural
Current Costs with pension and benefits	\$1,885,949	\$1,121,881	\$245,558	\$130,261
Full Fire Consolidation (status quo)	\$1,312,521	\$791,984	\$526,924	\$562,052
Full Fire Consolidation (3-person minimum staffing)	\$1,424,860	\$859,769	\$572,023	\$610,160

If the financial structure were based on population there would be significant cost increases to the rural fire districts.

- **The Matrix Consulting Group does not recommend either full fire & EMS consolidation or full fire consolidation at this time. The Cities of Sterling and Rock Falls should consider pursuing consolidation with one another in the future if economic development and growth will cause an increase in personnel.**

The opportunities for consolidation between the cities of Sterling and Rock Falls are limited by the current gaps in staffing, as Sterling currently staffs two fire stations and operates two engine companies, while Rock Falls staffs a single engine company out of one station. Rock Falls also has a policy of 3-man minimum staffing, while Sterling will have a 2-person engine company staffing the sub station. The fire departments in Sterling and Rock Falls have a history of working well together, which could serve as the basis for future consolidation.

- **There are several options for functional, operational and administrative consolidation that should be considered by the cities of Sterling and Rock Falls**

The cities of Sterling and Rock Falls are currently operating with a level of operational consolidation with the sharing of the Rock Falls Deputy Fire Chief serving as the Fire Chief in Sterling. This allows cost saving between the two communities and has shown to be an effective measure in shared services between the cities. It has also been a positive step into moving the operations of both agencies to function more as a

single response force on emergency scenes. As sharing continues the agencies will further benefit from developing a shared set of standard operating procedures for operations at emergency scenes.

The project team believes similar success can be obtained by sharing fire prevention personnel between the cities of Sterling and Rock Falls. The agreement for sharing the Chief can be used a model for how cost sharing of fire prevention services between the agencies should be structured.

The project team recommends the continuation of the sharing of a Fire Chief between the two cities with the exploration of sharing fire prevention also examined.

The communities and CGH Medical Center also have a very effective functional consolidation of the Fire/EMS dispatch function. While this consolidation works well and minimizes the duplication of effort, it should only be viewed as a first step toward the full development of a regional dispatch center as recommended by a prior study. The main issue is one of customer service as callers with an emergency call the Primary Public Safety Answering Point (PSAP) only to have their call transferred to the secondary PSAP, which requires a complete recount of the emergency situation before the appropriate units can be dispatched. This causes an unnecessary delay in emergency service delivery.

Apparatus represent a high capital expense for fire service agencies. The analysis of emergency call data showed that both the cities of Sterling and Rock Falls have several pieces of apparatus, which are underutilized. This is an area where the two communities working together can realize significant cost savings by developing an apparatus plan that will meet the fire service needs of the area.

The project team recommends the cities of Sterling and Rock Falls develop a formal apparatus plan for purchasing and replacing fire apparatus.

- **The role of paid-on-call personnel has changed and will likely continue to change over time.**

Both the cities of Sterling and Rock Falls have paid-on-call personnel on their respective personnel rosters. Each of the fire departments has historically relied on the availability and participation of paid-on-call personnel. These personnel, in both departments, have historically responded when alerted to respond to a call for service. The departments continue to rely on paid-on-call personnel to respond to significant emergencies in order to form an effective response force, but participation for both communities' paid-on-call members has declined in recent years.

Currently Sterling Fire Department has three (3) paid-on-call members and Rock Falls Fire Department has six (6) with plans to add an additional five (5). There are several options that should be considered by the agencies to more fully utilize these personnel.

The project team believes that enhancements can be made to the current operations of the three service providers and staying with the Status Quo is not the optimal solution for the service providers.

The next chapter of the report provides an analysis of the current service delivery environment in the Sterling – Rock Falls area.

2. ANALYSIS OF THE CURRENT SERVICE DELIVERY ENVIRONMENT

This chapter focuses on an assessment of current services and service delivery in the Twin Cities area in which the three services operate. One of the most important findings made by the Matrix Consulting Group is the widely disparate level of service offered among the two communities. The first section of this chapter catalogs some of these major issues.

1. THE SERVICE DELIVERY ENVIRONMENTS OF THE THREE PROVIDER AGENCIES SHOW SOME SIGNIFICANT DIFFERENCES.

The cities of Sterling and Rock Falls each face a varied service level environment when providing fire and EMS first response to their communities and rural fire districts. While they share many characteristics, it is also important to highlight the similarities. The table, which follows, provides a summary of several key factors for the purposes of comparison:

Service Provider / Factor	Sterling	Rock Falls	Sterling Rural*	Rock Falls Rural*	CGH Medical SSA 1*
Population (2010 Census)	15,370	9,266	6,200	6,600	38,636
Land Area (2010)	4.9	3.4	76	48	124
Density	3,307	2,888	81.58	137.5	319
Stations*	2	1	2	1	2
Sq. Miles / Station	2.45	3.4	38	48	62
Population / Station	7,685	9,266	3,100	6,600	18,318

* Note that Sterling and Rock Falls provide fire protection for the respective rural districts out of the same stations that serve each city. The rural districts have no fire stations in the district, but are served by the city stations. SSA 1 is served by EMS units stationed at CGH Medical Center and a location in Rock Falls. Populations are estimates using census blocks from the 2010 Census.

Review of this information shows that the communities, while varying in size, are fairly similar in population density and would be considered suburban fire departments for performance standards. The service providers, however, have made varying decisions regarding the deployment of resources as evidenced by the range in square miles protected per station. These varying approaches are reflected further in the information provided in the following section.

2. APPROACHES TO SERVICE DELIVERY VARY WIDELY AMONG THE THREE PROVIDER AGENCIES.

The three communities also utilize different approaches to delivering fire and EMS services. A brief description of the approach utilized in each community is provided, below:

Service Provider / Factor	STERLING	ROCK FALLS	CGH EMS
Fire / EMS Combined	No	No	No
Level of EMS Services	First Responder – D*	EMT-D, non-transport	ALS
Number of Stations	2	1	2
Use of Paid-on-Call	Yes	Yes	Yes (PRN)
24 Hour Staffing?	YES	YES	YES
On-Duty Staffing Target	<u>Staffing of Main Fire Station:</u> 24/7 – 4 Firefighters <u>Staffing of Sub-Station:</u> 24/7 – 2 Firefighters	<u>Staffing of Station:</u> 24/7 – 4 Firefighter/EMT-D	<u>CGH Medical</u> 2 each at 6am and 8am (12 hours) 2 at 6pm (12 hours) <u>Rock Falls Station</u> 2 each at 6am and 6pm (12 hours)

* New labor agreement calls for all new Sterling FD personnel to certify as EMT-D.

The table, above, shows that the three service providers have made substantially different decisions regarding how best to deliver fire / EMS services. These decisions have included:

- The two fire departments are certified to operate at different levels of first responder. Rock Falls is certified at a higher level of service, EMT-D as compared to Sterling at First Responder-D. CGH Medical Center EMS is certified at the highest level of service at the ALS transport level. The new labor agreement with Sterling FD personnel requires newly hired firefighters to be certified as EMT-D's which will allow an upgrade in the level of EMS certification in Sterling in the future to EMT-D, non-transport.
- While all three service providers rely on paid-on-call or PRN personnel to some degree there is a wide variation in the use of part-time personnel between the providers.

This summary demonstrates that there are significant differences in the manner in which the three service providers deliver fire / EMS services. The section, which follows, describes the workloads for each service provider.

3. THERE ARE SOME MAJOR WORKLOAD DIFFERENCES, WHICH SEPARATE THE SERVICE PROVIDERS.

The workload, and resources dedicated to handling it, also varies by service provider. The two cities have relatively homogenous workload demands per capita but CGH Medical runs nearly double the calls for service on a per capita basis. The three service providers have distributed resources variably to deal with these issues. This section of the chapter focuses on these factors – as summarized in the following table:

CITIES OF STERLING & ROCK FALLS, ILLINOIS AND CGH MEDICAL CENTER
Evaluation of Fire and EMS Consolidation

Workload and EMS Resources
Sterling and Rock Falls, Illinois
Calendar Year 2011

Service Provider / Call Location	Sterling Fire	Rock Falls Fire	Sterling Rural	Rock Falls Rural	CGH EMS SSA 1
Total Calls - 2011	1,121	727	150	158	5,592
EMS Calls - 2011	488	301	N/A	N/A	5,592
24 Hr Staffing*	5.12	3.48	5.12	3.48	5
Population	15,370	9,266	6,200	6,600	39,636
Avg Calls / Day	3.07	1.99	0.41	0.43	15.32
Calls per On-Duty / day	0.60	0.57	0.08	0.12	3.06
Calls Per Capita	0.07	0.08	0.02	0.02	0.14
Staffed Ambulances	0	0	0	0	2.5
EMS Calls / Ambulance	N/A	N/A	N/A	N/A	2,237

* Staffing calculated by reviewing daily staffing rosters for the agencies to determine typical daily staffing with leave factored.

These data show in more detail some of the major differences in terms of scale among the three service providers. Some of the key points include the following:

- There is a variance in the number of personnel paid to be on duty between the three service providers. Daily available staffing ranges between 3.5 for Rock Falls to just over 5 for Sterling.
- Workload per staffed position varies widely between the four agencies as well, from a high of 5,592 calls responded to by CGH EMS to a low of 727 calls responded to by Rock Falls. This workload indicator does not take into account any non-emergency workload handled by the three service providers.
- Sterling and Rock Falls are similar in emergency workload per capita at 0.07 and 0.08 respectively. CGH EMS has a higher rate of calls per capita at 0.14.
- The workload per ambulance is approximately six calls per day for CGH EMS. Emergency workload per staff at CGH is higher than at the fire departments at 3.06 whereas the fire departments average less than one incident per staff member each day.

The decision to deploy resources as individual service providers has resulted in a wide variability in the emergency workload per staff person each day. These variances can be a driving factor behind the potential to enhance collaboration.

4. COMMAND AND SUPPORT STAFFING IN THE AGENCIES IS NOT HOMOGENOUS.

The Matrix Consulting Group also examined how each department is organized and managed. The following table summarizes this information:

Service Provider	Sterling	Rock Falls	CGH Medical
Fire Chief*	1	1	0
EMS Director	0	0	1
Deputy Fire Chief*	0	1	0
Administrative Captain	1	0	0
Shift Captain	3	3	0
Shift Lieutenant	3	0	0
Shift Supervisor	0	0	4
Asst. Shift Supervisor	0	0	4
EMS Educator &QI	0	0	1
Dispatch Coordinator	0	0	1
Firefighter	12	9	0
EMT / EMT-P	0	0	12
Dispatcher	0	0	5
Secretary	1	0	0

- The cities of Sterling and Rock Falls currently operate with the Rock Falls Deputy Chief also serving as the Fire Chief for Sterling and sharing a 40-hour work/week between the two cities.

The following information about the command and support staffing of the three service providers can be taken from this exhibit:

- Both Rock Falls and Sterling are authorized a full-time Fire Chief position. The EMS Director at CGH EMS functions as the head administrator.
- Rock Falls has a Deputy Chief performing fire prevention activities while in Sterling it is the function of an Administrative Captain.
- Both Rock Falls and Sterling have shift Captains, while Sterling also has shift Lieutenants supervising at the sub station. CGH EMS uses shift supervisors and assistant shift supervisors for first line supervision.
- CGH has a full-time training position, while neither of the fire agencies employ a training position.

- Sterling is the only agency employing a full-time secretary for administrative assistant functions.

None of the agencies has a strong emergency response command function, as this is the function of the administrative head and not of a person designated for emergency response.

5. THE FINANCIAL COMMITMENT FOR FIRE AND EMS SERVICES BY EACH ENTITY SHOWS WIDE VARIANCE.

The three service providers have made a range of decisions, which have a significant impact on the cost of service delivery. These decisions include:

- Level of staffing using full-time, part-time or paid POC personnel.
- Reliance on the POC's to fill out fire / EMS responses.
- Company size and staffing.
- Level of overhead – command and support staffing, training costs, etc.

The exhibit, which follows, provides a brief summary and comparison of the total budgets, including pensions & benefits, of the three service providers and charges to the two rural fire districts.

Community / Factor	Budget	Calls	Population	\$ / Call	\$ / Resident
Sterling Fire	\$2,131,507	1,121	15,370	\$1,901	\$138.68
Rock Falls Fire	\$1,252,143	727	9,266	\$1,722	\$135.13
CGH EMS	\$2,073,686	5,592	39,636	\$371	\$52.32
Sterling Rural	\$245,558	150	6,200	\$1,637	\$39.61
Rock Falls Rural	\$130,261	158	6,600	\$824	\$19.74

This exhibit graphically demonstrates the variance in tax-based funding for each of the agencies / communities. The range is especially clear when the cost per resident

is examined. For fire service delivery there is a range of \$19.74 per resident in Rock Falls rural district to \$138.68 for residents living in Sterling city limits. It is also interesting to note that the cost of EMS service delivery to all residents in SSA 1 is \$52.32 per capita. The cost per capita for fire service delivery in both Sterling and Rock Falls is fairly consistent both in the city limits and the rural districts on a per capita basis.

6. AN ANALYSIS OF FIRE STATION LOCATIONS SHOWS THAT THERE IS CURRENTLY A VARYING LEVEL OF COVERAGE UNDER ANY GIVEN STANDARD.

The Matrix Consulting Group next examined the current service delivery environment in the service area. This included examination of the current response statistics and use of our GIS-based fire station location / deployment model. The table, which follows, provides a summary of two critical time factors – reflex time (the time between the dispatch of a unit and that unit indicating that it is “en-route”) and drive time (the time between “en-route” and “arrival” at the call location):

Resp. Time Element	Sterling 2011	Rock Falls 2011	CGH EMS 2011
Median Reflex Time (Mins)	2:01	2:13	0:58
Median Drive Time (Mins)	2:39	3:03	4:17

Note that the “average” time is not the only way to look at service delivery. A more descriptive and accurate method for examining response time data is to utilize a method call “fractile” performance. In this method, the data is summarized by stating that x% of calls achieved a targeted performance of y minutes. The response data for the three communities are presented, below:

Actual Fractile Performance
Sterling, Rock Falls, CGH EMS 2011

	Turnout	Travel	Total
Sterling Fire			
80%	2:49	4:16	7:05
90%	3:12	5:19	8:31
Rock Falls Fire			
	Turnout	Drive	
80%	3:01	5:20	8:21
90%	3:22	7:00	10:22
CGH EMS			
	Turnout	Drive Time	
80%	1:32	6:50	8:22
90%	1:59	9:06	11:05

Dispatch time is the time from receipt of call to dispatching units, turnout time is the time from dispatch until the units go enroute to the call and travel time is the time from going enroute until arrival at the call. The typical goal for a suburban response to emergency calls is to respond to 90% of emergency calls within between 6:00 and 7:30 from the time of dispatch. This allows for 60 seconds for turnout and up to 6:30 for travel. The fractile performance in Sterling is significantly below the 90% target typically set for turnout (60 seconds or less), but within the travel time performance (six minutes 30 seconds or less).

Rock Falls, like Sterling is not meeting best practice in terms of performance related to turnout times. Travel times at the 90th % are slightly longer than expected baseline performance of 6:30, but well within expectations at the 80th %.

CGH has a turnout goal of 2:00 for emergency calls. Currently they are reaching this goal on approximately 90% of calls for service. As expected CGH has longer travel times due to the square miles covered from the two stations, but records indicate they are meeting stated response goals in both the urban and rural service areas on an

average basis. The CGH response district is better described as rural based on the overall population density. For this type of setting travel time expectations range from 10 – 13 minutes. CGH meets the 10-minute goal over 80% of the time and the 13-minute baseline expectation over 90% of the time.

It is recommended that the service providers establish a goal dispatching units on priority one calls for service within 1:30 90% of the time and establish turnout goals of 60 seconds 90% of the time for priority one EMS calls and 1:30 90% for priority one fire calls.

After setting and tracking turnout performance standards, the service providers should determine if elements of the current station design are restricting the ability to meet a benchmark performance of 60 seconds for EMS turnout and all times will need to be adjusted to a baseline performance standard of 90 seconds for turnout.

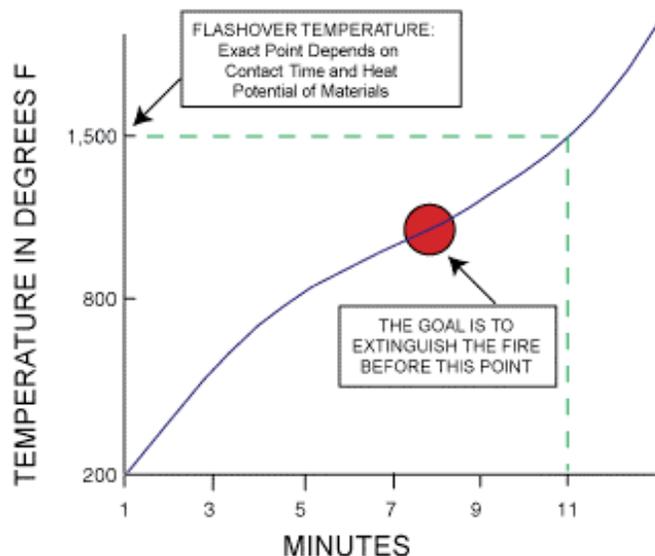
Next, the Matrix Consulting Group utilized its station location model to assess various elements of response time performance in the system. This model utilizes GIS and data sets from the three communities to model performance of the current (or alternate) station location and deployment systems. This model is based on ESRI GIS products as well as a number of analytical modules developed by the project team. This model was used to analyze the current response network.

In order to evaluate the network, the project team utilized a series of performance measures. These measures focus on the drive time capability from the network of fixed station locations. The project team referred to a series of performance measures developed by the American Heart Association, the National Fire Protection Association and others for benchmark response time targets. These targets are derived from a

series of initiatives that examine the ability of first responders to address two issues: a typical room and contents fire and a cardiac arrest. The objective is to mitigate the fire before “flashover” occurs – the point at which the fire leaves the room of origin and begins to impact the remainder of the structure or neighboring structures. The objective is to enhance survivability for cardiac arrest patients (and by extension to improve the health outcome of those suffering from trauma or other serious illnesses).

The exhibit, that follows, shows a typical flashover curve for interior structure fires. The point in time represented by the occurrence of flashover is critical because it defines when all of the contents of a room become involved in the fire. This is also the point at which a fire typically shifts from “room and contents” to a “structure” fire – involving a wider area of the building and posing a potential risk to the structures surrounding the original location of the fire.

Generalized Flashover Curve



It needs to be pointed out that this table depicts a fire from the moment of inception – not from the moment that a fire is detected or reported. This demonstrates

the criticality of early detection and fast reporting as well as the rapid dispatch of responding units. This also shows the critical need for a rapid and sufficiently staffed initial response – by quickly initiating the attack on a fire, flashover can be averted. The points, below, describe the major changes that occur at a fire when flashover occurs:

- It is the end of time for effective search and rescue in a room involved in the fire. It means that likely death of any person trapped in the room – either civilian or firefighter.
- After this point in a fire is reached, portable extinguishers can no longer have a successful impact on controlling the blaze. Only larger hand-lines will have enough water supply to affect a fire after this point.
- The fire has reached the end of the growth phase and has entered the fully developed phase. During this phase, every combustible object is subject to the full impact of the fire.
- This also signals the changeover from “contents” to “structure” fire. This is also the beginning of collapse danger for the structure. Structural collapse begins to become a major risk at this point and reaches the highest point during the decay stage of the fire (after the fire has been extinguished).

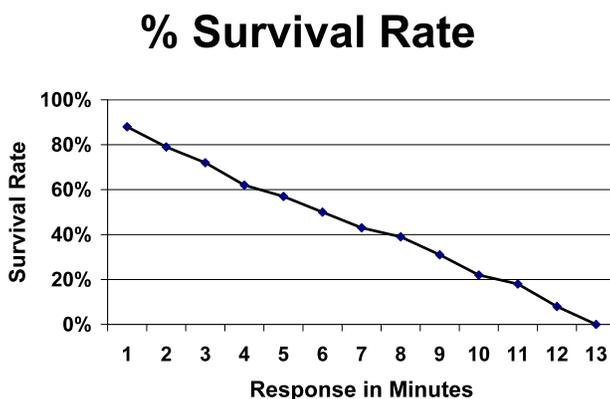
It should be noted that not every fire will reach flashover – and that not every fire will wait for the 8-minute mark to reach flashover. A quickly responding fire crew can do things to prevent or delay the occurrence of flashover. These options include:

- Application of “fast attack” methodology.
- Venting the room to allow hot gases to escape before they can cause the ignition of other materials in the room.
- Not venting a room – under some circumstances this will actually stifle a fire and prevent flashover from occurring.

Each of these techniques requires the rapid response of appropriately trained fire suppression resources that can safely initiate these actions. In the absence of automatic fire suppression systems, access to interior fires can be limited by a safety requirement related to staffing levels. OSHA and related industry standards require the

presence of at least two firefighters on the exterior of a building before entry can be made into a structure in which the environment has been contaminated by a fire. In the absence of a threat to life demanding immediate rescue, interior fire suppression operations are limited to the extent that a fire service delivery system can be staffed to assure a minimum of four people actively involved in firefighting operations.

The second issue to consider is the delivery of emergency medical services. One of the primary factors in the design of emergency medical systems has been the ability to deliver basic CPR and defibrillation to the victims of cardiac arrest. The exhibit, below, demonstrates the survivability of cardiac patients as related to time from onset:



This graph illustrates that the chances of survival of cardiac arrest diminishes approximately 10% for each minute that passes before the initiation of CPR and/or defibrillation, and is the result of extensive studies of the survivability of patients suffering from cardiac arrest. While the demand for services in EMS is wide ranging, the survival rates for full-arrests are often utilized as benchmarks for response time standards as they are more readily evaluated because of the ease in defining patient outcomes (a patient either survives or does not). This research results in the

recommended objective of provision of basic life support (BLS) within 4-minutes of notification and the provision of advanced life support (ALS) within 8 minutes of notification. The goal is to provide BLS within 6 minutes of the onset of the incident (including detection, dispatch and travel time) and ALS within 10 minutes. This is often used as the foundation for a two-tier system where fire resources function as first responders with additional (ALS) assistance provided by responding ambulance units and personnel.

In both cases, the national research has found that best results can be accomplished when initial responders are on-scene in six minutes or less from the time of the report and when a full response is on-scene in ten minutes or less from the time of initial report. These two timeframes are broken down further as follows:

Time Element	Time for Element	Time Elapsed
Call Taking / Triage / Dispatch of Units (Dispatch)	1 Minute	0-1 Minutes
Crews React, Dress and Begin to Move (Reflex)	1 Minute	1-2 Minutes
Initial Crew Drives from Station to Call Location	4 Minutes	3 – 6 Minutes
Balance of Initial Dispatch Arrives on Scene	4 More Minutes	7 – 10 Minutes

The Matrix Consulting Group examined the ability of the system to deliver an initial response – i.e., the ability to place at least one unit on-scene in four minutes or less travel time. This is of particular merit in the urban service areas because of the decision to allocate advanced life support resources throughout the system – thereby reducing the relevance of the 8-minute standard for EMS calls in the urban areas of the jurisdictions. Furthermore, the limited resources in the system – coupled with the geographic constraints – means that the system has little ability to deliver the 13+ fire personnel cited by the NFPA as the effective initial firefighting force. As discussed

earlier the typical total daily staffing of the three service providers combined is approximately 14 personnel.

The following chart depicts the required initial effective firefighting force for various levels of risk.

Critical Task	Maximum Risk	High Risk	Moderate Risk	Low Risk
Attack Line	4	4	4	2
Search and Rescue	4	2	2	0
Ventilation	4	2	2	0
Backup Line	2	2	2	2
Rapid Intervention	2	2	0	0
Pump Operator	1	1	1	1
Water Supply	1*	1*	1*	1*
Support (Utilities)	1*	1*	1*	1*
Command	1	1	1	1
Safety Officer	1	1	1	1
Salvage/Overhaul	2	0	0**	0
Command Aid	1	1	0	0
Operations Chief	1	1	0	0
Logistics	1	0	0	0
Planning	1	0	0	0
Staging Officer	1	1	0	0
Rehabilitation	1	1	0	0
Division Supervisors	2	1	0	0
High-rise Evacuation	10	0	0	0
Stairwell Support	10	0	0	0
Total Personnel	50-51	21-22	14-15	8-9

The typical combined staffing level of fire fighters on a daily basis is approximately 9. You can see from the chart above that calls in excess of low risk will require mutual aid response from outside Sterling and Rock Falls or the rapid deployment of on-call personnel to achieve the required levels to perform the critical fire ground tasks.

The current system is clearly designed to gain maximum impact from first responding units – while relying on personnel from other agencies and paid-on-call responders (with the built-in delay of their response) to augment initial reactions from the first response system.

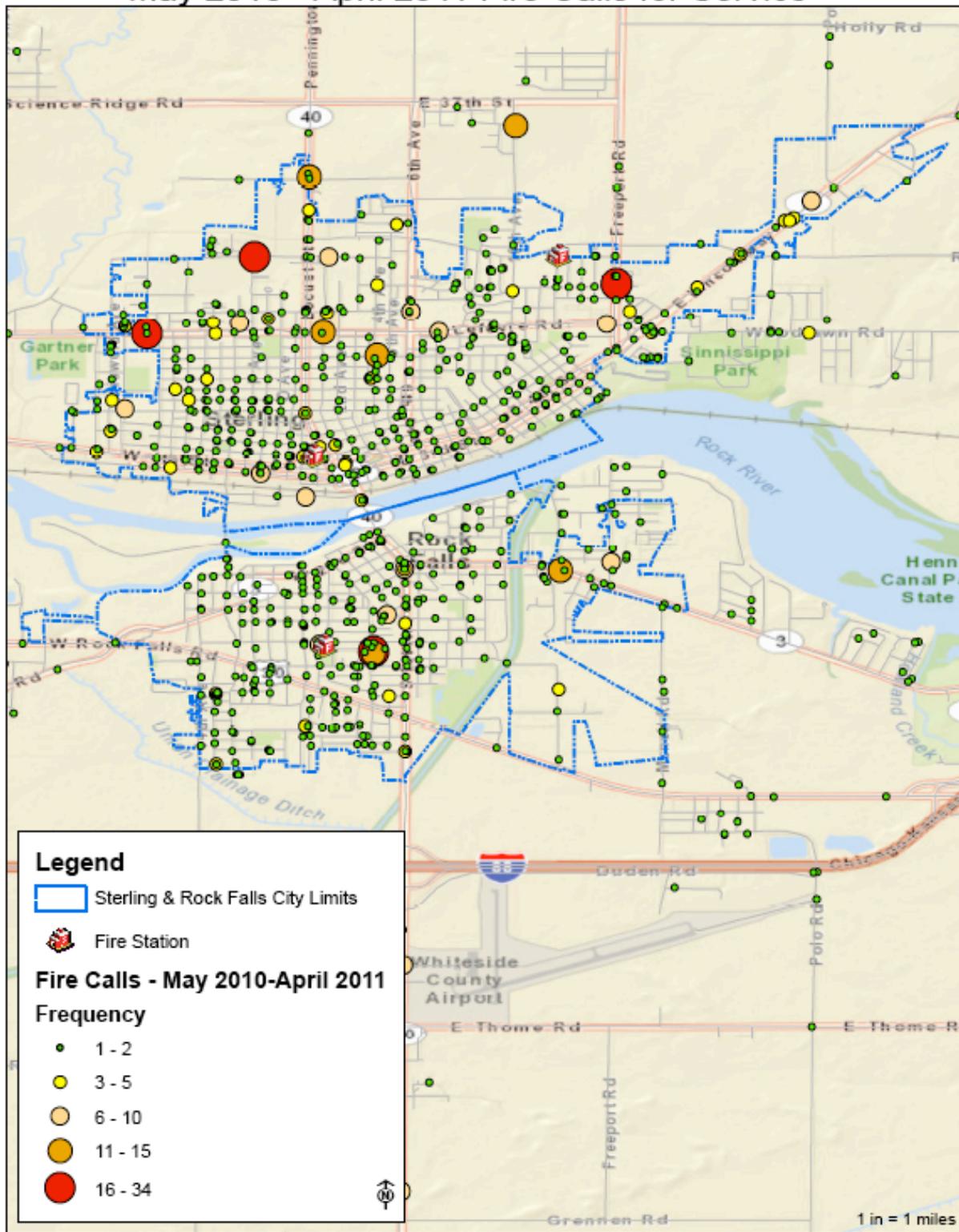
The Matrix Consulting Group examined the response capabilities of the three service providers to include:

- Currently staffed fire stations.
- Currently staffed EMS stations.
- Response capability if EMS services were re-located to the current fire stations.

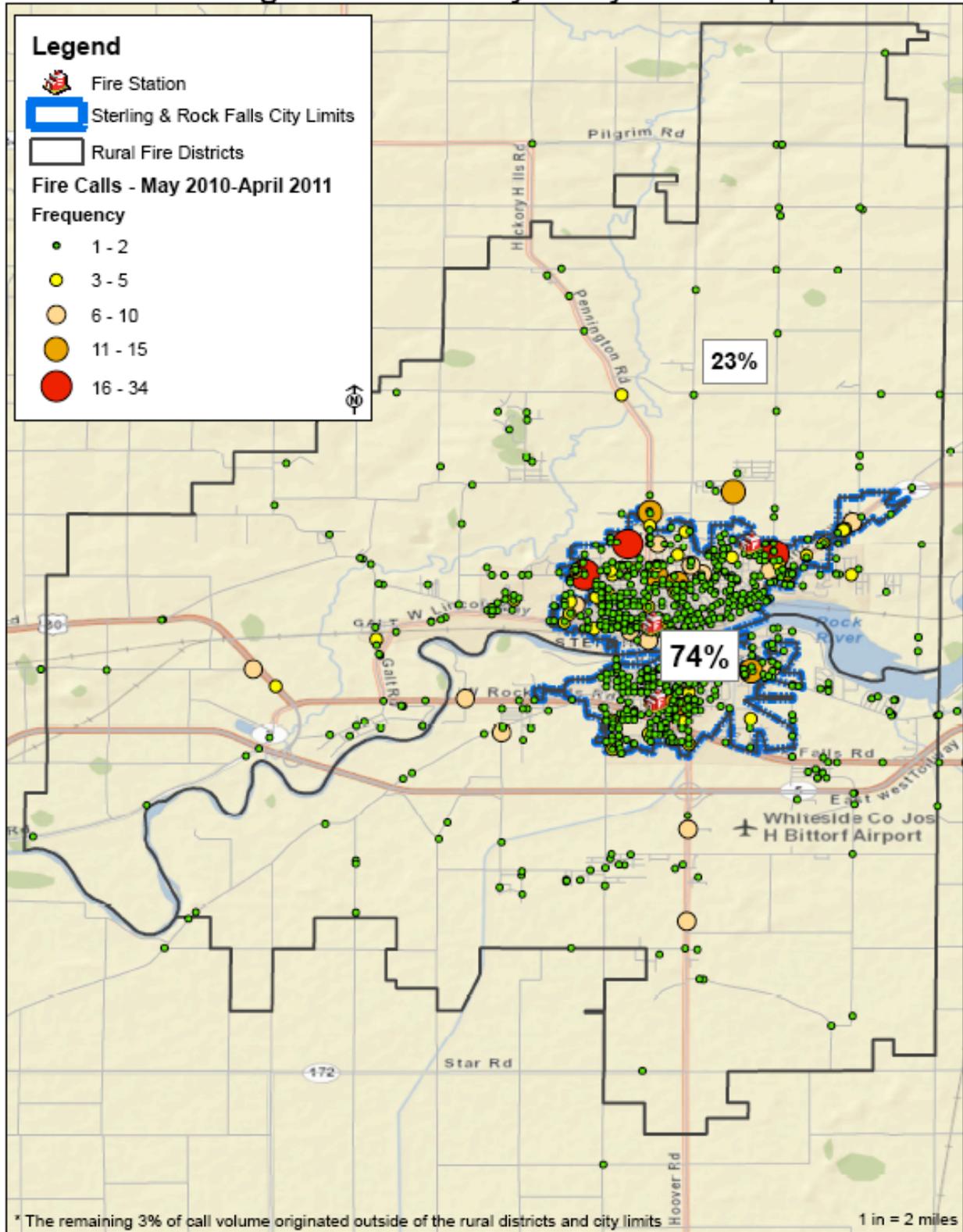
To illustrate these analyses, the Matrix Consulting Group has provided several maps on the following pages:

- The first map shows the call distribution inside the city limits for the two fire departments, including their EMS responses.
- The second map shows the total distribution of calls for service among the service areas responded to by all three service providers.
- The third map depicts the 4, 8 and 12-minute drive time from each of the current fire stations simulating a fire engine response.
- The fourth map shows the 4, 8, and 12-minute response capability from each of the EMS stations simulating an ambulance response.
- The fifth map shows the 4, 8, and 12-minute response capability for EMS if the ambulance units were relocated to each of the three fire stations.

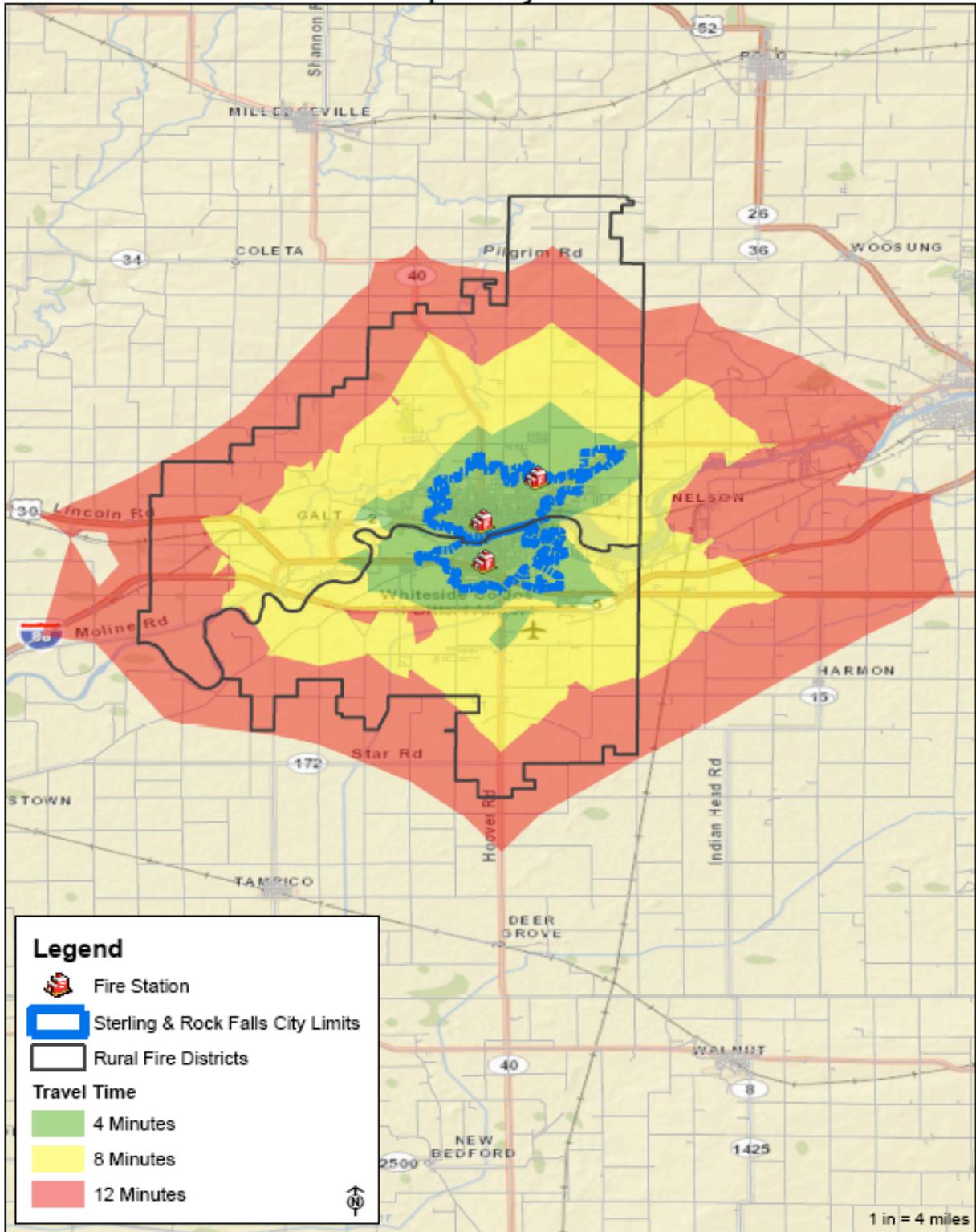
May 2010 - April 2011 Fire Calls for Service



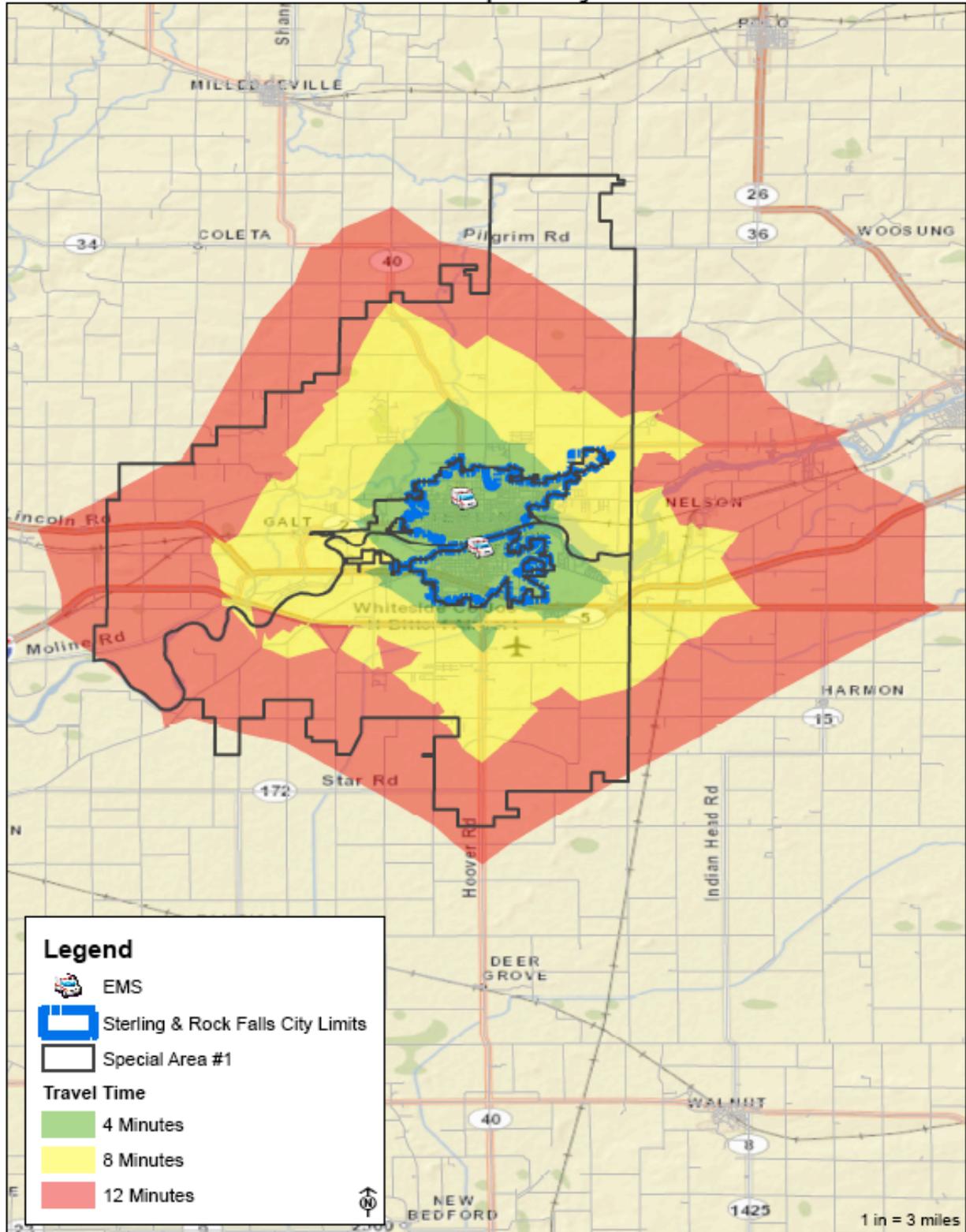
Call Percentages Rural vs City - May 2010 - April 2011



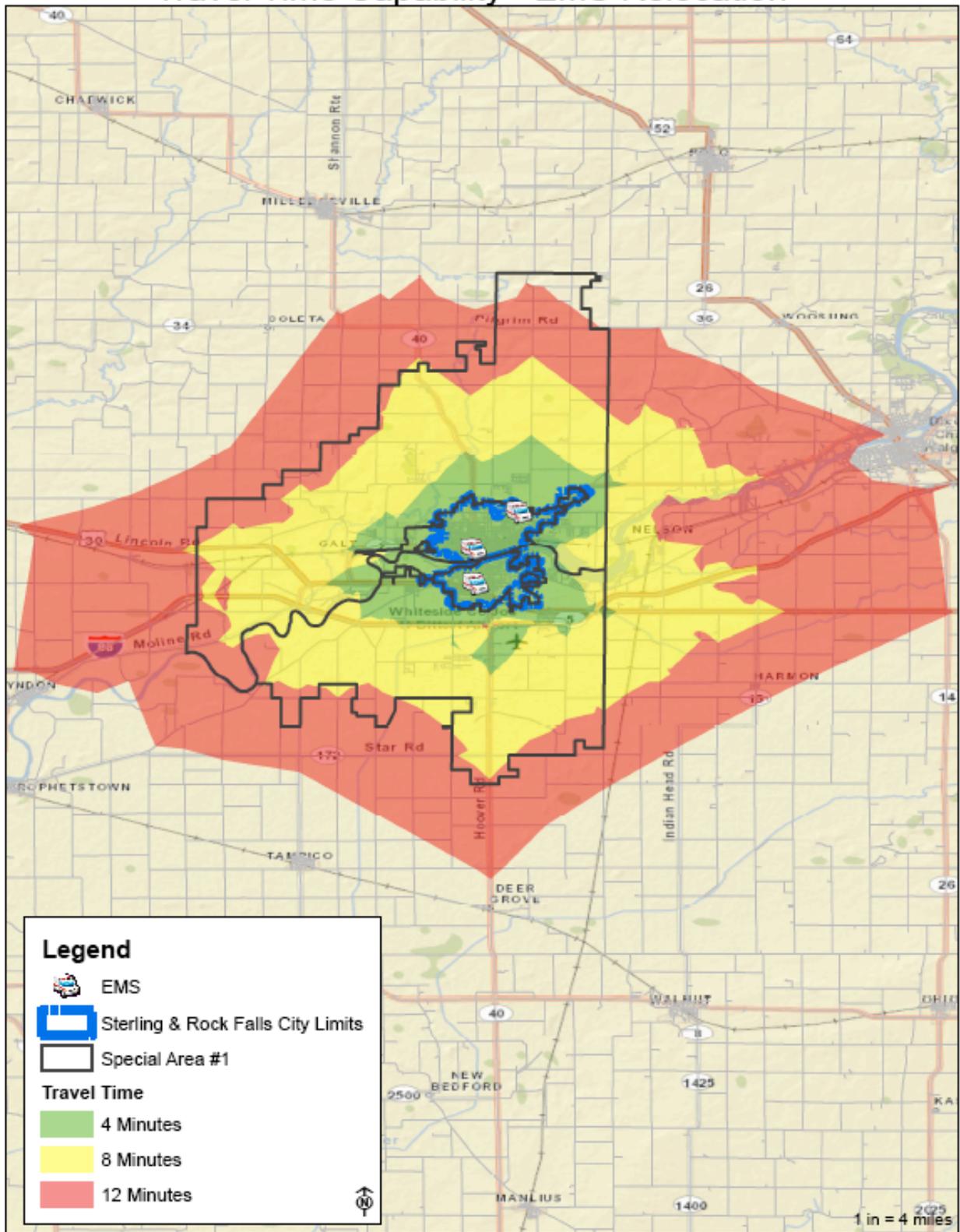
Travel Time Capability - Fire Stations



Travel Time Capability - EMS



Travel Time Capability - EMS Relocation



As shown there is an improvement in expected travel time performance when EMS units are located at the fire stations as compared to the two current station locations. This shows the impact of current staffing considerations when compared to actual fractile performance. This can be used to evaluate the impact of current staffing and deployment decisions by examining the difference between actual current performance and the theoretical performance shown above. There is a better coverage in terms of response time performance of advanced EMS services when the units are moved from their existing stations to the existing fire stations, but only marginally in comparison to the expected arrival of a first responder unit.

3. ANALYSIS OF THE ALTERNATIVES FOR SERVICE DELIVERY AMONG THE THREE SERVICE PROVIDERS

This chapter focuses on an assessment of the potential alternatives for service delivery in the project area. This analysis includes consideration of the following:

- What are the advantages and disadvantages with maintaining the Status Quo?
- What are the advantages and disadvantages of consolidating the three service providers?
- Are there opportunities for contracting services?
- Are there opportunities for delivery of peak hour resources?
- Are there opportunities for enhanced collaboration and cooperation between the service providers?

In developing the basis for these findings the project team evaluated key data provided by each of the service providers, interviewed with staff and administrators from each agency and met with members of the communities served to gain their perspectives. The first section in this chapter examines maintaining the Status Quo of providing services with the three current service providers.

1. EACH OF THE CURRENT SERVICE PROVIDERS IS OPERATING AT A LEAN LEVEL OF STAFFING.

The current organization of each of the service providers is lean in terms of staffing. In a later section we will examine if benefits could be gained from peak hour staffing, which is only currently done by CGH EMS.

- Sterling Fire Department staffs two engines daily with a maximum staffing of six personnel and a minimum staffing of five personnel. This is below the best practices standard of having a minimum of three personnel respond as a structural firefighting crew on a fire engine.
- Rock Falls Fire Department staffs one engine daily with a maximum daily staffing of four personnel and a minimum daily staffing of three personnel.

- CGH Medical operates three ambulances between 8a – 8p daily and two ambulances the remaining hours.
- Recall of paid personnel and use of paid on-call (PRN) personnel is done to staff critical incidents in each of the three service providers.

The operational budgets of the three agencies equals \$5.46 million with CGH having the largest budget at \$2.07 million and Rock Falls the smallest at \$1.25 million. Sterling Fire Department budgets \$2.13 million for Fire Department operations. CGH EMS pays both cities for providing first responder services (currently approximately \$12,000 annually in Sterling and \$8,000 in Rock Falls). This amount is lower than is typically realized in communities where a private ambulance provider reimburses a city for fire personnel providing first responder services. The cities of Sterling and Rock Falls would benefit from determining if the current reimbursement rate is appropriate for the services provided by their respective fire departments.

The current deployment of fire and EMS personnel provides excellent response times to the urban portions of their respective response districts. As shown earlier, a drive time of four minutes or less is predicted within the two city limits by each of the fire departments.

During interviews with staff it was clear that each organization has dedicated personnel who desire to provide a high level of service to the communities they serve. The recent decision to hire the Rock Falls Deputy Chief to serve as a part-time Fire Chief in Sterling was supported by personnel at all three service providers and seen as a positive step between the cities of Sterling and Rock Falls. The statement that Sterling and Rock Falls are “One Community”, but “Two Cities” was stated during several

interviews, indicating that there is a desire to maintain some independence of the fire departments at a political level.

All interviews stated that the current EMS system is operating excellently. Operationally there was no indication that changing to a fire based EMS response system would benefit the services areas based on the input from interviewees in all the service providers. The same interviews indicated that there are several opportunities for improved collaboration among the service providers.

The project team believes that enhancements can be made to the current operations of the three service providers and staying with the Status Quo is not the optimal solution for the service providers.

2. EVALUATING THE POTENTIAL IMPACT OF OPTIONS CAN BE INFLUENCED BY SEVERAL KEY ASSUMPTIONS.

The Matrix Consulting Group developed key assumptions to be used by the project team in conducting service option analyses. These assumptions include the following:

- The use of the highest average wage scale from participating agencies in any consolidation alternative.
- The use of the highest benefit rate from the agencies included in each alternative.
- Continued utilization of a combination of career and paid-on-call personnel in the suppression / first response force. This includes an objective of providing full-time staffing in each location.
- An operating cost assumption derived from the largest of the participating agencies in each alternative.
- Objective of obtaining shift command personnel in multi-community options.

The Matrix Consulting Group utilized these assumptions in our analyses, which are presented in the following sections.

3. FULL FIRE AND EMS CONSOLODATION WOULD INCREASE SALARY AND OPERATING COSTS WHEN COMPARED TO CURRENT OPERATIONS.

This section of the report provides the framework for how a fully consolidated Fire/EMS agency serving the cities of Sterling, Rock Falls, and their respective rural fire districts would be structured and the anticipated costs.

(3.1) Assumptions Regarding Line Staffing Represent the First Significant Challenge to the Successful Integration of Multiple Agencies in the Service Area.

The assumptions made by the project team have significant cost implications associated with them. By their nature, they represent potential conflicts with current policies and practices – at the very least they represent compromises between the agencies. The assumptions used by the Matrix Consulting Group are as follows:

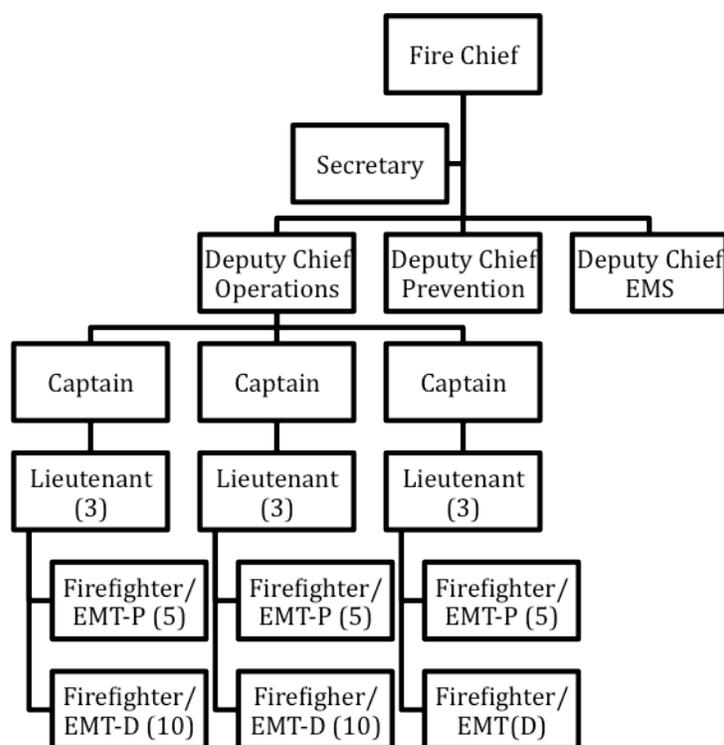
- The agencies would continue to rely on the use of paid-on-call personnel to augment the fire response throughout the system.
- The use of PRN personnel to provide EMS responses would not occur in the consolidated agency with fire based EMS response.
- Consolidated agency would use the opportunity to staff all fire stations with fire apparatus and crews within their consolidated boundaries in an effort to maximize the current service delivery network.
- All fire apparatus would be shown staffed at the status quo and staffed with at least three fire personnel at all times. In the three-person minimum staffing, one of these personnel would be a company officer and two would be firefighter/EMT-D as a minimum qualification.
- Medic units would be determined based on workload and would be staffed with at least two dedicated personnel. A minimum on one firefighter/EMT-P and one firefighter/EMT-D would staff medics.
- There would be a shift commander for the consolidated department (Captain).

The result of these changes is shown in the exhibit, which follows:

Alternative	Current		Proposed		Variance	
	Officers	Line	Officers	Line	Officers	Line
Status Quo	9	21	9	21	0	0
3-Person minimum Companies	9	21	9	27	0	(6)
Ambulance Crews	8	12	0	18	8	(6)

The consolidated agency would operate from the three current fire stations, which provide excellent response coverage to the urbanized portions of the service area. The size and operational functions of the consolidated agency require additional supervision, which is not needed as separate agencies.

The following organizational chart shows the recommended organizational structure and positions required for a consolidated agency.



(3.2) The Cost Implications from Expanding Staffing Are Significant.

The following table shows the positions in detail and associated costs related to staff salaries in a consolidated agency.

CITIES OF STERLING & ROCK FALLS, ILLINOIS AND CGH MEDICAL CENTER
Evaluation of Fire and EMS Consolidation

Position	Number	Salary	Total
Fire Chief	1	\$87,745	\$87,745
Secretary	1	\$31,015	\$31,015
Deputy Chief	3	\$63,861	\$191,583
Fire Captain	3	\$66,586	\$199,758
Fire Lieutenant	9	\$59,485	\$535,365
Firefighter EMT-P*	15	\$49,501	\$742,515
Firefighter EMT-D	27 - 30	\$47,144	\$1,272,888 - 1,414,320
Dispatchers	5	\$30,763	\$153,815
Total	62 - 65		\$3,214,684 - 3,356,116

* Salary assumes a 5% pay increase for achieving EMT-P certification

As shown a fully consolidated agency would have annual salary costs of approximately \$3.1 to \$3.4 million depending on the staffing levels chosen for fire apparatus. This is an increase of approximately \$180,500 - \$322,000 over the salaries paid separately by the three service providers as they currently operate. With a fringe benefit factor of 49% the total costs for salaries and benefits of a fully consolidated agency would be approximately \$4.8 million to \$5.0 million.

The organization as shown would have a dedicated shift commander on each shift and staffing of four personnel on the 3 fire engines, and two personnel on each of the 3 ambulances with minimum staffing of three personnel on each engine and two personnel on the 3rd engine to ensure a minimum daily staffing of fifteen (15) personnel can be achieved to staff the assigned apparatus. The current status quo is to staff 3 fire engines and 2.5 ambulances daily. It is important to note that currently Sterling operates with minimum staffing of two personnel at the substation, which is not recommended due to safety issues related to a two person engine company response to a structural fire and the inability to effect firefighting or rescue efforts with the assigned personnel prior to additional apparatus arriving. The organization would also have a newly created Deputy Chief of Operations and Deputy Chief of EMS. These positions would be

responsible for administrative oversight of fire operations and training and compliance with State regulations and training related to the operation of a transport EMS agency.

Prior to becoming a transport agency a minimum of fifteen personnel would require training at the EMT-P level to ensure a Paramedic was available to staff each ambulance on each shift. The remaining personnel could continue to be trained to the EMT level and serve as the second person assigned to ambulances. Currently in Illinois a paramedic class will last between 14 and 16 months with an additional six to 12 months for ride outs and clinical rotations. This means the agencies would require significant investment in terms of time and expenditures to prepare to be certified as a transport agency.

The project team did examine the potential to use personnel to cross staff fire engines and ambulances, but the current demand on the EMS system as shown below will typically require three EMS transport EMS units 12 hours of each day. Additionally, personnel at the Sterling main station and Rock Falls station operate as jump companies for engine, ladder or brush fire needs.

The model, below, shows the calculations used to determine appropriate ambulance staffing levels (the model is explained following the exhibit):

Hour	Total EMS	Average / Period	2 x Standard Deviation Model	Slip Demand Model	Rounded Max of Models
0000 - 0159	275	0.38	1.14	1.47	2
0200 - 0359	203	0.28	0.84	0.79	1
0400 - 0559	246	0.34	1.02	1.00	2
0600 - 0759	345	0.47	1.41	1.43	2
0800 - 0959	508	0.70	2.10	2.01	3
1000 - 1159	652	0.89	2.67	2.40	3
1200 - 1359	644	0.88	2.64	2.41	3
1400 - 1559	671	0.92	2.76	2.43	3
1600 - 1759	617	0.85	2.55	2.23	3
1800 - 1959	563	0.77	2.31	2.01	3
2000 - 2159	485	0.66	1.98	1.70	2
2200 - 2359	383	0.52	1.56	1.05	2
Total	5,592	0.64	n/a	n/a	n/a

The model, above, is actually comprised of several standard calculations utilized by the EMS industry. It shows that the workload of the system demands three transport units across 12 hours of the day. The model also shows that two units are needed at minimum 10 hours of the day and one ambulance could typically handle demand 2 hours of the day. The rural nature of much of the service area along with long response times for mutual aid ambulance services makes the current staffing model of having a minimum of two ambulances in service a good decision. The model works as follows:

- The average workload is calculated for each time period.
- The standard deviation is calculated for those hourly averages. This enables the model to take into account the expected variations in the flow of workload.
- The “2 x Standard Deviation Model” calculates the number of ambulances required to cover 97.5% of the potential demand. In other words, at this level the provider could expect to run out of units 5% of the time.
- The “Slip Demand Model” takes a slightly different approach and assumes that the events of the current time period, the time period preceding and the time period following are more likely to affect one another than the variance in workload across the day. Therefore, information from three hours is used to

calculate the ambulance demand for the current hour (current time period + 50% preceding time period + 35% following time period).

- The Matrix Consulting Group uses both to determine the number of units required assuming a relatively dense service area (at 140+ square miles, the majority of SSA 1 is not a dense service area, but 72% of calls occur in the densely populated areas). The maximum of the rounded (always up) value returned from both models is taken to determine the minimum units required. This is how the resulting 12 hours of at least three units and ten hours with two units are determined.

Given that the CGH EMS already has three units staffed from 8a – 8p and two units from 8p – 8a, it stands to reason that these units, supported by engine companies as first responders, can reasonably be expected to provide a sufficient level of service for the area. As shown on the predictive response time map, ambulance response times, assuming some proactive management of unit placement, should be maintainable at 12 minutes or less for the majority of the service area. This is adequate given that the first units on-scene (in four minutes or less of drive time typically) are providing service at a minimum of an EMT level with defibrillation capabilities.

Currently CGH Medical Center provides billing services for CGH EMS, which would discontinue in a fully consolidated agency. CGH Medical Center would also be required to function as a non-emergent transport/transfer service under a fully consolidated model as the fire based EMS system would be for emergent transports only, which is why the two ambulance model would work to serve the area at the current call demand. Also, four of the five ambulances are owned by Whiteside County and leased to CGH EMS so a new agreement would be required for the use of these ambulances or new units acquired at a cost of approximately \$140,000 each.

(3.3) The Full Fire and EMS Consolidation Alternatives Offers a Range of Benefits and Challenges.

The project team has considered a number of potential benefits and challenges associated with full consolidation of the three agencies. These are summarized in the exhibit, which follows:

A key benefit to the fully consolidated model is that the combined agency would have the ability to establish an effective firefighting force of thirteen (13 - 15) personnel for the moderate risks present in the communities at all times, as EMS personnel would also trained to also perform firefighter duties.

Alternative	Benefits	Issues
<p>Consolidate Fire and EMS into a Single Department</p>	<ul style="list-style-type: none"> • Provides for enhanced and uniform level of service across Sterling and Rock Falls • Mitigates future cost increases – particularly in administrative positions. • Provides back up and coverage as various units are busy. • Enables on-duty crews to train while providing for coverage and response. • Supports continued use of paid-on-call staff. • Agencies share dispatch and are on same radio system. • An effective firefighting force of 13 -15 personnel on duty for moderate risk hazards. • Improve call processing by consolidating the dispatch center and not routing calls from the current PSAP to CGH for fire/EMS call processing. 	<ul style="list-style-type: none"> • Assumption about fully staffing all stations has significant operational cost implications. • Has the potential of reducing paid-on-call participation due to increasing dependence on career staff. • Communities may find compromises about staffing and resources challenging. • Potential issue if the decision is made to cross-train all personnel at the EMT-P level (not assumed in our analysis). • Significant time and dollar investment for training current personnel to EMT-P will be needed. • Need to either hire staff for EMS billing or use a third party billing service. • Loss of EMS personnel to support critical hospital functions. • New agreement for leasing ambulances or purchase of new EMS units required. • Transfer EMS service provider still needed for service area. • Full consolidation would require establishment of new emergency service district with effective tax rate and voter approval. • CGH EMS employees and fire department employees are in separate pension systems. • Dispatch center would need to be relocated to provide service if hospital no longer provided EMS service.

During interviews it was clear that for a fully consolidated Fire and EMS agency to be considered there would have to be significant savings over current operations,

which is not the case. Therefore, the project team is not recommending the fully consolidated Fire/EMS agency.

4. FULL FIRE CONSOLIDATION COULD DECREASE SALARY COSTS BUT AS PROPOSED WOULD INCREASE SALARY AND OPERATING COSTS WHEN COMPARED TO CURRENT OPERATIONS.

This section of the report provides the framework for how a fully consolidated Fire agency serving the cities of Sterling, Rock Falls, and their respective rural fire districts would be structured and the anticipated costs.

(4.1) Assumptions Regarding Line Staffing Represent the First Significant Challenge to the Successful Integration of Multiple Agencies in the Service Area.

The assumptions made by the project team have significant cost implications associated with them. By their nature, they represent potential conflicts with current policies and practices – at the very least they represent compromises between the agencies. The assumptions used by the Matrix Consulting Group are as follows:

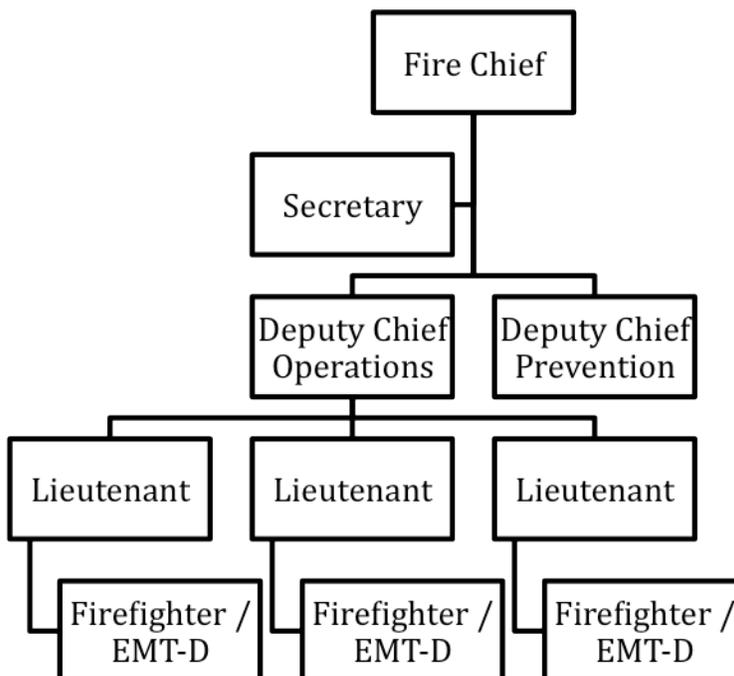
- The agencies would continue to rely on the use of paid-on-call personnel to augment the fire response throughout the system.
- Consolidated agency would use the opportunity to staff all fire stations with fire apparatus and crews within their consolidated boundaries in an effort to maximize the current service delivery network.
- The recommendation is to staff all fire apparatus with at least three fire personnel at all times. One of these would be a company officer and two would be firefighter/EMT-D as a minimum qualification. For status quo the current method of staffing with a two-person minimum at the Sterling sub-station is also shown.
- There would be a shift commander for the consolidated department (Captain).

The result of these changes is shown in the exhibit, which follows:

Alternative	Current		Proposed		Variance	
	Officers	Line	Officers	Line	Officers	Line
Status Quo	9	21	9	21	0	0
3-Person minimum Companies	9	21	9	24	0	(3)

The consolidated agency would operate from the three current fire stations, which provide excellent response coverage to the urbanized portions of the service area. The size and operational functions of the consolidated agency require additional supervision, which is not needed as separate agencies.

The following organizational chart shows the recommended organizational structure and positions required for a consolidated agency.



(4.2) The Cost Implications from Expanding Staffing Are Significant.

The following table shows the positions in detail and associated costs related to staff salaries in a consolidated agency.

Position	Number	Salary	Total
Fire Chief	1	\$87,745	\$87,745
Secretary	1	\$31,015	\$31,015
Deputy Chief	2	\$63,861	\$127,722
Fire Lieutenant	9	\$59,485	\$535,365
Firefighter EMT-D	21-24	\$47,144	\$990,024 - \$1,131,456
Total			1,771,871 - \$1,913,303

As shown a fully consolidated fire agency would have annual full-time salary costs of approximately \$1.8 - \$1.9 million. When overtime, part-time, certification, and officer pay is factored there is an opportunity for the two agencies to save \$89,776 annually if staffing according to the status quo or realize an annual salary increase of approximately \$105,058 if staffing of engine companies is increased to a 3-person minimum. With a fringe benefit factor of 49% the total costs for salaries and benefits of a fully consolidated fire agency would be \$2,640,087 to \$2,850,821 depending on the staffing model chosen.

The organization as recommend would have staffing of four personnel on two of the three fire engines and three on the Sterling sub-station engine for a daily staffing of 11 response personnel with minimum staffing of three personnel on each engine to ensure a minimum daily staffing of nine (9) personnel can be achieved to staff the assigned apparatus. Currently the agencies separately staff 3 fire engines daily, but total minimum staffing is 8 and maximum staffing is 10. It is important to note that currently Sterling currently operates with minimum staffing of two personnel at the substation, which is not recommended due to safety issues related to a two person engine company response to a structural fire and the inability to effect firefighting or rescue efforts with the assigned personnel prior to additional apparatus arriving. The organization would also have a newly created Deputy Chief of Operations. This position would be responsible for administrative oversight and training of shift personnel.

(4.3) The Full Fire Consolidation Alternative Offers a Range of Benefits and Challenges.

The project team has considered a number of potential benefits and challenges associated the consolidation of the two fire agencies. These are summarized in the exhibit, which follows:

Alternative	Benefits	Issues
<p>Consolidate Fire into a Single Department</p>	<ul style="list-style-type: none"> • Provides for enhanced and uniform level of service across Sterling and Rock Falls. • Opportunity to eliminate the practice of staffing engine company with 2 personnel. • Mitigates future cost increases – particularly in administrative positions. • Enables on-duty crews to train while providing for coverage and response. • Supports continued use of paid-on-call staff. • Agencies continue to share dispatch and remain on same radio system. • Newly created Deputy Chief position would ensure consistent training and operational performance by all personnel. • Existing rural fire prevention districts can continue to be served without modifying agreements if one city takes lead role in operating the consolidated agency. • Continues the positive gains already achieved by sharing the Deputy Chief of Rock Falls as Sterling Chief. 	<ul style="list-style-type: none"> • Assumption about fully staffing all stations has significant operational cost implications. • Communities may find compromises about staffing and resources challenging. • One city would have to take the lead agency role in operating the consolidated agency. • Differences in minimum training requirements by position would need to be addressed. • Labor agreements would have to be renegotiated for personnel in the consolidated agency.

(4.4) The Impacts of the Financial Changes Vary Among the Cities Depending on the Model Used to Allocate Costs.

There are several typically accepted models for allocating costs among the participants in a combined operation such as this one. The two most common include:

- The use of population or some other similarly tracked demographic statistic.
- The allocation of calls for service within and among the communities.

The exhibits, which follow, show the impact of each of these scenarios on the total cost and then on the allocation of costs / savings under each of the allocations discussed above.

Current Budgets for the Three Service Providers

City	Budget
Sterling	\$2,131,507
Rock Falls	\$1,252,143
Sterling Rural*	\$245,558
Rock Falls Rural*	\$130,261
Total Budget	\$3,383,650

*Budgets shown for share allocation purposes only, not included in total

Total current budgets total more than \$3.3 million annually. This includes all personnel, operating costs and other expenses. The table, below, shows the total current costs, including benefits, plus the estimated costs for the consolidated agency based on current budget percentages:

Alternative	Staffing Salaries/OT	Benefits	Operating Costs	Total Cost	Variance
Consolidated Operating as Status Quo	\$1,976,871	\$968,666	\$247,945	\$3,193,482	(\$104,351)
Consolidated Fire Agency with 3-person minimum staffing	\$2,151,963	\$1,054,461	\$260,388	\$3,466,812	\$168,979
Fire As Is	\$2,046,905	\$1,002,983	\$247,945	\$3,297,833	\$0

If the agencies consolidated and operated under the current staffing model (status quo) there would be a savings of approximately \$104,000 annually. This is largely due to the savings associated with having a single Fire Chief and not paying duplicate salaries and benefits for this position. If staffing were increased to a 3-person minimum, the cost increase for the consolidated fire agency is 5.1% above the current

cost for operating separately. It should also be recalled that these changes are accompanied by improvements in staffing and resulting service delivery capability (as evidenced by the ability to ending the practice of staffing 2-person engine companies).

The next exhibits show the weighting factors for the two cost allocation approaches:

Allocation Factors - Population

City	Population	% of Pop.
Sterling	15,370	41.1%
Rock Falls	9,266	24.8%
Sterling Rural	6,200	16.5%
Rock Falls Rural	6,600	17.6%
Total	37,436	100.0%

Allocation Factors – Calls for Service

City	Calls for Service	% of CFS
Sterling	1,121	52.0%
Rock Falls	727	33.7%
Sterling Rural	150	07.0%
Rock Falls Rural	158	07.3%
Total	2,156	100.0%

Note that the allocation changes significantly for the communities between the use of population and the use of calls for service.

The use of population to determine funding levels is one method for cost sharing in a consolidated agency. This method would have significant impact on the amount charged to the two rural districts for fire protection services. The exhibit, below, shows the impact that the population factors have on the communities funding under the fire consolidation scenarios using both status quo and the increase of 5.1% in the current operating budgets:

Allocation Based on Population

Alternative	Sterling	Rock Falls	Sterling Rural	Rock Falls Rural
Current costs	\$1,885,949	\$1,121,881	\$245,558	\$130,261
Full Fire Consolidation (status quo)	\$1,312,521	\$791,984	\$526,924	\$562,052
Full Fire Consolidation (3-person minimum staffing)	\$1,424,860	\$859,769	\$572,023	\$610,160

Note the following results from this cost allocation methodology as applied to the consolidation scenario:

- The Cities of Sterling and Rock Falls would save money when population is used as the determinant of funding contributions to the consolidated agency in both scenarios. The City of Sterling would save approximately \$107,000 to \$819,000 annually, while The City of Rock Falls would save approximately \$392,000 to \$460,000 annually.
- The Rock Falls Rural Fire Protection District would incur the largest increase in service fees ranging from \$432,000 to \$479,000, while Sterling Rural Fire Protection District would realize a service fee increase ranging from \$281,000 to \$326,000 if the fees to rural districts were based on population.
- With the contribution from the rural fire districts added back into the operating budgets for the cities the total City budget for a combined service would equal between \$1.84 and \$2.0 million for Sterling and \$1.35 and 1.47 million for Rock Falls. This indicates that the City of Sterling would realize an overall savings, while Rock Falls would contribute more money than under the current scenario.

Population is not a good indicator of service demand and the amount of demand the various communities place on the fire service providers, the following shows the allocation of costs under the calls for service methodology:

Allocation Based on Calls for Service

Alternative	Sterling	Rock Falls	Sterling Rural	Rock Falls Rural
Current costs	\$1,885,949	\$1,121,881	\$245,558	\$130,261
Full Fire Consolidation (status quo)	\$1,660,611	\$1,076,203	\$223,543	\$233,124
Full Fire Consolidation 3-person minimum staffing	\$1,802,742	\$1,168,316	\$242,676	\$253,077

Note the following results from this cost allocation methodology as applied to the consolidation scenario:

- When population is used to determine the funding allocation for each party the cities of Sterling and Rock Falls would save money initially. The Portion funded by the City of Sterling would result in savings of between \$329,000 and \$471,000, while Rock Falls would save between \$84,000 and \$176,000.
- The Sterling Fire District would realize a reduction in fees of between \$2,900 and \$22,000 based on a calls for service allocation basis, while the Rock Falls Fire District would see an increase in costs of between \$103,000 and \$123,000 under this scenario.
- When the payments from the Rural Fire Districts are added back into the City Budgets to cover the overall costs of providing fire protection services, the City of Sterling budget would be between \$1.88 and \$2.05 million, While the City of Rock Falls would have a budget of between \$1.31 and \$1.42 million depending on the service level chosen. This indicates that the City of Rock Falls would actually realize an increase in their department budget, while the City of Sterling would realize a decrease in budget for each scenario.

Recommendation: If a consolidated fire agency is considered costs should be allocated using calls for service or some other measure of workload generated within each community.

Recommendation: These analyses show that the impact of consolidating fire agencies has an impact on the cost structure for the communities. Consolidation may also mitigate future costs by apportioning them between the communities based on their utilization of the services.

Recommendation: The benefits associated with having a shared Deputy Chief of Operations should not be ignored and should be considered if the functional approach to consolidation is chosen, allowing consistent operations and policy practices between the agencies.

As the focus of the consolidation effort was to save costs, the project team does not recommend full fire consolidation at this time. It is important however, for the service providers to examine the feasibility in the future if service demands change or additional personnel are required to meet the unique service demands of the area.

3. ANALYSIS OF THE VARIOUS OPTIONS SHOWS THAT THERE ARE SEVERAL BENEFITS TO ADMINISTRATIVE, FUNCTIONAL OR OPERATIONAL CONSOLIDATION APPROACHES.

This section provides the Matrix Consulting Group's analyses of various options for enhancing the collaboration and cooperation between the City of Sterling Fire Department, the Rock Falls Fire Department and CGH Medical Center EMS. In this section the project team considered the benefits the agencies could achieve through administrative, functional or operational consolidation as compared to full consolidation.

Administrative Consolidation: The agencies maintain separate operations while some administrative/staff functions are combined. The agencies currently have administratively consolidated by sharing the Rock Falls Deputy Chief to serve as the Sterling Fire Chief. In interviews with all agencies this was highlighted as working very well to serve the needs of both communities while also reducing salary costs for each city.

Functional Consolidation: The agencies remain legally separate, but perform special functions as if they were one department. The agencies currently have functional consolidation in dispatch as CGH EMS provides dispatch services for the three agencies.

Operational Consolidation: The agencies remain legally separate but join together to both administrative and operation functions to deliver services as if they were one department.

(1.1) Consolidation of Fire Prevention Provides an Opportunity to Improve the Consistency of Service Delivery. However, There Are Financial and Operational Impacts to Be Considered.

The focus of this alternative is on the possibility of consolidating one or more key support services (training and fire prevention) between the three service providers. All three agencies have one or more staff persons involved in each of these key functions. The following exhibit summarizes current staffing among the three agencies for these functions:

Agency	Fire Prevention
Sterling	1 Captain
Rock Falls	1 Deputy Chief
Total Staffing	1 Captain 1 Deputy Chief

The following provides a summary of these data:

- There are two full-time personnel dedicated toward fire prevention activities, one deputy chief in Rock Falls and one captain in Sterling.
- Both Sterling and Rock Falls have adopted the 2006 International Fire Code.
- Both Sterling and Rock Falls Fire Departments utilize shift personnel to conduct company in-service occupancy inspections.
- Both Sterling and Rock Falls Fire Departments utilize shift personnel to conduct public education events.

The table, below, provides a summary of the issues and opportunities associated with consolidating fire prevention services between the two agencies:

Alternative	Benefits	Issues
Consolidate Fire Prevention	<ul style="list-style-type: none"> • Uniformity in terms of fire prevention and inspections in the two cities. • Uniformity of fire investigations between the cities. Formation of an investigation team will allow specialized training of selected shift personnel. • Staffing could handle current workload within the two cities reducing lost utilization. 	<ul style="list-style-type: none"> • Loss of personnel who can currently respond to emergencies to staff a critical task function. • Any significant commercial growth would require hiring an additional inspector.

The project team recommends that the cities of Sterling and Rock Falls pursue this option. Clearly there is an issue of timing as the Deputy Chief in Rock Falls is currently administratively consolidated to perform the Fire Chief role in Sterling. The Sterling position related to fire prevention is vacant and it is unlikely that the Deputy Fire

Chief will be able to perform both functions for the communities as well as serving as Fire Chief.

Fire Prevention
<ul style="list-style-type: none">• Develop a contract between the two cities expressly detailing the relationship.• Designate a host city for purposes of day-to-day oversight and administration.• Develop a cost estimate from the host community for the indirect service, including oversight, payroll, personnel administration, etc.• Develop a cost allocation methodology for the two cities (see recommendation below).• Execute a contract for service between the three communities and the four agencies detailing responsibilities.• Council action would be required in all three communities for the contract to be fully implemented.• Staff should meet with the building departments in both communities to identify methods by which service will be coordinated. Identify any necessary information technology issues.• Develop a plan for inspection services, which ensures that both communities are receiving the benefits of the consolidation of service.

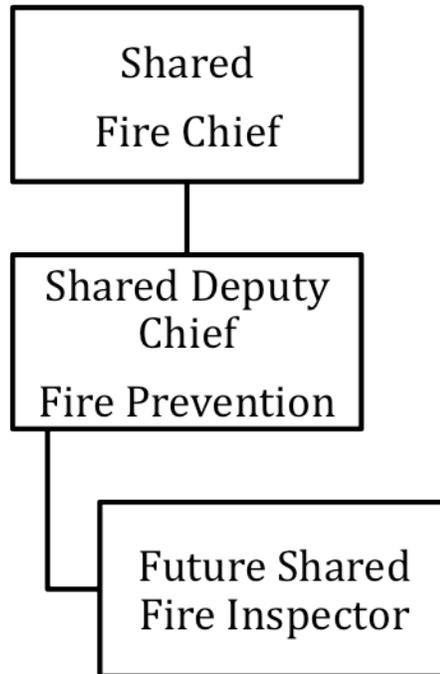
If a decision is made to pursue either of these options, the project team recommends that the following approaches be utilized for allocating costs between the various communities – to allocate the cost of fire prevention, allocate costs as follows:

- Allocate staff hours between plan review and inspections.
- Allocate inspection costs by the number of inspections conducted in each community. This could be further tracked by the hours spent within each community conducting inspections.
- Allocate plan review by the hours spent reviewing plans for each community. This should include direct plan review and meetings.

Recommendation: The cities of Sterling and Rock Falls should consider the possibility of functionally consolidating fire prevention resources. This decision should balance the ability to improve coordination, to mitigate future costs for each agency against the loss of personnel as responders to emergency calls and the ability to utilize existing personnel in other support functions, as needed.

The organization of the consolidated fire prevention function appear as follows:

**Consolidated Fire Prevention Function
Sterling and Rock Falls**



The consolidated fire prevention function would report to the host agency chief. Note the position classification of fire prevention personnel could change depending on which city was the host to align with the current organizational structure. If the future economic development plan along the Rock River occurs, the addition of a Fire Inspector position may be required as workload demands increase. If the workload increase is viewed as temporary by the agencies, the use of a contract inspector could be an effective short-term staffing solution.

(1.2) Governance of a Consolidated Fire Prevention Function Can Be Accomplished Using the Same Approach Used for Currently Sharing the Chief/Deputy Chief.

The two cities have a model for the governance of any functional or administrative consolidation given their experience with the sharing of Rock Falls Deputy Chief to serve as Sterling's Fire Chief.

- The City of Rock Falls is the "host" community. This includes employing the personnel and handling all administrative tasks associated with their employment.
- The agreement is formed by a contract defining the joint service delivery between the two cities. This agreement has been approved by the governing bodies and signed by both communities.

The current method of sharing the Deputy Fire Chief of Rock Falls to serve as the Fire Chief for Sterling is working well and shows how continued cooperation between the communities enhances service delivery to their residents and business owners while reducing overall costs. This type of partnership allows response policies and guidelines and preventative efforts to be streamlined between the communities, which ultimately makes the delivery of fire services transparent to the user of the service as service levels are consistent regardless of who the service provider is. As the communities grow and additional personnel are needed in specific functions the benefits of this functional consolidation continue to be realized and savings increase.

Recommendation: The two cities should utilize the current contract as a model for governing any functional consolidation. This should include the elements of: host community, contract for service and pre-defined cost allocation methods.

4. THE CITIES OF STERLING AND ROCK FALLS FIRE DEPARTMENTS CAN BENEFIT FROM OPERATIONALLY CONSOLIDATING THEIR STANDARD OPERATING PROCEDURES.

As shown above, any significant emergency call will result in the need for automatic aid to mitigate the situation. The cities of Sterling and Rock Falls Fire Departments should consider developing a single policy manual for responding to emergency calls for service. By standardizing how the two agencies respond to emergency events there will be enhanced opportunities for training and seamless integration on emergency scenes regardless of what order emergency equipment and apparatus arrive.

The agencies should also consider jointly funding a Deputy Chief of Operations as discussed in the full fire consolidation section. This position will serve as the incident commander on emergency scenes, be responsible for developing policies and procedures for the agencies and ensure training is consistent among the emergency service providers.

Recommendation: The two cities should consider developing uniformed standard operating procedures for responding to emergency calls for service.

Recommendation: The two cities should consider jointly funding a Deputy Chief of Operations position to ensure consistency in policies, training and emergency scene operations.

5. THE ROLE OF PAID-ON-CALL PERSONNEL WILL LIKELY CONTINUE TO CHANGE OVER TIME. THERE ARE SEVERAL OPTIONS FOR THEIR ROLE IN THE FUTURE.

Each of the fire departments has historically relied on the availability and participation of paid-on-call personnel. These personnel, in both departments, have historically responded when alerted to respond to a call for service. The departments

continue to rely on paid-on-call personnel to respond to significant emergencies. However, the overall reliance on paid-on-call personnel has declined in recent years, but Rock Falls has indicated a desire to increase their paid-on-call staffing. This leads to a major question – what will the role of the paid-on-call personnel be in the future?

In 2007 the State of Illinois passes SB 834, which imposed restrictions upon the ability of municipalities and fire protection districts to use part-time and contractual firefighters as temporary or permanent substitutes for “regular appointment” firefighters. The bill prohibits fire departments that (1) employ full-time firefighters and (2) are subject to collective bargaining agreements from using part-time firefighters as a “temporary or permanent substitute for classified members.” This bill restricts the ability to use the paid-on-call personnel to fill a position on an apparatus staffed by a full-time firefighter, but does not preclude the use of paid-on-call personnel to assist during emergency situations or perform other tasks for the agency as part of their duties.

Currently Sterling Fire Department has three (3) paid-on-call members and Rock Falls Fire Department has six (6) with plans to add an additional five (5). There are several options that should be considered:

- Continue to utilize paid-on-call staff in the same response roles as they are used today. The risk to this is that more and more often, the paid-on-call staff will arrive after on-duty staff, reducing their opportunities for meaningful participation and thereby reducing their willingness to participate in the program at all.
- Continue to utilize the paid-on-call personnel for events which require significant staffing, including structure fires, major vehicle extrication calls and large search / rescue calls. This would eliminate their call-out to routine calls, which would be handled by on-duty personnel.
- Share the paid-on-call personnel between the cities of Rock Falls and Sterling, which would increase their opportunities to respond to significant events. The personnel could be trained to be capable of equally supporting the two departments.

- Share the paid-on-call personnel and utilize them to staff additional apparatus when two or more units are engaged in emergency calls from two cities. This would ensure a timely response to concurrent calls for service and reduce the need to callback full time personnel. It is important that if this option is chosen that the paid-on-call be trained to function equally in terms of performance as the full-time personnel.

Regardless of the model selected, it will be important to ensure an open and frank discussion about the direction to be taken.

Recommendation: The two cities should identify a model for future participation by the current and future paid-on-call members.

6. THE TWO CITIES COULD BENEFIT FROM DEVELOPING A FORMAL APPARATUS PLAN FOR PURCHASING AND REPLACING FIRE APPARATUS.

Well-designed and maintained apparatus are an important piece of effective emergency service delivery. Poorly maintained apparatus lessens the effectiveness of emergency personnel and affect the reliability of response. Effective service delivery relies on a combination of personnel, apparatus, and equipment.

Fire apparatus are an expensive capital expense for a municipality as they are customized to operate efficiently for a narrowly defined mission. Depending of the risks present in a community a various number of apparatus may be required for the fire department to fulfill its mission. This could include pumpers, aerial devices, hazardous materials units, rescue units, and brush trucks. Due to the expense and lack of flexibility in use of these vehicles most communities try to achieve the longest possible useful life span.

As apparatus age the cost of repairs tends to rise, as does the frequency of needed repairs. This often results in apparatus being out of service and unavailable for

emergency response. The downtime of vehicles is often a reason for replacement as the agency is unable to fulfill its emergency mission with the proper apparatus.

The large expense required to replace fire apparatus requires communities to plan well ahead for the cost of replacement. A defined life cycle should be established, which results in an anticipated replacement date. This allows for incremental funding to be set aside to ensure dollars are available when needed. Some communities also include apparatus as part of the CIP process to ensure capital funds are available for the purchase of these capital assets.

NFPA 1901, Standard for Automotive Fire Apparatus, is a nationally recognized industry standard that defines the requirements for new fire apparatus ⁽⁸⁾. The current NFPA Standard calls for a life cycle of 15 years with an additional five years in reserve for both front-line engines and aerial devices. It is important to note that this is a recommendation and the actual use may dictate a different replacement schedule. For example a busy downtown metropolitan fire station may replace engines in eight to ten years while small rural volunteer agencies may keep apparatus in service for as long as 25 years.

The following tables show the current apparatus in use as front-line and reserve apparatus for Sterling and Rock Falls Fire Departments.

Sterling Fire Department

Year	Make	Type	Capacity	Status
1976	International Cargo Star	Tender	1,250 gallon	Front-Line
2001	Freightliner/Alexis	Tender	3,000 gallon	Front-Line
2003	Spartan/Alexis	Engine	1,500 gallon	Front-Line
2006	Spartan/Alexis	Engine	1,500 gallon	Front-Line
1995	Freightliner/Alexis	Engine	500 gallon	Front-Line
1983	Hahn/FMC	Engine	500 gallon	Reserve
1998	HME/Alexis	Quint	100'	Front-Line
2006	Chevrolet	Van	N/A	Staff
2002	Chevrolet	Trail Blazer	N/A	Staff

CITIES OF STERLING & ROCK FALLS, ILLINOIS AND CGH MEDICAL CENTER
Evaluation of Fire and EMS Consolidation

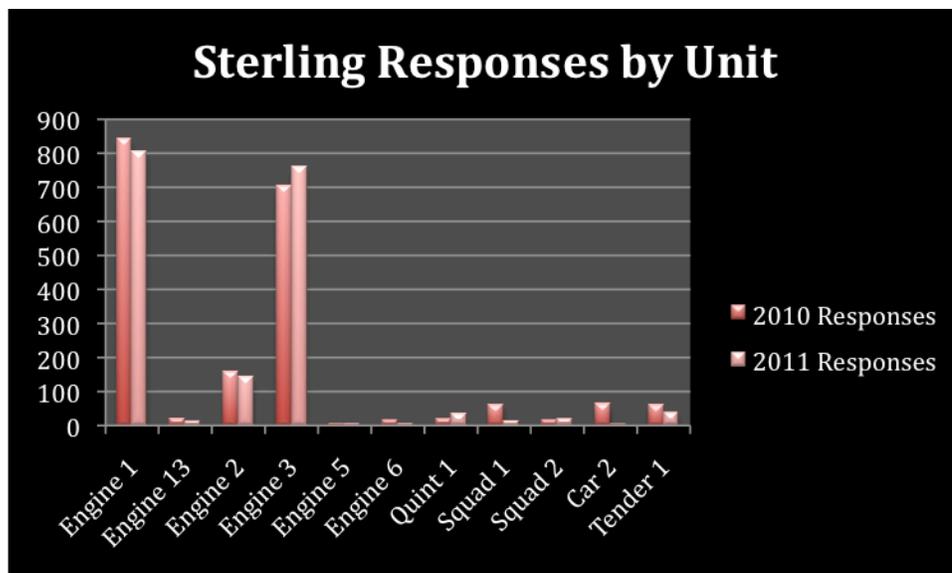
2002	Ford F350	Brush Truck		Front-Line
2011	Ford Pickup 4x4	Utility	N/A	Staff

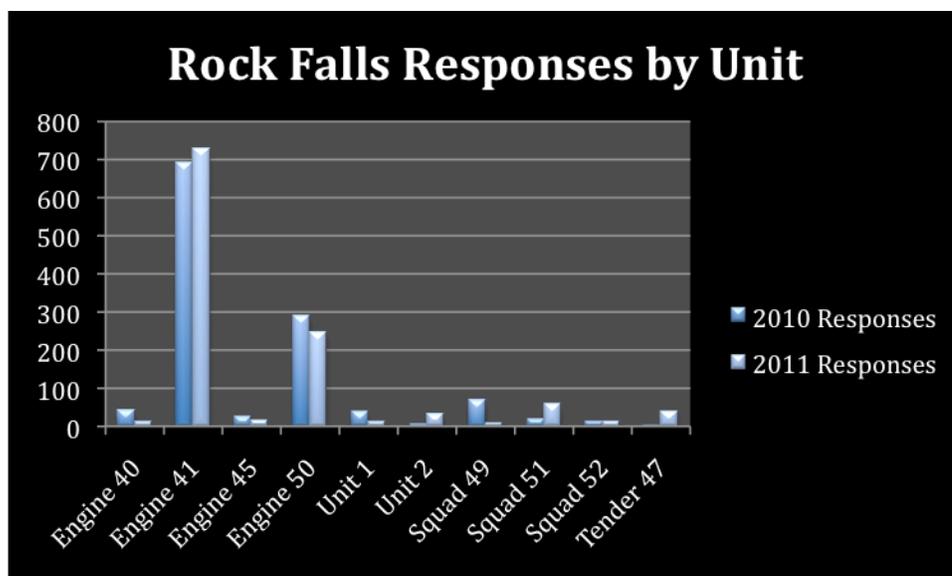
Rock Falls Fire Department

Year	Make	Type	Capacity	Status
1980	Pierce/Ford	Pumper	750 gallon	Reserve
2001	American LaFrance	Rescue/Pumper	1,000 gallon	Front-Line
1994	Pierce/Dash	Telesquirt	65'/500 gallon	Front-Line
1984	International	Tender	3,000 gallon	Front-Line
1989	Dodge	Brush Truck	300 gallon	Front-Line
1989	Ford Econoline	Support	N/A	Front-Line
1990	Ford F350/Marion	Light Rescue	N/A	Front-Line
2002	Chevy Blazer	Command	N/A	Staff
2007	Ford Explorer	Command	N/A	Staff
2003	Chevy Suburban	Support	N/A	Staff

As show above, the two agencies have a significant investment in fire apparatus and vehicles. The cities should work together to determine the appropriate number of each apparatus required to allow for an effective response. There would also be benefits from one city purchasing specialized apparatus such as tenders and rescue trucks rather than both communities absorbing these expenses.

The charts below show the number of calls responded to by the various pieces of apparatus in 2010 and 2011:





As shown, the majority of the apparatus is underutilized in terms of emergency response activity. The response activity indicates that Sterling could operate with two front-line engines and a reserve engine, while Rock Falls could operate with two engines. The cities could then determine the specialty needs such as the quint for multi-story operations, tenders, brush trucks, rescue and command vehicles.

When calculating replacement costs of vehicles it is important to consider the capital equipment that is used on the vehicle in factoring replacement costs. This capital equipment will include radios, breathing apparatus, hose, appliances, rescue tools, and ground ladders.

Recommendation: Review the current apparatus inventory and replacement schedule to ensure the current inventory of apparatus and replacement schedule is providing safe and reliable emergency response.

Recommendation: Include the cost of capital equipment when developing apparatus replacement projections.

Recommendation: Consider adding fire apparatus to the current City CIP planning process or develop a capital improvement plan for the Departments.

APPENDIX: DESCRIPTIVE PROFILE OF CURRENT OPERATIONS

This Descriptive Profile, intended to provide a concise summary of factual information about each of the four providers, is organized as follows:

- Organization and Staffing
- Department Budgets
- Emergency Operations Daily Staffing
- Personnel Costs
- Roles and Responsibilities
- Workloads and Response Times

The first section that follows provides the general overview of the each of the organizations and their organization and authorized staffing.

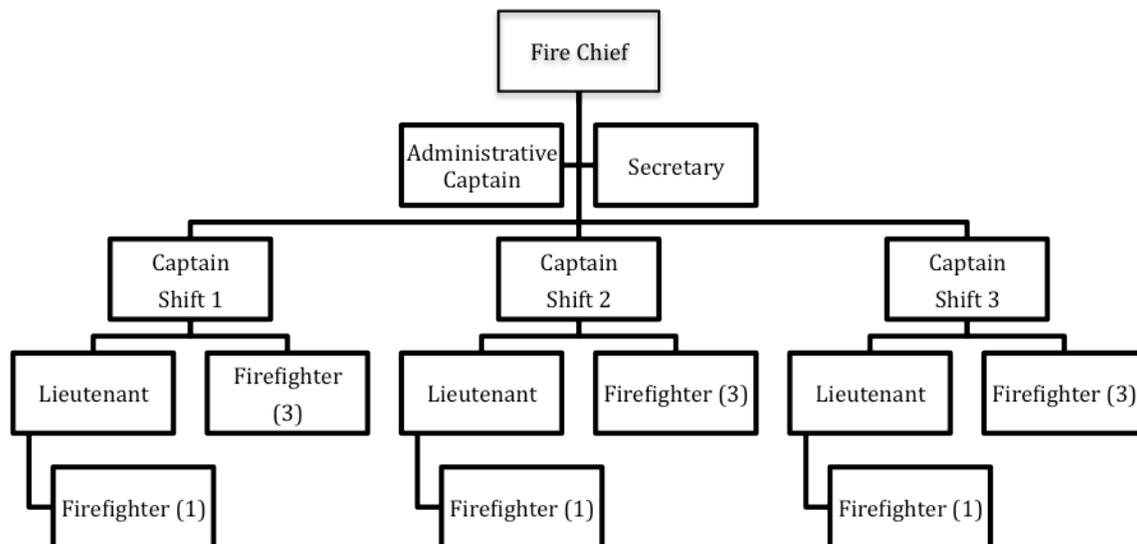
1. ORGANIZATION AND STAFFING

STERLING

The Sterling Fire Department provides response to fires, emergency medical emergencies (first responder), hazardous materials incidents, natural and man-made disasters, mutual aid assistance to neighboring departments and related emergencies in an effort to reduce life and property loss. This is accomplished with a daily staffing of six (6) shift personnel operating from two stations. These stations provide coverage to the City of Sterling and the Sterling Rural Fire District. In addition, the Fire Department inspects businesses and properties, assists with code enforcement, and conducts public

education programs. There are two functional areas in the Fire Department: Fire Operations (Fire and EMS first responder-D) and Fire Prevention.

The organization chart below depicts the current organizational structure of the Sterling Fire Department:

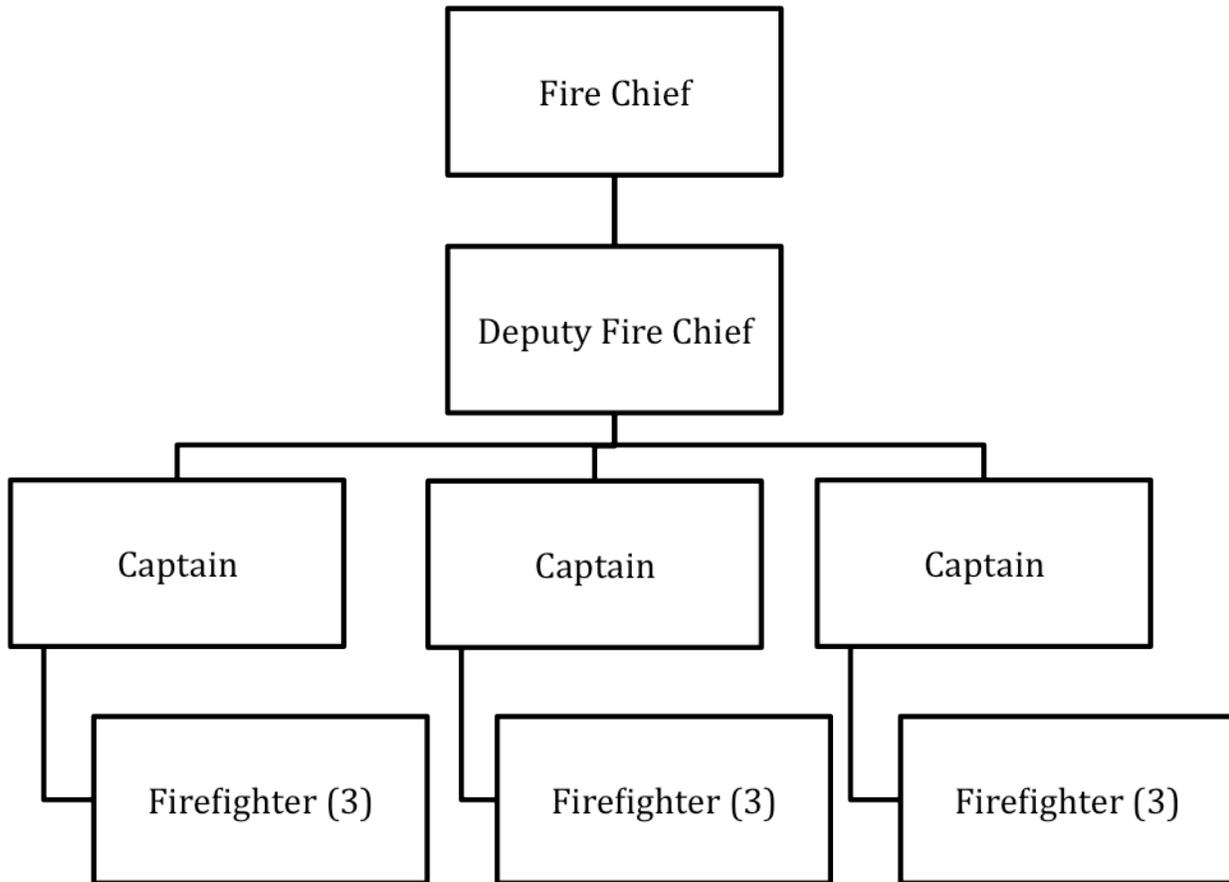


ROCK FALLS

The Rock Falls Fire Department provides response to fires, emergency medical emergencies (EMT-D, non-transport), hazardous materials incidents, natural and man-made disasters, mutual aid assistance to neighboring departments and related emergencies in an effort to reduce life and property loss. This is accomplished with a daily staffing of four (4) shift personnel operating from a single fire station. This station provides emergency response to the City of Rock Falls and the Rock Falls Rural Fire District. Rock Falls fire personnel are also trained in rope operations for high angle rescue, and confined space / trench rescue. In addition, the Fire Department inspects

businesses and properties, assists with code enforcement, and conducts public education programs. There are two functional areas in the Fire Department: Fire Operations (Fire and EMS first responder) and Fire Prevention.

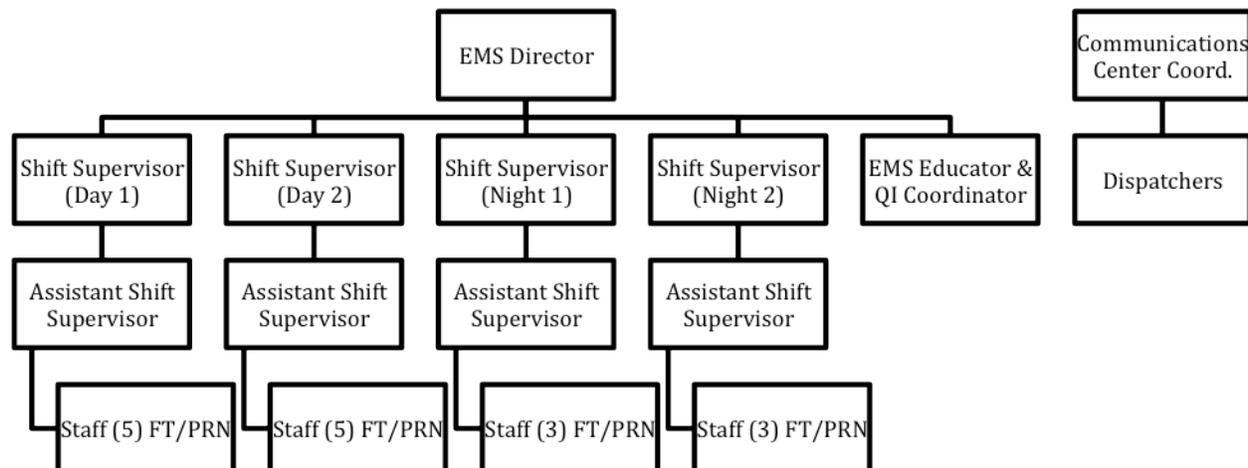
The organization chart below depicts the current organizational structure of the Rock Falls Fire Department:



CGH MEDICAL CENTER EMS

CGH Medical Center is owned by the City of Sterling and operates the pre-hospital Emergency Medical Services (EMS) transport ambulance service for the Cities of Sterling and Rock Falls and the area covering the two rural fire districts. This is accomplished with daytime (8a-8p) staffing of six (6) personnel operating 3 ambulances and nighttime staffing of four (4) personnel operating two ambulances. The ambulance service operates from the hospital for response to Sterling and Sterling Rural and from a stand-alone location in Rock Falls for response to Rock Falls and Rock Falls Rural. The ambulance service also provides non-emergency transfer services both locally and outside the communities. Dispatch services for Sterling FD, Rock Falls FD, and CGH EMS are performed from the hospital under the direction of the CGH EMS Director.

The organization chart below depicts the current organizational structure of the CGH Medical Center EMS:



The exhibit, which follows, shows the number of authorized positions for SFD, RFFD and CGH EMS in the current fiscal year.

Authorized Full Time Positions FY 2011/12

Position	SFD	RFFD	CGH EMS	Total
Fire Chief	1	1	0	1.5
EMS Director	0	0	1	1
Deputy Fire Chief	0	0.5	0	0.5
Administrative Captain	1	0	0	1
Shift Captain	3	3	0	6
Shift Lieutenant	3	0	0	3
Shift Supervisor	0	0	4	4
Asst. Shift Supervisor	0	0	4	4
EMS Educator & QI	0	0	0.5	0.5
Dispatch Coordinator	0	0	1	1
Firefighter	15	9	0	24
EMT / EMT-P	0	0	12	12
Dispatcher	0	0	5	5
Total	22.5	13.5	27.5	63.5

The following points highlight the information presented above:

- The current number of authorized full time positions is for all organizations is 63. This includes the sharing of a Fire Chief and Deputy Fire Chief on a 0.5 FTE between the cities of Sterling and Rock Falls.
- CGH Medical Center employees the highest number of FTE's at 28, plus additional PRN EMS staff for a total available staffing of 50. Sterling employees the second largest number of FTE's at 22.5 and Rock Falls the least FTE's at 13.5.

The next section provides information on current budgeted and projected expenditures.

2. DEPARTMENT BUDGETS

The tables, below, shows the budgets for FY 2010 - FY 2012:

Sterling Fire Department
FY 2010 - FY 2012 General Fund Budget Comparison

Line Items	FY 2010 Actual	FY 2011 Amended	FY 2012 Request	Change
FIRE ADMINISTRATION				
Regular Salaries	149,085	139,751	96,000	(43,751)
Holiday/Training Pay	6,118	6,125	1,767	(4,358)
Uniform Allowance	561	375	400	75
Personnel Subtotal	155,764	146,251	98,167	(48,084)
Maint Services – Vehicle	321	140	200	60
Other Professional Services	0	14,800	29,600	14,800
Postage & Freight	679	650	670	20
Telephone	254	375	350	(25)
Dues	774	660	680	20
Travel & Training	0	0	500	500
Publications	0	0	100	100
Office Supplies	602	565	600	35
Automotive Fuel/Oil	1,300	900	1,035	135
Equipment	0	200	500	300
Materials & Services Subtotal	3,930	18,290	34,235	15,945
FIRE ADMIN TOTAL	159,694	164,541	132,402	(32,139)
FIRE PREVENTION				
Regular Salaries	34,649	34,161	34,332	171
Holiday/Training Pay	1,762	1,765	1,767	2
Personnel Subtotal	36,411	35,926	36,099	173
Maint Services – Vehicle	662	150	1,800	1,650
Printing	154	185	185	0
Dues	345	375	385	10
Travel & Training	1,105	1,510	1,556	46

CITIES OF STERLING & ROCK FALLS, ILLINOIS AND CGH MEDICAL CENTER
Evaluation of Fire and EMS Consolidation

Line Items	FY 2010 Actual	FY 2011 Amended	FY 2012 Request	Change
Publications	0	0	375	375
Maint Supplies – Vehicle	0	70	200	130
Wal-Mart Grant Supplies	0	1,000	0	(1,000)
Automotive Fuel/Oil	1,343	1,375	1,600	225
Equipment	0	1,302	500	(802)
Materials & Services Subtotal	3,609	5,967	6,601	634
FIRE PREVENTION TOTAL	40,020	41,893	42,700	807
FIRE SERVICES				
Regular Salaries	1,060,703	984,990	1,015,150	30,160
PT/Temp Salaries	1,583	1,935	2,600	665
Overtime	76,234	134,000	130,000	(4,000)
Holiday/Training Pay	54,503	52,438	55,584	3,146
Duty Officer in Charge	11,096	11,900	11,500	(400)
Specialty Pay	8,820	7,718	7,560	(158)
Uniform Allowance	8,301	7,455	7,679	224
Personnel Subtotal	1,221,240	1,201,101	1,229,973	28,872
Maint Services – Building	2,821	7,995	6,000	(1,995)
Maint Services – Equipment	10,078	22,500	10,000	(12,500)
Maint Services – Vehicle	8,271	5,600	6,500	900
Medical Services	3,045	2,165	2,230	65
Other Professional Services	89	845	870	25
Telephone	8,026	3,700	3,700	0
Travel & Training	3,812	7,500	7,725	225
General Utilities	4,562	4,300	4,400	100
Rentals – Building/Land	840	840	840	0
Rentals – Equipment	431	420	420	0
Maint Supplies – Building	327	730	850	120
Maint Supplies – Equipment	2,099	2,400	3,000	600
Maint Supplies – Vehicle	0	175	129	(36)
Operating Supplies	511	500	750	250
Janitorial Supplies	2,874	3,045	3,100	55
Automotive Fuel/Oil	7,355	9,900	11,385	1,485
Equipment	0	6,500	6,695	195
Materials & Services Subtotal	55,141	79,075	68,594	(9,481)
Operational Total	1,276,381	1,280,176	1,298,567	18,391
Capital Project Expense	0	36,370	70,900	34,530
Lease Payment Expense	100,072	0	0	0
Capital Total	100,072	36,370	70,900	34,530
FIRE SERVICES TOTAL	1,376,453	1,316,546	1,369,467	52,921
TOTAL FIRE BUDGET	1,576,167	1,522,980	1,544,580	21,600

CITIES OF STERLING & ROCK FALLS, ILLINOIS AND CGH MEDICAL CENTER
Evaluation of Fire and EMS Consolidation

As shown above, the FY 2012 requested budget is \$1,544,580. This is approximately a 1.4% increase over the amended FY 2011 budget and 2.1% below the FY 2010 actual expenditures.

Rock Falls Fire Department
FY 2010 - FY 2012 General Fund Budget Comparison

Line Items	FY 2010 Actual	FY 2011 Estimated	FY 2012 Budget	Change
ACCOUNT DESCRIPTION				
Fire Investigation	36	21	50	29
Overtime	70,342	49,190	75,000	25,810
Insurance – Employee	113,524	78,189	106,861	28,672
ICMA-RA Contribution	3,113	2,419	3,585	1,166
Paid On-Call Firemen	8,658	8,460	12,000	3,540
Holiday/Vacation Pay	35,859	33,193	33,946	753
Sworn Fire Salaries	619,398	493,319	662,763	169,444
Severance/Bonus Sick Pay	954	600	1,500	900
Contribution to Fire Pension	21,631	0	0	0
Dues/Subscriptions/Publications	2,626	2,225	2,100	(125)
Postage and Office Supplies	1,411	628	1,400	772
New Equipment	28,732	13,093	10,550	(2,543)
Grant Funded Equipment	0	16,000	16,000	0
R&M Equipment	5,785	9,123	7,750	(1,373)
Commissioner's Secretary	750	625	750	125
Commissioner's Expense	6,727	739	4,000	3,261
Fire Trucks/Principal	18,000	18,000	19,000	1,000
Radio Expense	2,293	2,208	2,348	140
Telephone Expense	4,265	3,081	3,346	265
R&M Building	21,255	1,990	4,000	2,010
Meetings/Seminars/Schools	788	2,600	6,425	3,825
Interest Expense	10,746	5,213	10,426	5,213
Vehicle Gas & Oil	10,019	8,043	9,775	1,732
Vehicle Operation & Maintenance	10,975	14,414	20,500	6,086
Heating Gas	4,212	1,076	5,000	3,924
Legal & Professional Expense	1,736	4,637	5,000	363
Unemployment Insurance	0	0	0	0
Uniform Expense	1,992	1,109	2,700	1,591
Janitors Supplies	765	447	1,000	553
Fire Supplies & Chemicals	398	1,020	1,800	780
Physicals1015	375	1,660	3,500	1,840
Safety Expense	0	180	125	(55)
Miscellaneous Expense	310	419	500	81
Training Materials	209	174	350	176
Public Education Materials	0	0	200	200
TOTAL	1,007,884	774,095	1,034,250	260,155

CITIES OF STERLING & ROCK FALLS, ILLINOIS AND CGH MEDICAL CENTER
Evaluation of Fire and EMS Consolidation

As shown above, the FY 2012 budget is \$1,034,250. This is approximately a 33% increase over the estimated expenditures in the FY 2011 budget and 2.6% above the FY 2010 actual expenditures.

CGH EMS
Calendar Year 2008 – 2010 Expense Comparison

Line Items	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	Change
EXPENSES				
Salaries	1,121,888	1,144,245	1,172,549	28,304
Benefits	555,971	602,009	645,766	43,757
Insurance	56,495	33,211	39,312	6,101
Depreciation	70,891	64,006	36,931	(27,075)
Donations	(100)	(120)	0	120
Billing & Misc	26,004	38,929	40,104	1,175
Fire Dept Response	18,960	22,280	20,936	(1,344)
ALS Reimbursement	0	0	0	0
Admin Supplies	4,196	3,995	3,429	(566)
Duplication Lease/Main	4,863	4,899	3,584	(1,315)
Equip, Furniture, etc.	0	814	996	182
Computer Equip	1,400	557	2,166	1,609
Membership Dues	2,092	1,122	1,222	0
Subscription/Literature/Education	961	551	737	186
Supplies – Patient Care	19,033	16,682	14,719	(1,963)
Medical Equipment	267	8,510	1,692	(6,818)
Uniform Expense	6,739	(3,007)	3,988	7,005
Fuel	41,091	24,465	27,117	2,652
Telephone	2,450	3,267	3,745	478
Utilities	4,866	4,673	5,278	605
Waste Disposal	24	0	0	0
Repairs (non-vehicle)	13,848	20,248	21,502	1,254
Vehicle Maintenance	19,942	24,772	18,452	(6,320)
Software Maintenance	4,432	4,943	6,836	1,893
Travel & Meeting	7,738	10,874	2,625	(8,249)
TOTAL	1,985,299	2,031,925	2,073,686	41,761

As shown above, the FY 2010 actual budget for CGH EMS is \$2,073,686. This is approximately a 2% increase over the actual FY 2009 budget and 4.4% increase over the FY 2008 actual expenditures.

3. OPERATIONS DAILY STAFFING

The Departments currently operations from 5 stations located within the most populated portions of the two cities.

Department	Station	Address
Sterling Fire	Main Station	110 West 5 th Street
	Sub Station	1510 East 23 rd Street
Rock Falls Fire	Main Station	1013 7 th Avenue
CGH EMS	Sterling Station	100 East LeFevre, Sterling
	Rock Falls Station	218 Avenue A, Rock Falls

The current daily minimum staffing and assignment of each unit is shown in the table, below:

City of Sterling
Unit Assignments by Station and Minimum Staffing

Station	Unit(s) Staffed	Daily Staffing	Minimum Staffing
Main	Engine 1	4	3
Substation	Engine 3	2	2
Total Staff		6	5

City of Rock Falls
Unit Assignments by Station and Minimum Staffing

Station	Unit(s) Staffed	Daily Staffing	Minimum Staffing
Main	Engine 41	4	3
Total Staff		4	3

CGH EMS
Unit Assignments by Station and Minimum Staffing

Station	Unit(s) Staffed	Daily Staffing	Minimum Staffing
Sterling	Sterling 6AM	2	2
	Sterling 6PM	2	2
	Sterling 8AM	2	2
Rock Falls	Rock Falls 6AM	2	2
	Rock Falls 6PM	2	2
Total Staff		10	10

As shown above, a total of six (6) line personnel are scheduled each day to staff units with minimum staffing being five (5) at Sterling Fire Department, a total of four (4) personnel are scheduled each day to staff units with minimum staffing being three (3) at Rock Falls Fire Department and a total of ten (10) line personnel are scheduled to staff units each day with minimum staffing being ten (10) at CGH EMS. It is important to note that CGH EMS utilizes PRN staffing to fill staffing shortages ensuring minimum staffing levels are maintained.

Personnel at the two fire departments work 24-hour shifts on a rotating basis with 48 hours off after each scheduled shift. The rotation results in a 56-hour average FLSA workweek for shift personnel. CGH EMS personnel work a 12-hour shift schedule.

As shown above, the total daily staffing scheduled is 20 personnel. The number of personnel scheduled during various times of the day ranges from 14 – 16 personnel. The table below shows the actual staffing based on a sampling of daily attendance rosters from the first week of each quarter beginning in May 2010 through April 2011.

Sterling Fire Department
Average Staffing by Unit / Shift

Shift	Main Station	Sub Station	Daily Average
1	3.23	1.92	5.15
2	3.46	1.96	5.42
3	3.13	1.67	4.80
Average	3.27	1.85	5.12

**Rock Falls Fire Department
Average Staffing by Unit / Shift**

Shift	Main Station	Daily Average
A	3.67	3.67
B	3.45	3.45
C	3.33	3.33
Average	3.48	3.48

**CGH EMS
Average Staffing by Unit / Shift**

Shift	Sterling Station	Rock Falls Station	Daily Average
6A	2	2	4
6P	2	2	4
8A	2	0	2
Average	3	2	5

As illustrated above, the actual available daily staffing for emergency response by the three agencies is approximately 13.6 personnel when you adjust the CGH staffing to an average by 24-hour period

The next section provides information on personnel costs for the various positions in the three agencies and benefit information.

4. PERSONNEL COSTS

The project team collected salary data for the Departments. The table, below, shows the average salary cost by position:

CITIES OF STERLING & ROCK FALLS, ILLINOIS AND CGH MEDICAL CENTER
Evaluation of Fire and EMS Consolidation

Average Salaries by Position (Based on 2,080 hours)

Position	Sterling*	Rock Falls**	CGH EMS***	Average Salary
Fire Chief	87,745	75,181		81,463
Secretary	31,015			31,015
EMS Director			78,385	78,385
Deputy Fire Chief		63,861		63,681
Administrative Captain	70,639			70,639
Shift Captain	66,586	46,640		56,613
Shift Lieutenant	59,485			59,485
Shift Supervisor			36,733	36,733
Asst. Shift Supervisor			35,152	35,152
EMS Educator/QI Coordinator			36,608	36,608
Dispatch Coordinator			31,866	31,866
Firefighter	47,144	39,832		43,488
EMT-P			33,550	33,550
EMT			27,290	27,290
Dispatcher			30,763	30,763

* The Sterling salary information is Step III bargaining agreement ending May 2011 and Step Q for Shift Captain. The Fire Chief and Admin Captain are the salaries of the previous incumbents.

** The Rock Falls salary information is Step IV FY 2011/12 in the current bargaining agreement and current actual salaries

***The CGH salary information is the current mid salary range for each position.

The table below shows a comparison of benefit information obtained from the Departments:

Benefit	Sterling	Rock Falls	CGH EMS
Medical Insurance	Yes \$70-\$170 month 80/20 split	Yes - 84/16%	Yes
Dental Insurance	Yes - Free	Yes - 84/16%	Yes
Life Insurance	Yes	Yes - \$10,000	Yes 1x annual salary
Vacation Leave	5 - 12 shifts (tenure)	3 - 13 shifts (tenure)	21 days earned TO
Sick Leave	24 hrs/month	12hrs/month - 1,680 hrs	""
Bereavement Leave	Yes - 2 shifts	Yes - up to 3 shifts	""
Military Leave	30 days/year	15 days/year	Indefinite for deploy
Deferred Compensation Plan	Yes	Yes	Yes
Longevity Pay		Yes	Yes
Holiday Pay	Yes 5% of base	Yes - 6% of base	2x hourly
Sick Leave Pay	20 days = 1 month retirement health ins.	\$50 - \$200 annual up to 180 hrs/termination	No
Kelly Day	Every 14 th Shift	Every 18 th shift	N/A

5. APPARATUS

The following tables illustrate the apparatus owned by the Departments:

Sterling Fire Department

Year	Make	Type	Capacity	Status
1976	International Cargo Star	Tender	1,250 gallon	Front-Line
2001	Freightliner/Alexis	Tender	3,000 gallon	Front-Line
2003	Spartan/Alexis	Engine	1,500 gallon	Front-Line
2006	Spartan/Alexis	Engine	1,500 gallon	Front-Line
1995	Freightliner/Alexis	Engine	500 gallon	Front-Line
1983	Hahn/FMC	Engine	500 gallon	Reserve
1998	HME/Alexis	Quint	100'	Front-Line
2006	Chevrolet	Van	N/A	Staff
2002	Chevrolet	Trail Blazer	N/A	Staff
2002	Ford F350	Brush Truck		Front-Line
2011	Ford Pickup 4x4	Utility	N/A	Staff

Rock Falls Fire Department

Year	Make	Type	Capacity	Status
1980	Pierce/Ford	Pumper	750 gallon	Reserve
2001	American LaFrance	Rescue/Pumper	1,000 gallon	Front-Line
1994	Pierce/Dash	Telesquirt	65'/500 gallon	Front-Line
1984	International	Tender	3,000 gallon	Front-Line
1989	Dodge	Brush Truck	300 gallon	Front-Line
1989	Ford Econoline	Support	N/A	Front-Line
1990	Ford F350/Marion	Light Rescue	N/A	Front-Line
2002	Chevy Blazer	Command	N/A	Staff
2007	Ford Explorer	Command	N/A	Staff
2003	Chevy Suburban	Support	N/A	Staff

CGH EMS

Year	Make	Model	Type	Status
1997	Ford E450 Diesel	Medtec Ambulance	III	Front-Line*
2011	Ford E450 Gas	Medtec Ambulance	III	Front-Line
2006	Ford E450 Diesel	Medtec Ambulance	III	Front-Line
2007	Ford E450 Diesel	Medtec Ambulance	III	Front-Line
2011	Ford E450 Gas	Medtec Ambulance	III	Front-Line

* Owned by CGH, all others owned by Whiteside County

6. ROLES AND RESPONSIBILITIES

The following table describes the key roles and responsibilities of personnel

CITIES OF STERLING & ROCK FALLS, ILLINOIS AND CGH MEDICAL CENTER
Evaluation of Fire and EMS Consolidation

Agency	Position / Classification	Positions	Key Roles and Responsibilities
Sterling Fire Department	Fire Chief	1	<ul style="list-style-type: none"> • Provides the executive management of the Fire Department, including the development of policies and procedures, providing leadership for future services, budget development, identifying service gaps, working with the elected officials and City management to ensure that the SFD interests are considered. • Provides education regarding how the SFD operates, what its services are and what the resource needs are. • Supervises the Administrative Captain, Shift Captains and Secretary.
	Secretary	1	<ul style="list-style-type: none"> • Reports to the Fire Chief • Prepares payroll for the Department, maintains files, and provides general administrative support. • Processes Department PO's • Maintains department personnel files.
	Administrative Captain	1	<ul style="list-style-type: none"> • Reports to the Fire Chief. • Responsible for the oversight of Fire Prevention and Inspections, Training and Fire Investigations. • Assists with budget development for areas of responsibility. • Supervises and participates in business inspections. • Makes recommendations for adoption of Fire Codes. • Prepares and delivers public education programs. • Prepares and teaches in-house training courses. • Investigates suspicious fires. • Responds to and performs critical tasks on fire scenes.
	Shift Captain	3	<ul style="list-style-type: none"> • Reports to the Fire Chief. • Serve as shift commanders for each of the three shifts. • Each Captain is the "program manager" over a particular area (Building maintenance, fleet maintenance, equipment, etc.). • Captains report directly to the Fire Chief. • Prepares roster for each shift and enters into the RMS. • Ensures proactive scheduled activities are conducted. • Schedules station tours as requested by the community. • Responds on emergency calls as required and serve as incident commander on calls until relieved by Chief or Administrative Captain.

CITIES OF STERLING & ROCK FALLS, ILLINOIS AND CGH MEDICAL CENTER
Evaluation of Fire and EMS Consolidation

Agency	Position / Classification	Positions	Key Roles and Responsibilities
	Shift Lieutenant	3	<ul style="list-style-type: none"> • Supervise firefighters assigned to shift and station. • Reports directly to the Shift Captain. • Prepares roster for each shift and submits to 9-1-1 call center. • Ensures proactive scheduled activities are conducted. • Schedules station tours as requested by the community. • Responds on emergency calls. • Evaluates firefighters and makes recommendations for merit pay increases. • Participates in public education, building inspections and fire drills.
	Firefighter	12	<ul style="list-style-type: none"> • Firefighters are responsible for the operation of their assigned apparatus. This includes driving the vehicle, and operating the major equipment on each unit. This includes pumping operations and driving fire engines. • All firefighters function as first responders on EMS calls. • All firefighters work a 24-hour shift on and 48 hour off rotation. • Routine duties include public education,
Rock Falls Fire Department	Fire Chief	1	<ul style="list-style-type: none"> • Directs the training program for department personnel. • Administers the rules, regulations, ordinances and contract provisions relative to the operation of the Fire Department. • Establishes, evaluates, revises policies and procedures for the Department. • Assigns department personnel to general and specific duties. • Establishes work schedules. • Initiates and pursues disciplinary action when warranted. • Reviews license and occupancy permits for code compliance. • Recommends revisions to City ordinances related to fire prevention and fire safety. • Attends City Council meetings as required. • Prepares annual department budget. • Assumes command of emergency scenes as required. • Investigates or directs the investigation of fires. • Prepares various reports. • Presents programs related to fire prevention and fire safety to community groups.

CITIES OF STERLING & ROCK FALLS, ILLINOIS AND CGH MEDICAL CENTER
Evaluation of Fire and EMS Consolidation

Agency	Position / Classification	Positions	Key Roles and Responsibilities
	Deputy Fire Chief	1	<ul style="list-style-type: none"> • Supervises the activities and assists in the general administration of the fire department. • Reports to the Fire Chief. • Performs the duties of "Training Officer". • Ensures personnel adhere to department policies and procedures. • Supervises personnel in execution of fire prevention / inspection duties. • Serves as the incident commander at emergency scenes unless relieved by the Fire Chief. • Assists and advises the Fire Chief on department policies, personnel matters, training, scheduling and disciplinary matters. • Serves as a liaison between the Fire Chief and other department personnel. • Conducts, coordinates, or assists in origin and cause investigations. • Gives fire prevention / fire safety demonstrations to community groups.
	Fire Captain	3	<ul style="list-style-type: none"> • Reports to the Deputy Chief • Responds to emergency calls for service. • Provides direction to firefighters assigned on shift. • Serves as incident commander on emergency scenes until relieved by a superior officer. • Supervises the activities of personnel at the fire station. • Supervises, trains and participates in various training activities. • Supervises and performs company building inspections. • Supervises and conducts fire prevention programs. • Prepares reports on emergency activities and as required by the Fire Chief.
	Firefighter	9	<ul style="list-style-type: none"> • Extinguishes and controls fires to protect life and property. • Drives and maintains fire apparatus. • Uses and maintains firefighting equipment. • Responds to and renders aid at medical emergencies as an EMT-D. • Completes a variety of written reports as assigned. • Participates in training exercises. • Reports to the Fire Captain. • Can perform the duties of Fire Captain in the absence of the Fire Captain.

CITIES OF STERLING & ROCK FALLS, ILLINOIS AND CGH MEDICAL CENTER
Evaluation of Fire and EMS Consolidation

Agency	Position / Classification	Positions	Key Roles and Responsibilities
CGH EMS	EMS Director	1	<ul style="list-style-type: none"> • Provides the executive management of the CGH Medical Center EMS Operations, including the development of policies and procedures, providing leadership for future services, budget development, identifying service gaps, working with the elected officials, local officials and Hospital management to ensure that the EMS interests are considered. • Provides education regarding how CGH EMS operates, what its services are and what the resource needs are. • Supervises the Shift Supervisors.
	Shift Supervisor	4	<ul style="list-style-type: none"> • Reports to the EMS Director. • Performs duties while acting as a working member of an ambulance crew. • Ensures vehicles and equipment are checked in accordance with departmental policy. • Ensure compliance with response time standards. • Ensures run reports and ancillary paperwork are complete and accurate by end of shift. • Maintains adherence to EMS system protocols and documents any noted deviation of standing medical orders. • Provides field supervision of pre-hospital staff. • Assists the EMS Director with implementation of new programs, policies and procedures. • Provides documentation of any operational or disciplinary actions as they occur. • Attends monthly departmental supervisor meetings.
	EMS Educator & QI Coordinator	0.5	<ul style="list-style-type: none"> • Reports to the EMS Director. • Leads and coordinates preceptor activities for the department. • Maintains education & in-service training records. • Assists in annual staff evaluations. • Administers written and physical evaluations of job applicants. • Develops annual education goals for EMS personnel. • Fully participates in department Quality Improvement process. • Serves as Pre-Hospital Care QI Coordinator. • Chairs the Pre-Hospital Education Committee. • Chairs the Provisional Supervisor Committee. • Ensures proficiency of dispatchers in using ProQA software.

CITIES OF STERLING & ROCK FALLS, ILLINOIS AND CGH MEDICAL CENTER
Evaluation of Fire and EMS Consolidation

Agency	Position / Classification	Positions	Key Roles and Responsibilities
	Assistant Shift Supervisor	4	<ul style="list-style-type: none"> • Reports to the Shift Supervisor. • Performs duties while acting as a working member of an ambulance crew. • Ensures vehicles and equipment are checked in accordance with departmental policy. • Ensure compliance with response time standards. • Ensures run reports and ancillary paperwork are complete and accurate by end of shift. • Maintains adherence to EMS system protocols and documents any noted deviation of standing medical orders. • Provides leadership in the absence of the Shift Supervisor. • Assists the EMS Director with implementation of new programs, policies and procedures. • Provides documentation of any operational or disciplinary actions as they occur. • Attends monthly departmental supervisor meetings.
	Paramedic	8	<ul style="list-style-type: none"> • Reports to the Shift Supervisor. • Checks vehicles and equipment are checked in accordance with departmental policy. • Responds in compliance with response time standards and documents deviation from standard. • Completes run reports and ancillary paperwork and ensures completeness prior to processing. • Maintains adherence to EMS system protocols and documents any noted deviation of standing medical orders. • Respond to emergency medical calls for service while maintaining adherence to EMS system protocols and standing medical orders. • Required to maintain current ACLS and PALS certification.
	EMT	8	<ul style="list-style-type: none"> • Reports to the Shift Supervisor. • Checks vehicles and equipment are checked in accordance with departmental policy. • Responds in compliance with response time standards and documents deviation from standard. • Provides accurate and thorough patient care reporting in accordance with department PI and Medicare guidelines. • Ensures all paperwork is complete and accurate by end of shift and prior to processing. • Maintains adherence to EMS system protocols and documents any noted deviation of standing medical orders. • Respond to emergency medical calls for service while maintaining adherence to EMS system protocols and standing medical orders.

7. EMERGENCY RESPONSE

Both the Sterling and Rock Falls Fire Departments are all hazard response agencies. The Departments respond to calls for service from three stations and serve as a first responder on EMS incidents as their respective cities and rural fire districts. The cities share the same 3rd party ambulance provider, which contracts for emergency transport services in Sterling and Rock Falls as well as their respective rural fire districts, the response area is known as Special Service Area One.

The Sterling Fire Department is licensed at the Basic level for EMS response and serves as a First Responder-D. The Rock Falls Fire Department is licensed at the EMT-D level for EMS response. CGH EMS provides advanced life support emergency transport services and non-emergency local and long distance transfer services.