



① FIRE--INTER

# Federal Emergency Management

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DOCUMENT TYPE REPORT  
AUTHOR Coffman, Jeffrey B.  
CORPORATE AUTHOR Fairfax County. Fire and Rescue Department  
TITLE Consolidation of fire department services in Northern Virginia  
SERIES TITLE Executive Fire Officer Program. Applied Research Project  
PUBLISHER National Fire Academy  
PLACE Emmitsburg, MD  
DATE October 28, 1994  
COLLATION 19 p.

ABSTRACT The Fairfax County Fire and Rescue Department was interested in exploring the feasibility of functional consolidation. In an effort to address the issue before it was dictated to the department heads by either interest groups or political leadership, Fire Chief Glenn A. Gaines asked members of his staff to offer suggestions and recommendations on the issue. This paper was done in an effort to provide information as to the current viewpoints of the chiefs in the Northern Virginia area and to examine the trends in the fire service as a whole regarding functional consolidation. The literature review showed that consolidation is a process that is actively engaged in by many departments and jurisdictions. This review, coupled with the information gathered during the interviews, indicated that there is strong support for moving forward in attempting to consolidate services. Advantages are possible through functional consolidation in terms of cost savings by elimination of duplicated efforts, improved incident management by standardization and cooperative training and standardization of functions such as apparatus specification. The overriding concern of the chiefs, however, was not cost. Maintenance or improvement in the service provided to the residents of the area by the departments, together as well as individually, was placed as a higher priority. Based on the information in this study, it is recommended that the fire departments of Arlington and Fairfax counties and the cities of Alexandria and Fairfax pursue the idea of consolidating at least some of the functions that are now performed independently by each jurisdiction.

NOTES Fairfax, VA; Fire Executive Development  
SUBJECTS FAIRFAX COUNTY, VA; FIRE DEPARTMENTS; **REGIONAL CONSOLIDATION**

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DOCUMENT TYPE REPORT

(continued)

AUTHOR Jurkat, M. Peter  
TITLE Notes on planning for the regionalization of fire departments: a progress report on the North Hudson County experience  
PUBLISHER Stevens Institute of Technology. Davidson Laboratory  
PLACE Hoboken, NJ  
DATE September 1975  
COLLATION 28 p.  
SUBJECTS MASTER PLANNING; **REGIONAL CONSOLIDATION**; NEW JERSEY

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DOCUMENT TYPE REPORT  
AUTHOR Budzinski, Jim  
CORPORATE AUTHOR Tamarac. Fire Department  
TITLE Consolidation: alternative fire service delivery system?  
SERIES TITLE Executive Fire Officer Program. Applied Research Project  
PUBLISHER National Fire Academy  
PLACE Emmitsburg, MD  
DATE February 1992  
COLLATION 29 p.

ABSTRACT The problem was, despite attempts to improve service within the county, the benefits of a consolidation of fire services have not been evaluated. Several areas were to be examined in an effort to evaluate the future of the fire service in Broward County, FL and in particular the City of Tamarac. The research was designed to review the existing literature on the subject with the intent of providing a clear direction toward determining the type of service delivery system for the Broward County area. The specific concerns to be addressed included: 1. Is there a benefit to the population served when fire/rescue service is delivered on a regional basis? 2. Does a regional fire department satisfy the needs of its employees? 3. Is a regional fire service the answer to the financial problems currently experienced by the fire service? 4. Is regionalization a realistic alternative to traditional local fire services? The existing literature was researched and reviewed. Fire service periodicals covering the past 25 years were reviewed for articles relating to consolidation or mergers of fire departments. Current nationally recognized fire service references were reviewed so as to obtain an

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accurate perspective on the benefits and limitations of a consolidation. The findings of the research indicated a support for the concept of consolidation. The literature contained many success stories of systems that produced increased services to the citizens and provided more opportunity for the members of the service. The findings were not conclusive as to whether a financial benefit was to be expected. In many cases there was only a long-term savings, if any. In certain cases the proposed savings might not politically justify the loss of local control. Regionalization has been shown to be a very realistic and reasonable alternative to locally provided fire services. It may be the best fire service delivery system available for many areas not currently operating a consolidated system.

Tamarac, FL; Fire Executive Development  
**REGIONAL CONSOLIDATION**

NOTES  
SUBJECTS

DOCUMENT TYPE REPORT  
AUTHOR Pepler, William H.  
CORPORATE AUTHOR Exeter. Fire Department  
TITLE Consolidation of local fire protection delivery systems  
SERIES TITLE Executive Fire Officer Program. Applied Research Project  
PUBLISHER National Fire Academy  
PLACE Emmitsburg, MD  
DATE August 1989  
COLLATION 20 p.

ABSTRACT

The purpose of this study is to explore alternative methods of fire protection delivery. Specifically the study will focus on the consolidation or mergers of fire departments. The traditional methods of fire protection delivery, developed well over 100 years ago, may no longer be a viable option for providing fire, rescue and emergency services. Government exists to protect life and property. Yet the ability of government to provide these basic services is severely challenged by the paradoxical demand of its citizens - to maintain and increase services while reducing the cost of such services. If any headway is to be made, neighboring governmental units must explore, in a cooperative manner, a restructuring process that considers alternative methods of utilizing existing

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manpower, equipment, and allied support resources.

NOTES

Exeter, NH; Fire Executive Development

SUBJECTS

**REGIONAL CONSOLIDATION**

DOCUMENT TYPE

REPORT

AUTHOR

Kessler, Phillip D.

CORPORATE AUTHOR

Littleton. Fire Department

TITLE

Merging South Metro fire departments

SERIES TITLE

Executive Fire Officer Program. Applied Research Project

PUBLISHER

National Fire Academy

PLACE

Emmitsburg, MD

DATE

September 1989

COLLATION

34 p.

ABSTRACT

For several years the City of Littleton Fire Department has been working cooperatively with surrounding South Metro Fire Departments to unite and harmonize fire services. The resulting joint ventures have provided savings while paving the way for departments to merge. The City of Littleton has experienced a steady decline of revenues requiring cuts in the Fire Department Budget prompting further inquiry into other methods of saving tax dollars through cooperative efforts. The purpose of this study was to determine if merging was possible, how it could be done and what the main incentives would be to act as motivation to the merge. Especially, the incentive of saving tax dollars. A study of magazine articles and research papers on fire department mergers was conducted to gain information about merging. A statistical survey of the South Metro Fire Departments was evaluated to determine the feasibility of merging. Finally, interviews of the South Metro Fire Chiefs were performed to get the public, politicians', fire personnel and fire chiefs' attitude toward merging. The results of the study indicated that merging the South Metro Fire Departments provided no savings. But, there were other factors of merging that should provide enough incentive to work toward a merger. Some of the benefits for merging are: greater promotional opportunities and selection, retain personnel on the job, improve purchasing power, provide better master planning, force analysis and revise perspectives, strengthen the political base and provide a step toward being pro-active on the economics issue. It was suggested that

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a regionalization type government, like a special district, be formed. Also, have representation from each entity on the board to maintain their control and identities. This district would have authority over fire, rescue, emergency medical, special services and even Emergency Preparedness Services. The benefit was a better department. Persevering on cooperative issues should gradually set the scene for merging. A good strategy was first to merge two departments, then at a later date other interested departments unite when they are ready. Basically, it comes down to good leadership with persuasive power to encourage working relationships with the personnel, politicians and public regarding merging of the departments.

NOTES

Strategic Analysis of Executive Leadership;  
Littleton, CO

SUBJECTS

CONSOLIDATION; LITTLETON, CO; **REGIONAL  
CONSOLIDATION**

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DOCUMENT TYPE

REPORT

AUTHOR

Lahaie, Sherman L.

CORPORATE AUTHOR

Maine. Fire Training &amp; Education

TITLE

Consolidation of local fire departments, is it  
time?

SERIES TITLE

Executive Fire Officer Program. Applied Research  
Project

PUBLISHER

National Fire Academy

PLACE

Emmitsburg, MD

DATE

July 1994

COLLATION

38 p.

ABSTRACT

The intent of this research paper is to determine if the 12 communities that make up Region Number 13 of Penobscot County, Maine, should consider regional consolidation. The possibility of a consolidation of a regional fire service delivery system should be explored. This research has employed information gathered from literature review and a survey of the 12 effected departments. Can consolidation result in better fire service delivery? This research paper will attempt to show that consolidation can result in improved fire service delivery and maintain cost savings. This author first looked at the area covered by the existing departments and the manpower available on a 24 hour basis. The next consideration is station location with an interest in overlapping coverage. A

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regionalized communications system and a county training facility are also to be considered. The findings of this research indicated that there is resistance to the consolidation effort. The recommendations center around a process to remove the obstacles before they become serious roadblocks to consolidation and an improved fire service delivery system. Bangor, ME; Strategic Analysis of Executive Leadership

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SUBJECTS

FIRE DEPARTMENTS; **REGIONAL CONSOLIDATION**

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DOCUMENT TYPE

REPORT

AUTHOR

Bosell, Larry H.; Chiesa, Adele M.; Hardin, John L.; Hughes, Kenneth D.; Irwin, Fred T.; McMullan, Donald; Roberts, James L.; Sangder, Charles; Schueller, Ralph J.

TITLE

Why are there regional consolidations in the fire service?

SERIES TITLE

Fire Executive Development

PUBLISHER

National Fire Academy

PLACE

Emmitsburg, MD

DATE

June 3-14, 1985

COLLATION

13 p.

SUBJECTS

CONSOLIDATION; FIRE DEPARTMENTS; **REGIONAL CONSOLIDATION**

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DOCUMENT TYPE

REPORT

AUTHOR

McArthur, Edgar J.

CORPORATE AUTHOR

Charter Township of Harrison. Fire Department

TITLE

The Metro Macomb Fire District Project - what can regional consolidation make possible

SERIES TITLE

Executive Fire Officer Program. Applied Research Project

PUBLISHER

National Fire Academy

PLACE

Emmitsburg, MD

DATE

October 1993

COLLATION

44 p.

ABSTRACT

This research paper reports on the efforts of a group of executive fire officers in southeastern Michigan to consolidate six medium size fire departments. The effort is known as the Metro Macomb Fire District Project by the local departments. The study attempted to answer the question: Will consolidating the fire department improve the service offered our customers? Criteria including service level, cost, and effectiveness were used.

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NOTES  
SUBJECTSMount Clemens, MI; Fire Executive Development  
**REGIONAL CONSOLIDATION; FIRE DEPARTMENTS;**  
SOUTHEASTERN MICHIGANDOCUMENT TYPE

REPORT

AUTHOR

Hymes, John B.

CORPORATE AUTHOR

Stockton. Fire Department

TITLE

Sharing fire resources: a case history

SERIES TITLEExecutive Fire Officer Program. Applied Research  
ProjectPUBLISHER

National Fire Academy

PLACE

Emmitsburg, MD

DATE

May 1992

COLLATION

28 p.

ABSTRACT

The New South Wales Fire Brigade offers fire protection to the entire State of New South Wales, Australia, over 10,000 firefighters strong. This structure is a far cry from fire protection in America, where, for the most part, multitudes of departments protect relatively small areas. San Joaquin County, California for example, counts 22 agencies covering only 1448 square miles. It's not surprising, then, to find duplication of service, excessive administrative costs, inefficiencies of delivery, and professional jealousy. The Stockton (CA) Fire Department has combined resources with adjacent government to eliminate described excesses while augmenting the City's General Fund. Through practical application, interview with experts in the field, and literature search, the research methods utilized have coincided closely with successes described in the record. It can be shown that there are unlimited avenues of resource sharing currently in practice, beyond the traditional use of mutual aid. This paper will describe the sharing of full fire protection services, dispatching, hazardous materials response, as well as a cooperative emergency medical delivery system. These shared services have been accomplished through contractual agreement, an instrument easily understood and widely used by local government. The Pasco County, Florida, Orange County, Los Angeles County, and Stockton, CA fire departments, among many others, have successfully orchestrated cooperative agreements to maximize the local capabilities. Every fire service leader should evaluate his/her community to ascertain if, by sharing



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some or all of the resources under their control, they can deliver a more efficient and cost effective service to the citizen.

NOTES

Stockton, CA; Strategic Analysis of Fire Department Operations

SUBJECTS**REGIONAL CONSOLIDATION**

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DOCUMENT TYPE

REPORT

AUTHOR

McDermott, Paul J.

CORPORATE AUTHOR

Beech Grove. Fire Department

TITLE

Consolidation considerations

SERIES TITLE

Executive Fire Officer Program. Applied Research Project

PUBLISHER

National Fire Academy

PLACE

Emmitsburg, MD

DATE

April 1992

COLLATION

17 p.

ABSTRACT

Lack of revenue, a recession, inflation, layoffs, more demands for service, and everyone wanting a piece of the pie are problems facing every fire department. State and Federal cutbacks are perplexing problems facing every community. The research does not provide any relief.

Temporary or short term cutbacks in money and manpower are likely to become permanent. These resources that we are accustomed to may be gone forever. It would appear that the 1990's will be a period of limited resources and adjustments. A realistic strategy may be to explore other means of providing more service at a lesser cost. For some that may be attainable through consolidation. A close look at the consolidations identified in this research may indicate opportunities to enhance the local fire service effort. The purpose of this research is to help make those evaluations. These evaluations and considerations have both positive and negative effects that can be identified. This research was all developed through a review of various reference sources. The limitations of this review center around the fact that most written documentation focuses upon success stories. Consolidation will proceed only if there is a need apparent. Need is established by governing bodies directing and supporting documentation of assessments. Most all people agree on the belief that service to the public should be the utmost goal. The findings of this research would indicate that a new organization formed by consolidation would be

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cost-effective. Keeping all participants informed of the process is a must. With proper planning, marketing, and careful progress, support for consolidation will be greater than resistance. Consolidation is not the answer for everyone but it certainly merits evaluation. The problems of the future have no easy solutions, so we must take a proactive approach to maximize our service and minimize our problems.

NOTES

Beech Grove, IN; Strategic Analysis of Fire Department Operations

SUBJECTS**REGIONAL CONSOLIDATION**

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DOCUMENT TYPE

REPORT

AUTHOR

Allen, Steven L.; Clark, Charles D.; DiSciasco, Peter R.; Hinman, Larry; Hunt, James B.; Schoentrup, Jim; Stevenson, Bill; Stuart, Bart

TITLE

Regional consolidation in the fire service: issues and perspectives

SERIES TITLE

Fire Executive Development

PUBLISHER

National Fire Academy

PLACE

Emmitsburg, MD

DATE

July 7-18, 1986

COLLATION

12 p.

SUBJECTS

CONSOLIDATION; FIRE DEPARTMENTS; **REGIONAL CONSOLIDATION**

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DOCUMENT TYPE

REPORT

AUTHOR

Blanchard, Larry D.

CORPORATE AUTHOR

King County. Fire District 4

TITLE

Regional consolidation: why don't more fire departments in America merge?

SERIES TITLE

Executive Fire Officer Program. Applied Research Project

PUBLISHER

National Fire Academy

PLACE

Emmitsburg, MD

DATE

June 1989

COLLATION

50 p.

ABSTRACT

This study explores the benefits of regional consolidation and seeks to determine why fire departments in King County strive to incorporate rather than consolidate. Many King County fire districts have incorporated or attempted to incorporate over the last five years which does little for the King County Fire Service as a whole. Will regional consolidation help or hinder a geographical

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area in getting the "most bang for the buck"? This study also attempts to determine the reason the American fire service has been slow to embrace the concept of consolidation and to understand why the fire service clings to the concept of fire districts which were created in the 1920's and 30's when the areas outside municipal areas were mostly forests, grasslands and prairies. A seven question survey was developed to determine the feelings of large consolidation fire departments toward becoming small districts and small districts and cities feelings toward becoming large and consolidated. The survey also compares the number of citizens protected per firefighter, engine company, ladder company and station to determine whether big or small provides the best protection for the dollar.

NOTES  
SUBJECTS

Seattle, WA; Fire Executive Development.  
CONSOLIDATION; FIRE DEPARTMENTS; **REGIONAL  
CONSOLIDATION**

DOCUMENT TYPE  
AUTHOR  
CORPORATE AUTHOR  
TITLE  
SERIES TITLE  
PUBLISHER  
PLACE  
DATE  
COLLATION

REPORT  
McGee, James A.  
Overland Park. Fire Department  
Consolidation of fire service in Johnson County,  
Kansas  
Executive Fire Officer Program. Applied Research  
Project  
National Fire Academy  
Emmitsburg, MD  
July 1991  
20 p.

ABSTRACT

The problem existing in all forms of public service is to give the tax payer the best quality for the least amount of dollars spent. This paper focuses on the theory of consolidation as an alternative to reduce the cost while raising the quality of service provided. Johnson County, Kansas is a county growing by leaps and bounds. It is divided into many small cities and some larger cities with rural areas. This causes many problems for all the cities in the county. How to give the tax payer the protection they need at a reasonable cost. Through the research conducted, I have tried to evaluate the feasibility of consolidation of fire service in the county.

NOTES  
SUBJECTS

Overland Park, KS; Fire Executive Development  
**REGIONAL CONSOLIDATION**

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DOCUMENT TYPE REPORT  
AUTHOR Amonson, Al; Boals, David E.; Carmody, Eugene Q.;  
Tate, Jerry; Walker, Patrick L.; Womack, W. H.  
TITLE Regional consolidation of fire department  
services  
SERIES TITLE Fire Executive Development  
PUBLISHER National Fire Academy  
PLACE Emmitsburg, MD  
DATE February 16-27, 1987  
COLLATION 19 p.

SUBJECTS CONSOLIDATION; FIRE DEPARTMENTS; **REGIONAL  
CONSOLIDATION**

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DOCUMENT TYPE REPORT  
AUTHOR Demonaco, John T.  
CORPORATE AUTHOR San Marino. Fire Department  
TITLE Local governments are unaware of the increased  
level of service achieved through consolidation  
of their individual departments  
SERIES TITLE Executive Fire Officer Program. Applied Research  
Project  
PUBLISHER National Fire Academy  
PLACE Emmitsburg, MD  
DATE March 18-29, 1991  
COLLATION 62 p.

ABSTRACT

The local governments of San Marino, South Pasadena, and San Gabriel are unaware of the increased level of service that could be available through fire department consolidations. The purpose of this research is to bring awareness to the local governments of San Marino, South Pasadena, and San Gabriel of a potential increased level of service accomplished through the consolidation of their respective fire departments. Executive Fire Officer research papers are generally written on a needs assessment representing the department of the individual. This paper tends not only to address the needs, but a theory or philosophy of the level of service that could be obtained with the consolidation of three municipal fire departments without much regard for any monetary savings through consolidation. In some of the cities, fire and EMS services were being duplicated, in others, they were nonexistent. Monetary savings are generally the motivating factor in most consolidation efforts, but what fun it is to think of the



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unlimited ways to improve service and not be bound by political or additional financial restraints. Just for a moment we need to open our minds and put aside traditional philosophies. We need to direct our thoughts and experiences toward creating a better, more responsive, effective, and efficient fire and rescue service. The disregard of a traditional look at the fire service will give the viewer an idea of what we have become to be a

**Department of Emergency Services.**

San Marino, CA; Fire Executive Development

NOTESSUBJECTS**REGIONAL CONSOLIDATION**

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DOCUMENT TYPE

REPORT

AUTHOR

Krill, John P.

CORPORATE AUTHOR

Central Mat-Su. Fire Department

TITLE

Fire service consolidation - Alaska style

SERIES TITLE

Executive Fire Officer Program. Applied Research Project

PUBLISHER

National Fire Academy

PLACE

Emmitsburg, MD

DATE

July 1991

COLLATION

28 p.

ABSTRACT

Functional consolidation, legal consolidation, fire department merger is terminology which is becoming more familiar in municipalities, political subdivisions, fire service areas and fire departments across the nation. The State of Alaska and its political subdivisions create some very unique situations when issues of consolidation of fire services are proposed and discussed. The size of the State, 586,412 square miles, the population, approximately 650,000, the size of the state's political subdivisions with regionalized population centers, the political attitude of the residents, the economic conditions, primarily impacted by the oil industry, the issues of local autonomy and local identity crises are areas which directly impact consolidation and merger issues. This research project is a result of one such consolidation and will present a chronological sequence of events, procedures and results of that consolidation process which began in the Matanuska-Susitna Borough in 1984 and culminated on June 4, 1991. The primary entities involved were two separate and independent fire service areas, each with a fire chief, elected Board of Supervisors, physical plant, manpower,

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apparatus, equipment, political and fiscal resources, legal voting, jurisdictional and operational boundaries, and separate and distinct identities. Other entities involved were the legislative governing body, the Borough Assembly and a city within one of the fire service areas legal boundaries. This consolidation process required very careful planning, cautious implementation at various stages, continual information and educational presentation, data collection and analysis, and political interaction with elected officials of the Borough, City, and Fire Service Areas. Consolidations and mergers of services in general will always require careful and cautious planning, development, implementation, continual maintenance, adjustment and analysis, addressing emotional and professional issues, and justification of the overall benefits to the communities, political entities, citizens, and fire service personnel for it to succeed. Wasilla, AK; Strategic Analysis of Executive Leadership

NOTESSUBJECTSALASKA; **REGIONAL CONSOLIDATION**

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DOCUMENT TYPE

REPORT

AUTHOR

Demien, Richard L.

CORPORATE AUTHOR

Hales Corners. Fire Department

TITLE

Regionalization in the fire service - considerations of consolidation of four communities

SERIES TITLE

Executive Fire Officer Program. Applied Research Project

PUBLISHER

National Fire Academy

PLACE

Emmitsburg, MD

DATE

December 1991

COLLATION

60 p.

NOTES

Hales Corners, WI; Fire Executive Development

SUBJECTS**REGIONAL CONSOLIDATION**

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DOCUMENT TYPE

REPORT

AUTHOR

Ross, Renn M.

CORPORATE AUTHOR

Boise City. Fire Department

TITLE

Operational consolidation of the Boise City Fire Department, Cole-Collister Fire District and Whitney Fire District

SERIES TITLE

Executive Fire Officer Program. Applied Research Project

PUBLISHER

National Fire Academy

(continued)

PLACE Emmitsburg, MD  
DATE July 26, 1991  
COLLATION 18 p.

ABSTRACT Consolidation of fire services is a common solution to shrinking financial resources and demands to maintain (or even increase) the level of service. Fire service delivery providers often fail to analyze the legal options and prepare a plan for an operational consolidation. The purpose of this paper was to identify the legal options for an operational consolidation for the three fire service delivery providers. The results of the analysis of resources indicates that an immediate improvement in service delivery is possible utilizing existing resources. The interviews indicated that strong support existed for the concept of consolidation. The legal research identified the options available for an operational consolidation. The fire departments should adopt a plan for utilizing their existing resources to increase the level of service. This will involve replacing of jurisdictional boundaries with new boundaries based on service delivery. The departments should consider a consolidation option that provides for the long term maintenance or improvement of the present service level.

NOTES Boise City, ID; Executive Fire Development  
SUBJECTS BOISE CITY, ID; **REGIONAL CONSOLIDATION**

DOCUMENT TYPE REPORT  
AUTHOR Henderson, Theodore M.  
CORPORATE AUTHOR Eustis. Fire Department  
TITLE Impact of merging two city fire departments  
SERIES TITLE Executive Fire Officer Program. Applied Research Project  
PUBLISHER National Fire Academy  
PLACE Emmitsburg, MD  
DATE January 1990  
COLLATION 34 p.

ABSTRACT The Orlando Sentinel Newspaper Article on August 8, 1989 called for the consolidation of four city fire departments into one for a savings to the taxpayers. The article stated savings in areas of administrative costs, efficient deployment of manpower, providing better service, and save on costly new construction. The newspaper article brought several problems to light. The first and foremost problem was

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the fact that not one of the city fire chiefs knew of any work in progress to merge the departments into one. The next problem was a negative attitude that came from firefighters of the cities that were being effected by the proposals. The information that I found after the process was complete was typical of any change where people would be affected. The city managers were looking for ways to save money for the taxpayer, the firefighters of one particular city had tunnel vision and that the city manager of their city was trying to break their union. In search of information from the state level, one such merger had taken place, and the departments were very similar to ours. The merger would only be with two cities and not the four that were first mentioned. Politics would play a big role in completing the consolidation, and that the lawyers of both cities would tie up the process, due to many problems they actually did not know how to eliminate. The lawyers would also tie up the process for several months, delaying the opportunity to proceed with the consolidation. Fire Executive Development; Eustis, FL  
 CONSOLIDATION; **REGIONAL CONSOLIDATION**; CITIES; MUNICIPAL GOVERNMENT

NOTES  
SUBJECTS

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<u>DOCUMENT TYPE</u>	REPORT
<u>AUTHOR</u>	Reseburg, James A.
<u>CORPORATE AUTHOR</u>	City of Beloit. Fire Department
<u>TITLE</u>	Regional consolidation of fire districts for Rock County Wisconsin
<u>SERIES TITLE</u>	Executive Fire Officer Program. Applied Research Project
<u>PUBLISHER</u>	National Fire Academy
<u>PLACE</u>	Emmitsburg, MO
<u>DATE</u>	April 1990
<u>COLLATION</u>	23 p.

ABSTRACT

The problems that are currently facing the fire service of today and the fire service of tomorrow are and will continue to be budget restraints and the concept of doing more with less. This research project will examine the different areas of concern that must be studied by the Executive Fire officer of Rock County in order for us to be Fire Service architects of the Twenty First Century. I used a survey that I developed and distributed to Fire Chiefs and Firefighters of Rock County. The results of the survey were promising. All those who



(continued)

returned the survey indicated that a consolidation effort has more advantages than disadvantages.

NOTES  
SUBJECTS

Beloit, WI; Fire Executive Development  
CONSOLIDATION; FIRE DEPARTMENTS; FIRE SERVICE;  
**REGIONAL CONSOLIDATION**; ROCK COUNTY, WI

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DOCUMENT TYPE  
AUTHOR  
CORPORATE AUTHOR  
TITLE  
SERIES TITLE  
PUBLISHER  
PLACE  
DATE  
COLLATION

REPORT  
Oliver, Lynn M.  
Mercer Island. Fire Department  
Regional consolidation of fire services in King  
County  
Executive Fire Officer Program. Applied Research  
Project  
National Fire Academy  
Emmitsburg, MD  
April 1990  
96 p.

ABSTRACT

Historically, consolidation of fire departments, or regionalization, has been a controversial subject in Washington State. Since consolidation has many advantages, the pressure to merge fire agencies is increasing. In King County, Washington a citizens group, urging public agencies to look at regionalizing services, approached the fire service. This citizens group, called King County 2000, asked the fire service to assess itself and where it would like to head by the year 2000. A committee of the King County Fire Chiefs and Fire Commissioners was formed to respond to this request. In addition to providing a written statement of how the fire service in the county views its future, they embarked on a survey of all county fire agencies. The results of the survey show a fire service ready to take a serious look at consolidation as a means to provide a solid level of service and an efficient use of resource.

NOTES  
SUBJECTS

Mercer Island, WA; Fire Executive Development  
CONSOLIDATION; FIRE DEPARTMENTS; KING COUNTY, WA;  
**REGIONAL CONSOLIDATION**

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DOCUMENT TYPE  
AUTHOR  
CORPORATE AUTHOR  
TITLE

REPORT  
O'Connor, Steven D.  
Central Peninsula. Emergency Medical Services  
Consolidating emergency service providers in the  
Central Kenai Peninsula Borough - a viable  
alternative?

(continued)

SERIES TITLE Executive Fire Officer Program. Applied Research Project  
PUBLISHER National Fire Academy  
PLACE Emmitsburg, MD  
DATE June 1990  
COLLATION 15 p.

ABSTRACT

The consistent and uniform delivery of emergency services in any community is important, especially in communities that are growing and developing. Managers of today's fire service face the issues of dwindling revenues and taxpayer revolts year in and year out. The provision of emergency services is especially challenging in communities that are facing severe economic downturns. With these issues in mind it becomes important for today's chief fire executive to explore every alternative they can bring to bear in providing emergency services. Three emergency service providers, Central Peninsula Emergency Medical Service Area, Ridgeway/Sterling Fire Service Area, and K-Beach Fire Service Area, each with overlapping and adjoining boundaries provide fire and emergency medical services to 15,500 residents in the central Kenai Peninsula Borough. The primary source of revenues for the service areas are property taxes paid by industry. Significant negative economic impacts in the Kenai Peninsula Borough over the last three years have resulted in a loss in assessed valuation of thirty percent making it extremely difficult to provide the level of services requested by the community. Necessity has forced policy makers to explore alternatives to the traditional methods of providing fire and emergency medical services. Consolidation of the three services areas is one alternative that has been discussed at length. The study revealed that, handled properly, a consolidation could provide many positive benefits to the community. The important keys are strong leadership, teambuilding, facilitating consensus, participation by all concerned, adequate input, and ensured representation. The recommendations made in this report reflect the positive benefits the study revealed. Consolidation of the three service areas will allow for the most effective delivery of a uniform level of service to the community, appears to be a win-win situation, and should be placed on the ballot for the voters to have a say.

(continued)

NOTES

Soldotna, AK; Strategic Analysis of Executive Leadership

SUBJECTSCOMBINATION FIRE DEPARTMENTS; FIRE DEPARTMENTS;  
**REGIONAL CONSOLIDATION**

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DOCUMENT TYPE

REPORT

AUTHOR

Gibbon, John P.

CORPORATE AUTHOR

Morris Township. Fire Department

TITLERegionalization of fire department resources --  
impact on three towns in Morris County, New  
JerseySERIES TITLEExecutive Fire Officer Program. Applied Research  
ProjectPUBLISHER

National Fire Academy

PLACE

Emmitsburg, MD

DATE

July 1990

COLLATION

26 p.

ABSTRACT

I have chosen this topic because in New Jersey, the Towns seem to operate their Fire Departments in a very costly manner because they are very much into "Home Rule" and operate independently from other towns. I felt as Chief of a smaller department, with the decline of volunteers and the rising costs of operation, that maybe the way they operate in other parts of the country might be the answer.

I have shown what we are doing presently and how a Regional Department would offer much better service and there would still be a cost savings. I have employed information garnered from a survey conducted at the National Fire Academy and from various sources around the County of Morris in New Jersey. The recommendations are: 1. A committee, made up from representatives of the three towns involved be set up and study the possibilities. 2. Set goals and objectives for completion. 3. Start an education process for the public in all three towns showing the advantages and the disadvantages.

NOTES

Morris Township, NJ; Fire Executive Development

SUBJECTSCONSOLIDATION; FIRE DEPARTMENTS; **REGIONAL  
CONSOLIDATION**

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DOCUMENT TYPE

REPORT

AUTHOR

Borders, Lynn R.

CORPORATE AUTHOR

Post Falls. Fire Protection District

(continued)

TITLE Consolidation - a starting point  
SERIES TITLE Executive Fire Officer Program. Applied Research Project  
PUBLISHER National Fire Academy  
PLACE Emmitsburg, MD  
DATE January 1991  
COLLATION 20 p.

ABSTRACT

In today's society, most fire departments are struggling to maintain their level of service or improve it, due mainly to funding problems. A lot of these problems have been brought on by the public themselves, however, we must continue to address these issues. They are all "Future Challenges to the Fire Service." This research paper takes a look at the possibilities of a fire district consolidation as the starting point to resolve some of the problems associated with these future challenges. It studies past history as well as the current history of successful and unsuccessful consolidations and the issues that must be addressed if a consolidation is to take place. It also stresses that a consolidation takes a lot of time and cannot be rushed. It makes suggestions as to what steps can be taken to work into a consolidation slowly with a good cooperating effort, the pooling of resources, and good planning. The Chiefs should set the scene for a successful consolidation by constant persistence in educating their personnel, the area political leaders, and then the public on the advantages to unite. The net end product should be a proactive rather than reactive fire service. Education is the major part of making a consolidation work.

NOTESSUBJECTS

Post Falls, ID; Fire Executive Development  
**REGIONAL CONSOLIDATION**

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DOCUMENT TYPE REPORT  
AUTHOR Wright, William C.  
CORPORATE AUTHOR Lemon Grove. Fire Department  
TITLE Consolidation/merger - is it the answer  
SERIES TITLE Executive Fire Officer Program. Applied Research Project  
PUBLISHER National Fire Academy  
PLACE Emmitsburg, MD  
DATE February 1992  
COLLATION 12 p.

ABSTRACT

The purpose of this research project was to determine if the consolidation or merging



(continued)

together of two or more separate fire agencies within the Heartland Zone would be economically feasible. California, San Diego County and the eight fire agencies in the Heartland Zone are suffering tremendous revenue shortfalls due to the current recession. The economic outlook for the next several years is very bleak. The fire service can no longer continue to do business as we have in the past. We must look to our colleagues in adjoining cities and districts to consolidate our services and minimize duplication of effort in administration and services and hopefully, reduce the cost of emergency service to our individual communities. There have been several successful and unsuccessful consolidations within the State of California. The success or failure seems to be directly related to the players involved. Personalities, egos and selfishness are three keys to certain failure. Service to the customer at a reduced cost but not necessarily at a reduced level is the goal and result of successful consolidation. We must face the reality that we, the fire service providers, are no longer the "Sacred Cow".

NOTESSUBJECTS

Lemon Grove, CA; Strategic Analysis of Fire Prevention Programs  
HEARTLAND ZONE, CA; **REGIONAL CONSOLIDATION**; SAN DIEGO COUNTY, CA

DOCUMENT TYPEAUTHORCORPORATE AUTHORTITLEPUBLISHERPLACEDATECOLLATION

## REPORT

Campbell, Colin A.; Thomas, Jan  
Colin A. Campbell Associates Inc.

Fire department consolidation: why & how to do it...right

Volunteer Firemen's Insurance Services, Inc.  
York, PA

1994

80 p.

SUBJECTS

CONSOLIDATION; FIRE DEPARTMENTS; **REGIONAL CONSOLIDATION**

DOCUMENT TYPEAUTHORCORPORATE AUTHORTITLE

## REPORT

Williams, Gordon D.

Orange. Fire Department

Consolidation of fire department services in Essex County, New Jersey

(continued)

SERIES TITLE Executive Fire Officer Program. Applied Research Project  
PUBLISHER National Fire Academy  
PLACE Emmitsburg, MD  
DATE October 1991  
COLLATION 20 p.

ABSTRACT

As Chief of a Fire Department in a mid-sized city with a declining tax base and rising costs of operation, I believe the possibility of a consolidation of Fire Services county wide should be explored as a viable alternative to the existing system of home rule. I have employed information gathered from a literature review and a survey of departments in the county. Can consolidation result in better fire service delivery? This paper will attempt to show that consolidation can result in a better fire service delivery with the potential of a tax savings. I looked first at the area covered by the existing departments and the manpower available on a 24 hour basis. I then looked at station location with an eye out for possible overlapping of coverages, the number and type of apparatus available, the lack of a county training facility and poor or nonexistent communications between departments.

I concluded that there were enough paid men available (with volunteer supplement) to cover the entire county. I recommend some stations be closed due to overlapping coverage and no new stations be built. Apparatus relocation will afford equal coverage throughout the county. The problems faced by the departments are varied but interrelated. The volunteer departments are experiencing problems in securing and holding on to their members. They are also having problems with inadequate response during normal business hours and inadequate training. The paid departments are having problems with inadequate funding due to a deteriorating tax base. There is also the problem of overlapping response areas. The fire service traditionally has solved its problems by increasing its budget, but now as communities cut budgets fire service managers are faced with the dilemma of trying to do more with less.

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SUBJECTS

Orange, NJ; Fire Executive Development  
ESSEX COUNTY, NJ; **REGIONAL CONSOLIDATION**; FIRE STATION LOCATION

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DOCUMENT TYPE REPORT  
AUTHOR Peters, Michael J.  
CORPORATE AUTHOR Thurston County. Fire District No. 9  
TITLE Consolidation/merger: so much discussion, so little action  
SERIES TITLE Executive Fire Officer Program. Applied Research Project  
PUBLISHER National Fire Academy  
PLACE Emmitsburg, MD  
DATE November 1991  
COLLATION 22 p.

ABSTRACT Consolidation or merger of fire service agencies has been debated extensively over the past decade, with little or no action resulting from it. The purpose of this research was to determine if any correlations exist that would help identify why consolidations or mergers are not occurring more frequently. The findings of this research indicated that there were indeed three common obstacles that appeared in consolidation studies across the country. The three obstacles that constantly appeared were personnel resistance, loss of identity and loss of local control. Recommendations center around a total involvement process to head off the obstacles before they became serious roadblocks to consolidation and an improved fire service delivery system.  
NOTES Olympia, WA; Fire Executive Development  
SUBJECTS **REGIONAL CONSOLIDATION**

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DOCUMENT TYPE REPORT  
AUTHOR Cleveland, Edward A.  
CORPORATE AUTHOR Manatee County. West Side Fire Department  
TITLE Operational considerations of a regional fire department consolidation  
SERIES TITLE Executive Fire Officer Program. Applied Research Project  
PUBLISHER National Fire Academy  
PLACE Emmitsburg, MD  
DATE August 24, 1991  
COLLATION 74 p.

ABSTRACT Fire protection in many Florida counties has traditionally been provided by several smaller taxing districts. Such has been the case in Manatee County, Florida. However, locally the question has frequently been asked if 10 special districts, all acting independently and separately from each other, could provide as high a degree of fire suppression and prevention services to the citizens as one single, regional, county-wide department or two

(continued)

or three smaller, sub-regional departments. This paper has attempted to identify if current operational procedures and response levels in place throughout the county with the 10 separate special districts would remain the same or improve if consolidated district were to be formed. This subject has been an emotional one and one for which everyone has had an opinion. In order to understand how people feel about this volatile subject a series of surveys was conducted among many different individuals within the Manatee County fire services. One thing became very clear; there were as many different perceptions about the thought of such a change as there were individuals completing the surveys. These divergent perceptions and concerns about such a merger tend to hinder such an effort. The survey clearly demonstrated that there is a great deal of dissatisfaction with the way things are now, but there is also a great deal of concern about a "bureaucracy" that could come about if a merger took place. Interviews were conducted with chiefs from other communities and counties who have successfully implemented a regional fire department consolidation. Additionally, a literature review was conducted for material that was relative to this study.

NOTES

Manatee County, FL; Strategic Analysis of Fire Department Operations

SUBJECTS

FIRE DEPARTMENT OPERATIONS; **REGIONAL CONSOLIDATION**

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DOCUMENT TYPE

REPORT

AUTHOR

Marlatt, Ricky L.

CORPORATE AUTHOR

Kalamazoo. Fire Department

TITLE

A systematic approach to fire department consolidation for the Kalamazoo metropolitan area

SERIES TITLE

Executive Fire Officer Program. Applied Research Project

PUBLISHER

National Fire Academy

PLACE

Emmitsburg, MD

DATE

December 29, 1991

COLLATION

22 p.

ABSTRACT

This is a research project to address the demand for increased fire department services with decrease revenues for the Kalamazoo Metropolitan Area. During the past ten years the demand for fire department services has

(continued)

shown dramatic increases without the benefit of supporting revenues. The present method of delivering fire service by political subdivision has created duplication and redundancy which serves to compound the delivery problem. This research focuses on three questions. (1) Is consolidation a possible solution to the problem? (2) What conditions exist locally that lend credibility to consolidation as a solution to the local problem? (3) What planning process is necessary to proceed with consolidation? A review of previous research and literature revealed that consolidation has provided improved fire service at reduced cost in some areas. Within these consolidated organizations were planning elements that were critical to successful implementation. These organizational and planning elements were identified and local conditions applied. These findings were categorized into logical planning steps for the local decision making process. To proceed through the consolidation process two recommendations were made. (1) Establish a joint consolidation committee to oversee the consolidation process. (2) Establish task forces to provide the joint consolidation committee with recommendations for consolidations for each functional area of the fire service.

NOTESSUBJECTS

Kalamazoo, MI; Fire Executive Development  
 KALAMAZOO, MI; **REGIONAL CONSOLIDATION**

DOCUMENT TYPE

REPORT

AUTHOR

Farrington, John M.

CORPORATE AUTHOR

Centerville-Osterville-Marstons Mills. Fire District

TITLE

A look at consolidating Barnstable's five fire districts

SERIES TITLE

Executive Fire Officer Program. Applied Research Project

PUBLISHER

National Fire Academy

PLACE

Emmitsburg, MD

DATE

January 1992

COLLATION

37 p.

ABSTRACT

This report is an attempt to look at a New England Town divided into five dependent Fire Districts which delivers a combination of fire protection, Advanced Life Support ambulance service, drinking water and street lighting services to it's residents. Since the

(continued)

inception of the establishment of the first Fire District back in 1896, and the last in 1949, there has always been a underlying concern that there should be one fire department for the town. The same question keeps surfacing every five to eight years as new residents move into town. Why would a town have five separate Fire Departments, five Water Departments, and the supposed duplication of management staff, equipment, and facilities? The public perception for the need for consolidation will never go away unless the public gets the needed education. During my eighteen years as Fire Chief of one of the Fire Districts, I have been involved in or on numerous committees looking at consolidating with the longest and largest study just being completed after two years. I will try to show how and why the Fire Districts came about in the Town of Barnstable, and the process the town has gone through in looking at consolidating it's Fire, Water, and Street Light services during a time when our state is consolidating numerous Public Safety agencies. I will attempt to show that the Fire Districts are in the best position to save the tax payers of Barnstable money and yet give them quality Fire-Rescue service especially when the town is under the limits of proposition 2 1/2. I will look at the pros and cons of consolidating some or all of the Districts or individual services. I will look at the benefits of co-operation between the Districts that has resulted in better service to all. Last, I will look at the political nature of consolidating the Districts and whether it will really save the taxpayers money now or in the long term.

Centerville, MA; Fire Executive Development  
BARNSTABLE, MA; **REGIONAL CONSOLIDATION**

NOTESSUBJECTSDOCUMENT TYPE

REPORT

AUTHOR

Auclair, Michael J.

CORPORATE AUTHOR

North Port. Fire Rescue District

TITLE

Consolidation of services - a planned approach to risk acceptance

SERIES TITLE

Executive Fire Officer Program. Applied Research Project

PUBLISHER

National Fire Academy

PLACE

Emmitsburg, MD

DATE

December 1991

COLLATION

43 p.

(continued)

ABSTRACT

This paper will explore the demands placed upon Fire Service leaders to provide a product. The product is service. Consolidation of fire and emergency medical services, fire and building departments, city and county (regional and local) fire departments all implicate this common demand. It can be concluded that the present state of the economy in concert with the public's view of the fire service as another bureaucratic body, forces the fire executive not only to provide services, but integrate the most prudent approach into their delivery. He then becomes accountable to his decisions. Accountability replaces the "good ole boy" and "that's the way it is" acceptance that had been enjoyed throughout the years by many fire service leaders. A systematic, planned approach, using available resources that "grow" with the situation, follows the Incident Command system. Perhaps this system, in concert with education, may provide fire executives with the means to be accountable to their decisions, while introducing the receivers (public) of the product to the decision process.

NOTES

North Port, FL; Strategic Analysis of Fire Department Operations

SUBJECTS

BUILDING OFFICIALS; CONSOLIDATION; EMERGENCY MEDICAL SERVICES; FIRE DEPARTMENTS; **REGIONAL CONSOLIDATION**

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DOCUMENT TYPE

REPORT

AUTHOR

Pittard, Floyd L.

TITLE

A systematic approach to functional consolidation and merger: a fire service case study and outline for implementation

SERIES TITLE

ICMA clearinghouse report

PUBLISHER

Tualatin Valley. Fire and Rescue

PLACE

Tualatin Valley, OR

DATE

1990

COLLATION

52 p.

SUBJECTS

BEAVERTON, OR; **REGIONAL CONSOLIDATION**; TUALATIN VALLEY, OR; WASHINGTON COUNTY, OR

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DOCUMENT TYPE

REPORT

AUTHOR

McDonald, Charles W.

CORPORATE AUTHOR

Marco Island. Fire Control District

(continued)

TITLE Consolidation - myth or reality?  
SERIES TITLE Executive Fire Officer Program. Applied Research Project  
PUBLISHER National Fire Academy  
PLACE Emmitsburg, MD  
DATE November 1991  
COLLATION 27 p.

ABSTRACT

Collier County Government has studied the issue of Consolidating the Fire Services of Collier County for the past 5 years and there were found to be very strong opinions both for and against the issue with virtually no "gray areas" or undecided votes. Consolidation, especially in Collier County, can be described as the "C" word as meetings have been closed, fights have ensued, and feelings hurt as Fire Commissioners, Fire Chiefs, managers, citizens and elected officials struggle with the issue. One fact still remains and that is that Collier County is one of the "fastest growing Counties in the United States" with tremendous increases in both population and housing units in the last 10 years. This rapid expansion has demanded fire and rescue services to encounter constant change to account for the "Impact of Growth" while, at the same time to provide for every day needs and to overcome deficit levels created by inadequate and incomplete planning. The purpose of this paper was to review the controversy and evaluate it. Specifically, the paper considers 3 questions: What are the key issues in the controversy? What are the findings and recommendations of previous studies of Consolidation? What conclusions and recommendations can be drawn from a personal point of view? The main procedure used to develop this paper was the gathering of books, articles, and other publications that attempted to define the problem and derive solutions along with personal interviews of more than a dozen active members who belong to various organizations, each with a vested interest in the issue. Those individuals ranged from Fire Chiefs to citizens and each expressed wide differences both in their needs and in their opinions. One of the main findings of this paper was that Consolidation, or the study of Consolidation has already galvanized citizens, Fire Chiefs, Managers and Fire Commissioners of Collier County to look for a better way. Closer working relationships between Fire Districts exist now where once suspicion and mistrust flourished. If the process of



(continued)

Consolidation was to be utilized as a method to bridge the professional/political linkage, and ultimately improve Collier County's fire defense system, it has already been an unqualifiable success even before implementation. All recommendations summarized in this paper point towards a need for some form of Consolidation of the Fire Districts within Collier County. Just exactly what form that is remains up to the voters of each Fire District as the people are the ultimate voice in setting future goals in fire and life safety. They, by virtue of their input or apathy, become the "Risk Managers" of Collier County.

NOTES

Marco Island, TX; Strategic Analysis of Fire Department Operations

SUBJECTS

**REGIONAL CONSOLIDATION**

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DOCUMENT TYPE

REPORT

AUTHOR

Harlow, T. David

CORPORATE AUTHOR

Fairborn. Fire Department

TITLE

Montgomery County fire service consolidation: improving fire service efficiency, reducing fire service cost

SERIES TITLE

Executive Fire Officer Program. Applied Research Project

PUBLISHER

National Fire Academy

PLACE

Emmitsburg, MO

DATE

July 1992

COLLATION

44 p.

ABSTRACT

This research paper is a report on the findings of information gathered to justify a recommendation for the consolidation of two areas of the fire service in Montgomery County, Ohio. It will also focus on the need to further study the aspect of a total consolidation of the fire services in the county.

NOTES

Strategic Analysis of Fire Department Operations; Fairborn, OH

SUBJECTS

COST EFFECTIVENESS; EFFICIENCY; **REGIONAL CONSOLIDATION**

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DOCUMENT TYPE

REPORT

AUTHOR

Malo, Duane M.

CORPORATE AUTHOR

King County. Fire District 11

TITLE

Merger: the best of all worlds for the City of Burien

(continued)

SERIES TITLE Executive Fire Officer Program. Applied Research Project

PUBLISHER National Fire Academy

PLACE Emmitsburg, MD

DATE August 1992

COLLATION 17 p.

ABSTRACT A recent incorporation created the city of Burien, which was currently being serviced by two fire districts. The purpose of this paper was to explore, through research, the benefits of merger and consolidations of the fire districts to serve the city. Through historical, descriptive and evaluative research proved that a consolidated fire district will be able to serve the city at the highest level for the least cost, and provide the results of the research to the city council to assist them in their decision on whether to merge Fire Districts Two and Eleven to provide service to Burien.

NOTES Seattle, WA; Fire Executive Development

SUBJECTS **REGIONAL CONSOLIDATION**

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DOCUMENT TYPE REPORT

AUTHOR Cleveland, Edward A.

CORPORATE AUTHOR West Side. Fire Department

TITLE Recognizing and overcoming barriers in a regional fire department consolidation effort

SERIES TITLE Executive Fire Officer Program. Applied Research Project

PUBLISHER National Fire Academy

PLACE Emmitsburg, MD

DATE September 14, 1992

COLLATION 41 p.

ABSTRACT Fire protection in many Florida counties has traditionally been provided by several smaller taxing districts. Such has been the case in Manatee County, Florida. A previous paper by this author studied the operational problems and considerations of many small fire districts in growing Florida County. It identified that consolidation of twelve separate and distinct fire districts could enhance the operational, training, maintenance and administrative services to the citizens of the county. There have been frequently asked questions about these special districts and their role in a growing urban area. This had been especially true since the aforementioned applied research paper and recent efforts in the Florida

(continued)

legislature to do away with all special fire districts throughout the state. Should consolidation become reality resistance to consolidation from some of districts, and even from some firefighters and fire officers, is certain to be strong. This paper attempted to identify the barriers and obstacles that exist in the consideration of such a proposal throughout the county with the 10 separate special districts.

NOTES

Manatee County, FL; Strategic Analysis of Executive Leadership

SUBJECTS

**REGIONAL CONSOLIDATION**

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DOCUMENT TYPE

REPORT

AUTHOR

Corbin, George Randy

CORPORATE AUTHOR

Lewisville. Fire Department

TITLE

Functional consolidation - the responsible response

SERIES TITLE

Executive Fire Officer Program. Applied Research Project

PUBLISHER

National Fire Academy

PLACE

Emmitsburg, MD

DATE

November 1992

COLLATION

20 p.

ABSTRACT

The fire service finds itself in a time like no other in its history. From the community's pedestal of honor and appreciation for doing the best with what they had, fire departments now find themselves under close scrutiny for their response to emergencies and the use of their resources. More and more, departments have been mandated to produce the same high level of performance that their communities have come to expect with a funding level that is only a fraction of years past. Frozen budgets have allowed resource costs to grow without adjustments in funding, and fire chiefs have been held accountable for any decrease in service levels. Have fire service administrators been in charge of their own destinies, or have they been at the mercy of regulations, funding levels, and elected officials, with no function except to be impugned for why their departments cannot maintain service levels without more dollars? Functional consolidation has been touted as at least a partial remedy to the fire service's economic woes. This research paper has analyzed consolidation's feasibility for

(continued)

today's fire service, and taken a fresh look at the barriers surrounding it.

NOTES  
SUBJECTS

Lewisville, TX; Fire Executive Development  
**REGIONAL CONSOLIDATION**

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DOCUMENT TYPE  
AUTHOR  
CORPORATE AUTHOR  
TITLE  
SERIES TITLE  
  
PUBLISHER  
PLACE  
DATE  
COLLATION

REPORT  
Silvani, Dave L.  
Lincoln Park. Fire Department  
Regional fire protection - a political challenge  
Executive Fire Officer Program. Applied Research  
Project  
National Fire Academy  
Emmitsburg, MD  
November 1992  
28 p.

ABSTRACT

Today, most older cities in our country are facing increased fire service demands and rising costs. These cities, at the same time, are experiencing a decline in population, tax base, and revenue. While most regions in our country are composed of numerous cities with individual fire departments, many fire service delivery systems may have become obsolete because of duplication of services and resources. Today, it has become an economic necessity to provide fire services to cities in a more effective and efficient manner. Regional fire services may be the answer. The purpose of this research paper was to examine the regional fire service concept for one such region, the "Downriver" region of Michigan. It was further designed to identify problems and offer solutions for implementing a regional fire service if practical. In addition, it was intended to provide the author and those who will read this research paper, the tools to accomplish this task if feasible.

NOTES

Lincoln Park, MI; Strategic Analysis of Fire  
Department Operations

SUBJECTS**REGIONAL CONSOLIDATION**

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DOCUMENT TYPE  
AUTHOR  
TITLE  
SERIES TITLE  
JOURNAL  
VOLUME  
ISSUE  
PAGES

JOURNAL  
Crawford, Ralph E.  
Autonomous isolation  
Guest editorial  
WESTERN FIRE JOURNAL  
34  
11  
29

(continued)

DATE November 1982  
SUBJECTS **REGIONAL CONSOLIDATION**

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DOCUMENT TYPE REPORT  
AUTHOR Crouch, Kevin T.  
CORPORATE AUTHOR Monroe County. Fire Bureau  
TITLE Consolidation: is it the answer  
SERIES TITLE Executive Fire Officer Program. Applied Research  
 Project  
PUBLISHER National Fire Academy  
PLACE Emmitsburg, MD  
DATE March 1993  
COLLATION 49 p.

ABSTRACT The increasing demands for service being placed on the fire departments within Monroe County along with a decline in personnel, has caused the County's Fire Chiefs to look for innovative alternatives in the delivery of their services. The purpose of this research paper was to determine if consolidating many small community fire departments into a county-wide Emergency Services Department would be a more efficient and cost effective way to deliver fire and emergency medical services in Monroe County.

NOTES Monroe County, NY; Fire Executive Development  
SUBJECTS **REGIONAL CONSOLIDATION**

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DOCUMENT TYPE REPORT  
AUTHOR Voelliger, Gerald A.  
CORPORATE AUTHOR Bettendorf. Fire and Rescue Department  
TITLE Consolidation of fire and rescue services in the 1990's - Iowa style  
SERIES TITLE Executive Fire Officer Program. Applied Research  
 Project  
PUBLISHER National Fire Academy  
PLACE Emmitsburg, MD  
DATE May 1993  
COLLATION 17 p.

ABSTRACT Economic and staffing problems are predominant concerns of the providers of emergency services in Iowa and across the country. An often mentioned solution to resolve these problems was through the consolidation of fire departments providing fire and rescue services. The process of a formal consolidation effort between the Bettendorf Fire and Rescue Department and the Pleasant Valley Volunteer

(continued)

Fire Department, began with an analysis of the Code of Iowa to determine the City of Bettendorf's authority to consolidate with another department, agency, or organization in the State of Iowa. Through a review of literature, it was determined that under Chapter 28E of the Code of Iowa, public and private agencies or organizations may enter into an agreement to provide joint services and facilities. Based upon an analysis of the literature, it was determined that the consolidation of Bettendorf and Pleasant Valley was allowable in the State of Iowa upon approval by the governing bodies of each agency.

NOTES

Bettendorf, IA; Strategic Analysis of Executive Leadership

SUBJECTS

**REGIONAL CONSOLIDATION; BETTENDORF, IA**

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DOCUMENT TYPE

REPORT

AUTHOR

Smyth, Michael V.

CORPORATE AUTHOR

Lakewood/Bancroft. Fire Authority

TITLE

Consolidation of fire districts in the state of Colorado

SERIES TITLE

Executive Fire Officer Program. Applied Research Project

PUBLISHER

National Fire Academy

PLACE

Emmitsburg, MD

DATE

June 1993

COLLATION

21 p.

ABSTRACT

A practical guide to planning and implementing the consolidation of fire districts in the State of Colorado did not exist. The purpose of this research was to present a practical guide to planning and implementing the consolidation of fire districts in Colorado. An historical research approach was taken in this study. The questions answered by this research were: 1) What are the legal and legislative structures that support consolidation of special districts? 2) What are the goals in consolidating districts? 3) What are the critical path objectives in planning for and achieving consolidation of districts? 4) What are the evaluation criteria applied to consolidation planning and implementation? 5) What alternatives exist to statutory consolidation?

NOTES

Lakewood, CO; Fire Executive Development

SUBJECTS

**REGIONAL CONSOLIDATION**

(continued)

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DOCUMENT TYPE REPORT  
AUTHOR Murphy, Dana B.  
CORPORATE AUTHOR Centralia. Fire Department  
TITLE Fire department consolidation/merger - a way to  
maintain service levels  
SERIES TITLE Executive Fire Officer Program. Applied Research  
Project  
PUBLISHER National Fire Academy  
PLACE Emmitsburg, MD  
DATE July 1993  
COLLATION 30 p.

ABSTRACT The present difficulty fire departments are  
experiencing in obtaining funds for their  
operation has resulted in the need to explore  
other avenues of service delivery to reduce the  
amount of tax money required. One such avenue  
is consolidating or merging the functions of  
multiple departments into one. This research  
was an attempt to explore this as a viable  
option to provide better quality and efficiency  
for the tax dollar.

NOTES Centralia, WA; Fire Executive Development  
SUBJECTS **REGIONAL CONSOLIDATION; FIRE DEPARTMENTS**

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DOCUMENT TYPE REPORT  
AUTHOR Richardson, Michael D.  
CORPORATE AUTHOR Grapevine. Fire Department  
TITLE Consolidating fire service organizations  
SERIES TITLE Executive Fire Officer Program. Applied Research  
Project  
PUBLISHER National Fire Academy  
PLACE Emmitsburg, MD  
DATE September 1993  
COLLATION 28 p.

ABSTRACT Fire departments in the Dallas/Fort Worth  
Metroplex Area have refused to consider the  
possibilities and potential of consolidating  
their individual services into one unified  
metropolitan force. The purpose of this  
research was to identify why these fire  
departments are so reluctant to consider  
consolidation.

NOTES Grapevine, TX; Strategic Analysis of Fire  
Department Operations  
SUBJECTS **REGIONAL CONSOLIDATION; DALLAS FORT WORTH  
METROPLEX AREA, TX**

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DOCUMENT TYPE REPORT  
AUTHOR Hamblin, Sheldon C.; Melfi, Paul; Passarelli, Michael; Robinson, John E.; Rohde, Michael  
TITLE Development of marketing techniques for the regionalization of fire service resources  
SERIES TITLE Fire Executive Development  
PUBLISHER National Fire Academy  
PLACE Emmitsburg, MD  
DATE January 3-14, 1994  
COLLATION 16 p.

ABSTRACT Marketing regionalization of fire and rescue systems is a complicated issue. It was found that whether in the private or public sector, human reaction to change guides the success or failure of mergers and regionalization. Advantages and obstacles of fire services regionalization proposals needed to be clearly defined to interest groups. The purpose of this paper was to describe various advantages and obstacles experienced by fire service organizations when marketing regionalization. This paper assumed that consolidations were a desirable method for improvement of fire service in many areas.

SUBJECTS **REGIONAL CONSOLIDATION; MARKETING**

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DOCUMENT TYPE REPORT  
AUTHOR Hadsell, Cliff  
CORPORATE AUTHOR San Marino. Fire Department  
TITLE Analysis of the feasibility of consolidating five San Gabriel fire departments: Alhambra, San Gabriel, San Marino, South Pasadena, and Monterey Park  
SERIES TITLE Executive Fire Officer Program. Applied Research Project  
PUBLISHER National Fire Academy  
PLACE Emmitsburg, MD  
DATE July 1994  
COLLATION 63 p.

ABSTRACT The consistent and uniform delivery of fire and rescue services in any community is important, especially in communities whose call volume is increasing and whose revenues are dwindling. With these issues in mind it is important for today's public officials to explore every alternative they can bring to bear in providing emergency services. The purpose of this research is to evaluate whether consolidating five San Gabriel cities into their own fire district or having them merge into Los Angeles County Fire Department is economically and politically feasible. Information for this



(continued)

project came from a variety of sources. Interviews, literature reviews, surveys, and journal articles were all used to complete this report. A review of the current method of service delivery was undertaken and compared with the results of the study. The study revealed that, if handled properly, a consolidation of the cities could provide many positive results to the community. The recommendations that have been made in this report are that many areas of the five city fire departments are duplicated. By consolidating the five cities' fire departments, cities could realize a more effective and efficient department at a great savings to taxpayers.

NOTESSUBJECTS

San Marino, CA; Fire Executive Development  
**REGIONAL CONSOLIDATION**; CALIFORNIA; FIRE  
 DEPARTMENTS

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DOCUMENT TYPE

REPORT

AUTHOR

Myers, Scott A.

CORPORATE AUTHOR

Monterey. Fire Department

TITLE

Perceived benefits and disadvantages of fire  
 department consolidation: a study of chief  
 officers and firefighters

SERIES TITLE

Executive Fire Officer Program. Applied Research  
 Project

PUBLISHER

National Fire Academy

PLACE

Emmitsburg, MD

DATE

January 1994

COLLATION

26 p.

ABSTRACT

Fire departments have been proposing and entering into consolidations for years. Consolidation research has been directed in the area of fiscal management and staffing and has not addressed what personnel's perceptions of the benefits and disadvantages of consolidation are. The purpose of this research paper was to learn what chief officers and line personnel felt were benefits and disadvantages of consolidation. The research paper also asks what factors would be important to a successful implementation of consolidation.

NOTESSUBJECTS

Monterey, CA; Fire Executive Development  
**REGIONAL CONSOLIDATION**; FIRE OFFICERS;  
 FIREFIGHTERS; OPINION SURVEYS

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DOCUMENT TYPE

REPORT

(continued)

AUTHOR Moore, Bruce A.  
CORPORATE AUTHOR Sharon Township. Division of Fire Administration  
TITLE Dealing with employee issues during a consolidation/merger  
SERIES TITLE Executive Fire Officer Program. Applied Research Project  
PUBLISHER National Fire Academy  
PLACE Emmitsburg, MD  
DATE December 10, 1993  
COLLATION 27 p.

ABSTRACT In early 1993, it was announced that Sharon Township would transfer the Sharon Township Division of Fire to the city of Worthington effective January 1, 1994. This merger/consolidation and its associated issues increased the stress on the employees of the Division. How to deal collectively with all the issues associated with the merger was unknown. Research was initiated to explore the employee side of a merger. Through literature research of private business mergers, information on what an employee feels before, during, and after a merger was identified. Along with this information, strategies and recommendations on how to deal with the associated issues were identified. Several of the recommendations have already been initiated and have begun to assist both employees and management to deal with the merger issues. Sharon Township, OH; Strategic Analysis of Executive Leadership

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SUBJECTS **REGIONAL CONSOLIDATION**; LABOR MANAGEMENT RELATIONS; ORGANIZATIONAL STRESS; SHARON TOWNSHIP, OH

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DOCUMENT TYPE REPORT  
AUTHOR McCarragher, Gary B.  
CORPORATE AUTHOR East Derry. Fire Department  
TITLE Feasibility of merging the East Derry Fire Department with the Derry Fire Department  
SERIES TITLE Executive Fire Officer Program. Applied Research Project  
PUBLISHER National Fire Academy  
PLACE Emmitsburg, MD  
DATE April 1994  
COLLATION 49 p.

ABSTRACT Although several attempts had been made to merge the East Derry Fire Department with the Derry Fire Department, no study conducted to establish whether a consolidation of these

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departments was feasible. The problem addressed by this research was whether such a merger would be feasible and provide advantages to the citizens of the East Fire Precinct. This evaluative research studies the following research questions: 1. How were the East Derry Fire Departments initially formed? 2. What efforts have historically been taken place to facilitate a merger of the East Derry and Derry Fire Departments? 3. Is the Village District form of government a common form of government in the State of New Hampshire? 4. What would be the best benefits of a merger for the citizens served by the East Derry Fire Department? 5. What would be the detriments of a merger for the citizens served by the East Derry Fire Department?

NOTES

East Derry, NH; Strategic Analysis of Fire Department Operations

SUBJECTS

**REGIONAL CONSOLIDATION; EAST DERRY, NH**

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DOCUMENT TYPE

REPORT

AUTHOR

McGaughey, James M.

CORPORATE AUTHOR

Snohomish County. Fire District #1

TITLE

Functional and partial consolidation: your fire department should realize that to be functionally or partially consolidated with surrounding jurisdictions could hamper your future effort toward total operational consolidation: a realistic look at functional and partial consolidation and the effects it could have on total operational consolidation and mergers

SERIES TITLE

Executive Fire Officer Program. Applied Research Project

PUBLISHER

National Fire Academy

PLACE

Emmitsburg, MD

DATE

February 1994

COLLATION

84 p.

ABSTRACT

Fire Departments that are functionally and/or partially consolidated are doing what is in the best interest of their customers. These fire departments may, however, be creating a problem for themselves if they are contemplating future operational consolidations or mergers with those same fire departments. The purpose of this research paper was to analyze and to evaluate functional, partial, and operational consolidations, along with mergers, and to identify and recommend strategies for strengthening and improving a fire department's

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political position, and bargaining power. The questions answered were: 1. How can functional, and partial consolidation increase the level of service to the fire department's customer and at the same time save valuable tax dollars? 2. What barriers do functionally and partially consolidated fire departments need to overcome that could assist them in their effort to operationally consolidate or merge? What strategies can be used for strengthening and improving a fire departments political position and bargaining power, in anticipation of future consolidations, and/or mergers?

NOTES

Lynnwood, WA; Strategic Analysis of Fire Department Operations

SUBJECTS

**REGIONAL CONSOLIDATION**

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DOCUMENT TYPE

REPORT

AUTHOR

Walterhouse, Mark K.

CORPORATE AUTHOR

Auburn Hills. Fire Department

TITLE

An exploration into survival: consolidation

SERIES TITLE

Executive Fire Officer Program. Applied Research Project

PUBLISHER

National Fire Academy

PLACE

Emmitsburg, MD

DATE

June 1994

COLLATION

30 p.

ABSTRACT

Auburn Hills and Rochester Hills are considering consolidating their two fire departments into one fire district. Based on descriptive research this project was written to help answer some of the questions concerning the need for consolidation. These two departments, like many others throughout the nation are faced with increased service demands and reduced budgets. The answers to the following questions were found through a review of current literature dealing with consolidation. 1. What type of consolidation is ideal for the departments in question? And what options are available? 2. Why should consolidation even be considered? 3. How do the Auburn Hills and Rochester Hills Fire Departments presently operate? Are operations similar enough to support consolidation? 4. What are the guidelines for a successful consolidation? What can be learned from failures? 5. What are the advantages of consolidation? How will the residents benefit? 6. If consolidation is determined not to be a viable option, what are other possible alternatives? Of the three main

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types of consolidation, partial, functional and operational, it was determined that operational would be in the best interest of both communities. Consolidation was found to have a number of advantages for the following issues: economic, logistics, training, personnel, and maintenance. The research showed that both City Councils, because their communities are so similar, need to continue exploring the consolidation issue, not only for the welfare of their residents but for the survival of their fire departments.

NOTES

Auburn Hills, MI; Strategic Analysis of Fire Department Operations

SUBJECTS

**REGIONAL CONSOLIDATION**; AUBURN HILLS, MI;  
ROCHESTER HILLS, MI

DOCUMENT TYPE

REPORT

AUTHOR

Smith, Michael B.

CORPORATE AUTHOR

Northeast Teller County. Fire Protection District

TITLE

Consolidation of fire services through coalition building, a guide through the pitfalls

SERIES TITLE

Executive Fire Officer Program. Applied Research Project

PUBLISHER

National Fire Academy

PLACE

Emmitsburg, MD

DATE

June 8, 1994

COLLATION

42 p.

ABSTRACT

This study uses a descriptive research methodology to investigate why the efforts to consolidate fire protection services on a multijurisdictional or regional scale have been only partially successful. The creation of a good cross-section of representation and a comprehensive detailed analysis of planning to determine community or larger area needs, appears to be absent in most consolidation efforts. The key to the comprehensive commitment is the preparation phase, an individual or small group must convince all other affected groups or agencies to buy into or support the concept of multijurisdictional consolidation. The "preparation phase" is the utmost important step and is prior to the actual planning of the consolidation needs. Many consolidation attempts appear to have missed this phase entirely. Once there is a broad-based organizational support, a study team must be developed to determine feasibility. A feasibility study is not without problems;

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the question of cost sharing, cost for implementation and the reluctance to give up local control of another agency and others. The results of this study show most entities can see the advantages to bringing about certain services and resources into a regional consolidation agreement, as long as those services or resources are not perceived as a threat. Efforts to consolidate are more successful when there is a preparation phase, this is the comprehensive commitment from a broad-based organizational support group. Woodland Park, CO; Strategic Analysis of Community Risk Reduction

NOTESSUBJECTS**REGIONAL CONSOLIDATION**

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DOCUMENT TYPE

REPORT

AUTHOR

Jarrett, Tyrone

CORPORATE AUTHOR

Royal Oak Township. Fire-Rescue

TITLE

A comparative study of the attitudes and opinions regarding regionalization of fire service resources in metropolitan Detroit

SERIES TITLE

Executive Fire Officer Program. Applied Research Project

PUBLISHER

National Fire Academy

PLACE

Emmitsburg, MD

DATE

January 3-14, 1994

COLLATION

21 p.

ABSTRACT

Regionalization of fire and rescue resources is a complicated endeavor, whether in the private or public sector, humanistic reaction to change becomes the formula of success or failure of mergers and regionalization. The goals and objectives in regionalizations must be defined clearly and reviewed often. The purpose of this paper was to study the significance of consolidating and regionalization of fire departments in metropolitan Detroit, based on opinions and attitudes of Executive Fire Officers who were polled. The findings were, there were many more failed attempts to regionalize and consolidate than there were successes. Often times there was an abundance of positive results that would occur with regionalization and consolidation of fire emergency services, that ranged from greater efficiency in the total "fire delivery system" to reduced municipal costs and expenditures. There were commonly identified problems that would arise in the area of distribution of financial resources, training techniques,

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specialized equipment, unions, retrofitting hydrant types and hose connections and many more legal concerns. Additional obstacles in consolidation and regionalization were identified as key concerns of possible loss of local government control over their respective communities, difference in philosophy as to what type and amount of service a regionalized fire emergency department would provide. Potential tax increase in local cities and townships who had previously experienced no significant tax levies in a number of years. In many instances the benefits of consolidating and regionalization outweighed the negative information received. The need to increase productivity and accountability in new fire trends would be a paradigm shift for many fire departments, who were entrenched in "old traditional methods" of doing business as usual. The newly appointed fire administrator would reap many identified benefits of consolidating and regionalization that included innovative high technical communication systems, apparatus response improvements, utilization of multi-trained personnel, joint purchases of equipment and supplies, improved staffing and improved Insurance Service Organization (ISO) grading for municipalities who previously had high rating grades. Communicating effective objectives to key players in the planning stages of the regionalization process, is vital and extremely critical to the success of the proposed consolidation. Through my research, supporting data that would give credence to the financial assessment required to forecast a favorable outcome in regionalization was not available. However, the financial information and/or study should be extensively reviewed and evaluated by fire service Executive Officers before committing resources.

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Ferndale, MI; Strategic Analysis of Fire Prevention Programs

SUBJECTS

MICHIGAN; **REGIONAL CONSOLIDATION**

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