

OHIO AUDITOR OF STATE  
KEITH FABER



City of Medina, Medina Township,  
and Montville Township

# Shared Services Feasibility Study

January 21, 2020

OHIO AUDITOR OF STATE  
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A Message from the Auditor:

I am pleased to present this shared-services study to the residents of Medina County. This study was conducted using funds from the Leverage for Efficiency, Accountability, and Performance (LEAP) program and was provided at no cost to Montville Township, Medina Township, and the City of Medina.

Ohio has thousands of local government entities, which has the benefit of keeping government close to the people and responsible to their needs. But this means there can be duplication of effort, facilities, equipment and resources.

Montville Township, Medina Township, and the City of Medina came together to ask the Ohio Performance Team to review their operations to discover opportunities related to the creation of a joint fire district.

This study identifies several staffing scenarios for the communities to consider. The study also identifies areas where the communities are already effectively sharing safety related services.

While this study is tailored to the needs of the partner communities in Medina County, shared services can be of use in all communities where government and citizens are looking for innovative ways to reduce costs and maintain services.

Sincerely,

A handwritten signature in black ink that reads "Keith Faber".

Keith Faber  
Auditor of State  
January 21, 2020

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# Citizens Summary

## Purpose and Scope of the Study

A feasibility study identifies opportunities for public agencies to combine or share resources in order to deliver services in a more efficient, effective, and transparent manner. This study was conducted at the request of Montville Township, Medina Township, and the City of Medina in order to determine if the three communities would benefit from organizing a Joint Fire District.

The community leaders requested the study in order to obtain data-driven analyses related to the potential benefits of a joint fire district. The goal of the community leaders is to provide the best services to residents while remaining fiscally responsible with taxpayer dollars.

The study reviews the current operations of both the Medina Fire Department and the Medina Hospital Life Support Team and compares them to an analysis of the potential financial implications related to the chartering of a Joint Fire District to determine if the communities involved would experience any increase in efficiency or effectiveness of service related to fire safety.

## Current Shared Services Agreement

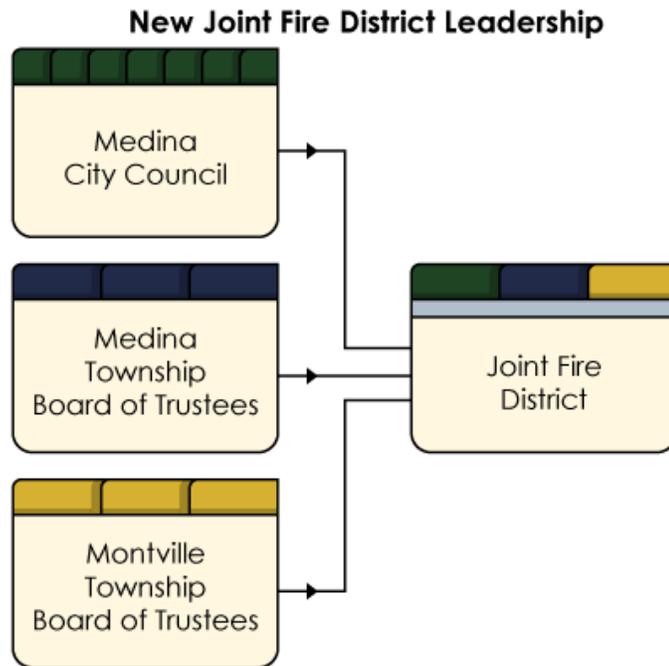
The Medina Fire Department (MFD or Department) is a full service department staffed by a full-time Fire Chief, Operations Captain, and Fire Marshall. All firefighting staff are part-time employees. The Department has staff on duty from 8:00 am until Midnight, Monday through Friday. Fire services are provided by on-call firefighters during non-staffed times. In addition to the residents of the City of Medina, MFD provides fire protection services to both Montville and Medina Township on a contract basis. The Department has provided services to Montville Township for more than 50 years and began providing services to Medina Township in July of 2017, both on a contract basis.

The communities have a contract with Medina Hospital's Life Support Team (LST) to provide emergency medical services (EMS). Each community is billed individually for runs which originate within its jurisdiction. Per contract, the communities are responsible for costs that remain after all collection efforts are completed. LST has provided the area emergency medical and ambulance services since 1976, and in 2009 the hospital became part of the Cleveland Clinic which expanded the network of medical care available to the community.

## Joint Fire District

A JFD is a governmental organization which can be created to provide fire protection for an area composed of multiple townships or cities. The proposed District for this study would be governed by one representative from each of the three communities served by the JFD. The Medina City Council and the Boards of Trustees for both Medina and Montville Township would elect one of their members to serve as a Trustee for the Joint Fire District, creating a new Board of Trustees which would be responsible for running the District.

The Board of Trustees for the JFD would be tasked with identifying appropriate service levels, contracting with community leaders to use equipment and facilities, and hiring administrative staff to ensure services are provided effectively. The District's Board of Trustees would identify the appropriate operating budget for the new government and seek to levy a new tax across the service area in order to obtain reasonable funding, pending the approval of local voters.



Source: AOS

## Summary of Study Findings

A JFD would have expenditures above the level that the Median Fire Department currently incurs and would result in increased costs to each of the three communities. Additionally, because the District would require a new levy which would be assessed uniformly across the service area based on property values, the burden of cost would shift significantly between the communities. The new levy would be an additional tax on residents and existing property and income taxes would not be reduced due to the creation of the JFD.

Costs associated with emergency medical and ambulance services being provided by LST were also reviewed and the study and found that these services are being provided effectively and at a relatively low cost to citizens. Moving to a JFD would increase emergency medical and ambulance services costs to the community and would potentially eliminate any benefits gained through the partnership with the hospital.

## Noteworthy Accomplishments

The three communities included in this study have effective shared services agreements already in place. Beyond the existing contracts, the communities have a long standing history of cooperating with one another in order to improve the safety services available to residents.

- Police officers have been cross trained in order to assist at fire scenes. Officers from all three communities participated in a 36 hour State Certified fire course led by the Medina Fire Department which enables them to assist with assessing a fire incident, attaching hoses to fire hydrants, and numerous other functions.
- EMS training has been provided by LST to local police to assist in non-fire incidents. Medina Hospital donated Automated External Defibrillators (AED) to the Medina Police Department to carry in their cruisers as a part of this training.

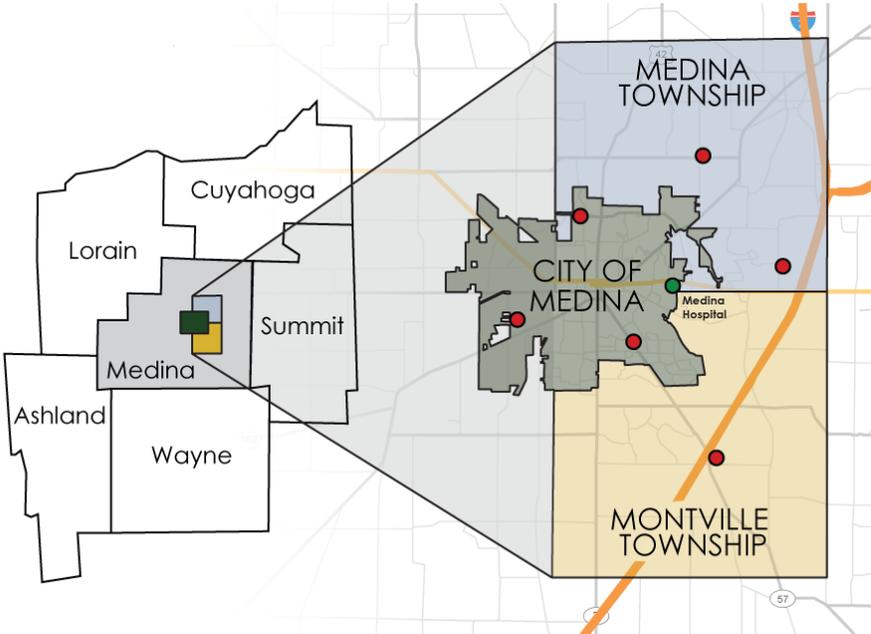
## Issues for Further Study

This study did not review resource allocation or usage for the Medina Fire Department. The following areas could be reviewed in depth to determine if additional cost savings may be identified through more efficient usage of resources:

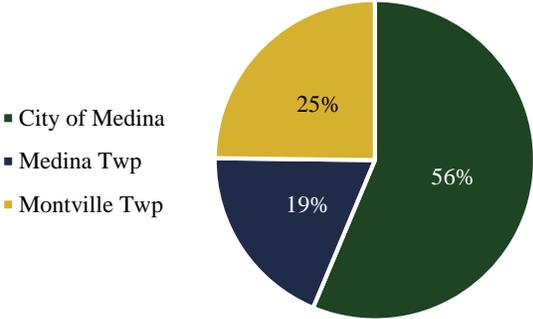
- **Equipment Usage:** An audit of the community's Fire and Ambulance fleet could identify potential cost savings if it were determined that there is an excess of equipment owned and maintained by the Townships and the City.
- **Facilities Usage:** The community maintains six fire stations but only uses three for fire and ambulance services. It is possible that the City and Townships could identify cost savings if buildings were sold or repurposed for other community needs.
- **Benefits of 24 Hour Coverage:** Any benefits related to 24 hour a day service should be identified and reviewed by the community to determine if the additional costs related to staffing would be warranted.

# Background

The three communities requesting this feasibility study are located in Medina County in Northeastern Ohio. The City of Medina Fire Department (MFD or the Department) provides service to all communities and covers a total area of approximately 51 square miles. The communities maintain six fire stations: three in the City of Medina, two in Medina Township, and one in Montville Township. The Department routinely uses two of these stations during regularly staffed hours. Medina Hospital’s Life Support Team (LST) uses two stations, as well as their hospital location to provide emergency services to the communities.



## Area Population

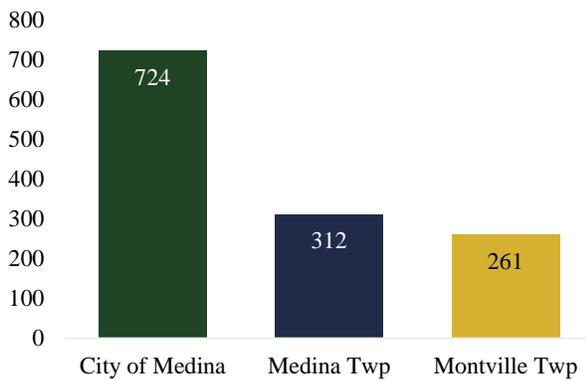


There are approximately 47,000 residents served by MFD in the three communities, with the City of Medina representing just over half, or 56 percent, of the total population. Montville Township contains a quarter, or 25 percent, of residents in the area and Medina Township has 19 percent of the total population served by the Department.

The Department responded to 1,297 calls in 2018. These calls were not exclusively fire related. Several services, including the following are provided to the community through the Department:

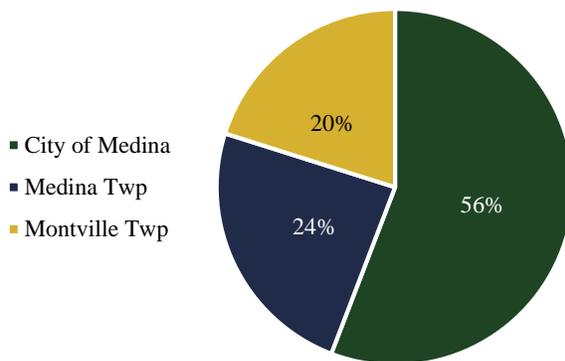
- Fire suppression;
- Fire prevention;
- Fire inspections;
- Fire investigation;
- Technical rescues;
- Hazardous materials responses<sup>1</sup>; and
- Medical first responders.

### Fire Runs per Community



Of the 1,297 calls the Department responded to in 2018, the majority, or 724, were from residents of Medina. This represents 56 percent of all calls MFD responded to, which mirrors the population distribution for the City. Of the remaining calls, 312, or 24 percent, originated in Medina Township and 261, or 20 percent, originated in Montville Township.

### Fire Runs Percentage



It is the policy of the Department to deploy a minimum of four firefighters for each fire run as required by industry standards and the Department of Labor’s Occupational Safety and Health Administration (OSHA).<sup>2</sup> In order to meet this standard, MFD is staffed by at least four individuals during its regular business hours of 8:00 am to 12:00 am Monday through Friday. During the first shift,<sup>3</sup> three full time officers and three firefighters are on duty operating out of the same location. Each officer, the Fire Chief, Assistant Fire Chief, and Operations Captain, is certified as a firefighter and can complete the four person minimum as needed. The

<sup>1</sup> A material (such as flammable or poisonous material) that would be a danger to life or to the environment if released without precautions.

<sup>2</sup> Occupational Safety and Health Administration. (2004) *Respiratory Protection* (Standard 1910.134) OSHA's Respiratory Protection Standard, 29 Code of Federal Regulations 1910.134

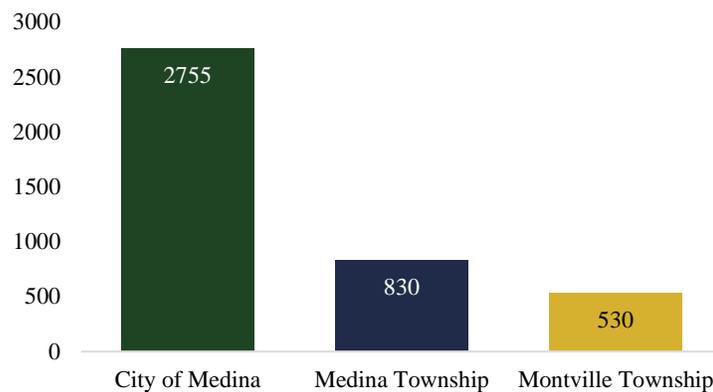
<sup>3</sup> First shift runs 8:00am until 4:00pm Monday through Friday.

second shift<sup>4</sup> has a total four firefighters on duty operating out of two locations. All other firefighting staff are hired as part time employees.

The Department is able to provide services to the residents of the City and leases its excess capacity to the townships. This agreement allows the townships to receive fire protection services at a relatively low cost and avoid the expense of maintaining their own fire department. It also allows the City to defray a portion of fixed expenses related to fire protection services.

All three communities receive emergency medical services from Medina Hospital’s Life Support Team (LST). The hospital is a part of the Cleveland Clinic network and employs paramedics as first responders. As expected, based on population distribution, the City of Medina accounted for the majority of all EMS calls in the area in 2018. Of the 4,115 calls which LST responded to in 2018 2,755, or 66 percent, of them originated in the City. The remaining calls were split between the townships with Medina Township accounting for 830, or 20 percent, of the calls and Montville Township accounting for 530, or 14 percent, of the calls. LST bills each community based on usage for any remaining bills after all collections procedures.

LST Runs by Community 2018



## Financial Information

In Fiscal Year Ending (FYE) 2018, MFD had nearly \$1.5 million in expenses. The majority of these expenses are directly tied to personnel costs in salary and benefits, with the remainder being capital costs and supply purchases. Funding for the Department is generated through a combination of an income tax allocation from the City and fees for contracted services from both townships. In Fiscal Year Ending (FYE) 2018, the City of Medina allocated \$1,008,301 from city income tax for fire operation expenses. Montville and Medina townships both pay the contracted fee of \$230,000 through a portion of property tax levies assessed on residents. Both townships have a Safety Services property tax levy which funds police and fire services in the townships.<sup>5</sup>

<sup>4</sup> Second shift runs 4:00pm until 12:00am Monday through Friday

<sup>5</sup> Medina Township’s safety services levy is 1.4 mills and generates approximately \$519,000. Montville Township’s safety services levy is 1.3 mills and generated approximately \$492,000.

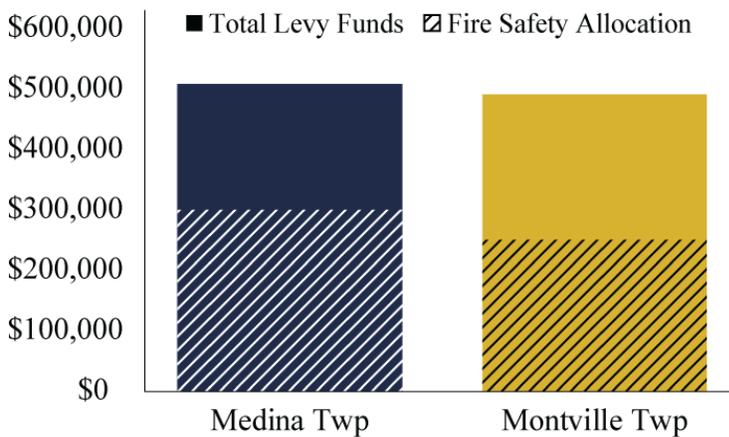
**Table 1: MFD Revenues and Expenses Fiscal Year Ending 2018**

<b>Revenue</b>		
	Tax Type	Revenue
City of Medina	Income Tax	\$1,008,301
Medina Township	Property Tax	\$230,000
Montville Township	Property Tax	\$230,000
<b>Total Revenues</b>		<b>\$1,468,301</b>
<b>Expenses</b>		
<b>Total Expenses</b>		<b>\$1,458,595</b>

Source: City of Medina

In addition to the payment for MFD services, each township uses a portion of the levy funds to pay for other fire safety related expenses such as insurance, maintenance, and building rent. The portion of the safety services levies allocated to fire protection is determined by each township individually. EMS provided by LST is billed directly to each community based on usage after collections procedures have been completed. This means that the individual communities are paying only for LST calls that originate within their jurisdiction and that LST has not been able

**Safety Services Levy Distribution**



to collect reimbursement for through other means such as insurance billing. Medina and Montville Township do not pay for these services through their safety services levy; both townships and the City of Medina have tax levies which are specifically to pay for ambulance services.<sup>6</sup> The communities levy property taxes at different rates in order to fund ambulance services being provided by LST.

Funding for fire, emergency medical, and ambulance services is obtained through multiple property tax levies and a portion of the City’s income tax. The Township Boards of Trustees and the City Council are able to identify and set a tax level which is appropriate for their community based on identified needs and usage.

<sup>6</sup> City of Medina levy of 2.2 mills generates \$1,057,600. Medina Township levies of 1.0 and 0.50 generate \$519,300. Montville Township levy of 0.50 generates \$187,000

Table 3: Yearly Expenses and Revenue for LST-2017-2018

	2017	2018
<b>LST Total Expenses</b>	\$2,648,000	\$2,757,000
<b>City of Medina</b>	\$1,242,000	\$1,267,000
<b>Medina Township</b>	\$386,000	\$356,000
<b>Montville Township</b>	\$226,000	\$246,000
<b>Sub Total</b>	<b>\$1,854,000</b>	<b>\$1,869,000</b>
<b>Collections</b>	\$794,000	\$888,000
<b>LST Total Revenue</b>	<b>\$2,648,000</b>	<b>\$2,757,000</b>

Source: LST, City of Medina, Medina Township, Montville Township

## Joint Fire District Charter

Ohio Revised Code (ORC) 505.371 permits townships and municipalities to charter a new, independent Joint Fire District for the purpose of providing fire protection for the area under their jurisdiction. A joint fire district is governed by a board of fire district trustees which would include one representative from the governing bodies of each community represented in the district. This new Board of Trustees would be able to exercise the same powers given to a township board of trustees in relation to fire safety. This would include hiring fire personnel, including the fire chief, overseeing all aspects of the fire district, and levying taxes.

In order to obtain funding for the JFD, the Board of Trustees would need to levy a tax across the communities under its jurisdiction. This would be a new tax assessed across all communities. Taxes would be paid to the Joint Fire District and not to the city or the townships. These taxes cannot be combined with existing taxes to the city or townships. If such a tax was not approved by District voters, the Township Boards of Trustees and the City Council would need to devise a funding mechanism until such time as a levy was passed.

# Feasibility Study

## Methodology

Five staffing scenarios were identified for a potential Joint Fire District and expenses associated with each scenario were calculated. In order to build each scenario multiple assumptions were made:

- Existing equipment and facilities would be leased by the communities to the new entity at a nominal rate;
- Existing costs incurred by the City of Medina in running the MFD would stay the same;
- Existing costs incurred by Medina Hospital’s LST would stay the same;
- All administrative employees, including Fire Chief, Assistant Fire Chief, and Operations Captain would remain with the district at the same level of compensation; and
- All firefighters would be new hires.

Administrative, personnel, supply, and capital costs were all identified for each scenario to determine the total cost of chartering a new JFD with various staffing models.

## Administrative Costs

As the JFD would be a new and independent organization, there would be new administrative costs related to daily operations. These costs include mandated positions and fees such as the salary of the new Fiscal Officer and the stipends for trustees. Additional costs would also include the expense of a new contract with the City of Medina for dispatch services. Lastly, several administrative functions supplied by the City would need to be assumed by the JFD, such as human resources and payroll.

**Table 4: Breakdown of Administrative Costs**

<b>Hiring/Training</b>	\$19,624
<b>Payroll</b>	\$4,956
<b>Fiscal Officer</b>	\$21,836
<b>Trustees</b>	\$1,350
<b>Dispatch Costs</b>	\$100,000
<b>New JFD Administrative Costs</b>	<b>\$147,766</b>

Source: City of Medina, NIH, ORC

Hiring/training cost include the cost of attrition, cost of vacancy, as well as cost of posting, hiring, training, on-boarding, and cost of bringing new employees up to standards. In order to establish what the expense to the JFD would be, the costs associated with the turnover of

emergency services employees identified in a study published in the medical journal *Prehospital Emergency Care*<sup>7</sup> were multiplied by the expected estimate of annual new hires.

Payroll processing can be provided by a third party. For the purposes of this study it was assumed that the JFD would contract out for these services and costs were calculated using metrics from a payroll processor.

The Fiscal Officer is a function required by Ohio Revised Code. The salary for this position is based on the annual budget. For scenarios 1 through 3 the set amount would be \$21,836. Due to budget increases in scenarios 4 and 5 the salary for the Fiscal Officer would rise to \$23,396. Members of the Board of Trustees would receive a stipend on a per meeting basis, which is also set by Revised Code.

Dispatching services are provided to the Fire Department at no charge by the Medina Police Department. The new JFD would be required to negotiate a contract with the Police Department directly to obtain dispatch services and the Police Department has estimated the cost to be approximately \$100,000.

The administrative costs in each scenario varies slightly due to the expense associated directly with the number of staff employed. If the JFD also were to provide emergency medical and ambulance services there would be additional administrative costs including increased hiring, training, and payroll costs due to additional employees, and an expected increase of more than \$300,000 in dispatching costs based on the rate paid by LST.

## Staffing Scenarios

In order to analyze the costs of chartering both a Joint Fire District and a Fire and Ambulance District, five scenarios were created and the costs associated with were calculated.

The five scenarios reviewed for purposes of this study are as follows:

- **Scenario 1:** Assumes that all current staffing levels are maintained and the JFD is staffed with part-time firefighters working two shifts daily Monday through Friday. Existing staff would transition to the JFD at existing salary and benefits levels;
- **Scenario 2:** Assumes the JFD uses full-time staff working eight (8) hour shifts on a 24/7 basis. This increases the number of staff needed due to additional work hours. Also staff would require more benefits as full-time employees. The JFD would require 20 firefighters to fill 12 daily shifts;
- **Scenario 3:** Assumes the JFD uses full-time staff working 24 hour shifts with 48 hours off between shifts. This is the industry norm and what the majority of full-time fire departments use for staffing purposes. The JFD would require 15 firefighters to fill shifts;

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<sup>7</sup> P. Daniel Patterson, Cheryl B. Jones, Michael W. Hubble, Matthew Carr, Matthew D. Weaver, John Engberg & Nicholas Castle (2010) "The Longitudinal Study of Turnover and the Cost of Turnover in Emergency Medical Services," *Prehospital Emergency Care*, 14, no. 2, (2010) 209-221.

- **Scenario 4:** Assumes that the JFD also provides emergency medical and ambulance services. The scenario assumes that all employees would be trained as firefighters and paramedics and would be able to respond to any call received by the JFD. The JFD would staff eight (8) full-time emergency workers on 24 hour shifts. The JFD would require 29 employees to fill all shifts; and
- **Scenario 5:** Assumes that there are no efficiencies gained when combining fire and emergency medical services. Staff would be specialized for either fire or emergency medical response. Ten (10) full time emergency personnel would be required to staff each shift. Six staff would be focused on ambulance runs and four staff would be focused on fire runs. The JFD would require 39 employees to fill all shifts.

**Table 5: Staffing Scenario Total Costs**

	Admin. Costs	Salaries	Benefits	Supplies	Capital Costs	Total Costs
Scenario 1	\$147,766	\$751,372	\$177,127	\$395,154	\$296,291	<b>\$1,767,710</b>
Scenario 2	\$147,478	\$1,039,518	\$846,546	\$405,154	\$296,291	<b>\$2,734,987</b>
Scenario 3	\$142,833	\$1,053,257	\$719,870	\$400,154	\$296,291	<b>\$2,612,405</b>
Scenario 4	\$481,549	\$1,947,991	\$1,264,305	\$659,458	\$416,291	<b>\$4,769,594</b>
Scenario 5	\$486,482	\$2,356,430	\$1,534,791	\$666,457	\$416,291	<b>\$5,460,451</b>

Source: AOS

Fully staffing the JFD requires taking into account employee leave time. In order to determine the appropriate number of firefighters needed to fully staff the JFD the scenarios use a multiplier<sup>8</sup>. This multiplier takes into account leave time for vacations, sick time, or other possible reasons for employee absences.

Other factors considered when identifying the costs associated with a JFD include comparable union wages, cost of health insurance and retirement, and the additional costs of supplies. The scenarios also consider mandatory overtime when appropriate based on staffing schedules.

In order to fund the JFD it would cost the city and townships between \$1.7 and \$5.5 million total dollars depending on the staffing levels and services offered. That is in comparison to the Fire Department’s FYE 2018 budget of just less than \$1.5 million and the total cost of approximately 2.7 million for services provided by LST.<sup>9</sup>

The majority of costs that would be incurred by the JFD beyond the new administrative costs are associated with salaries and benefits of employees. Scenario 1, which uses the existing staffing structure and assumes that all employees transfer at the same pay rate, requires a larger budget than MFD due to the additional administrative costs identified previously. Scenarios 2 through 5

<sup>8</sup> FTE of Firefighters Required x 1.17 = Appropriate Staffing Level

<sup>9</sup> LST incurred expenses totaling \$2,757,000 in FYE 2018. The communities were billed a total of \$1,869,000 during the same period due to LST collection \$888,000 for services from other payees.

involve hiring full-time firefighting staff and providing service 24 hours a day, 7 days a week which would involve significant costs associated with both salaries and benefits due to the increase in staffing levels.<sup>10</sup>

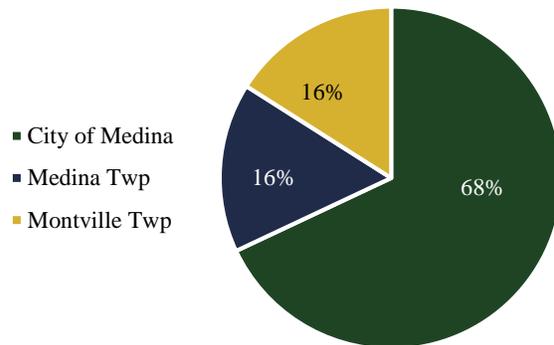
## Funding Options

The JFD Board of Trustees would need to assess a levy in order to obtain the appropriate amount of funding based on the staffing scenario chosen. This levy would be collected based on property values across each of the communities and would be assessed uniformly. The new tax would require approval from voters and would not take the place of existing Township or City taxes.

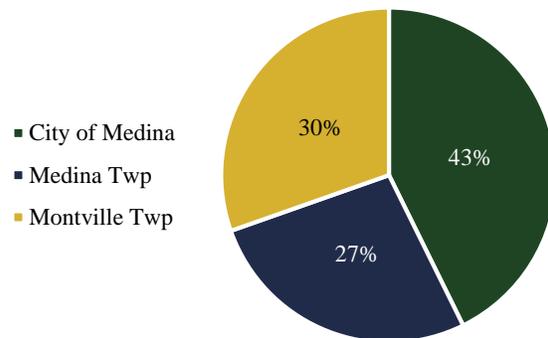
Currently, the Department is funded through an income tax allocation from the City and fees paid by the Townships for services based on a contract agreement. Any proposed levy would shift the proportion of cost paid by each community. The City provides 68 percent of the funding for the Department and the existing contracts with the township provide the remaining 32 percent of funding, split evenly between the two.

A new property tax levy would result in the townships paying a larger portion of the total cost of a JFD than what they pay to the City for contracted services. Shifting the tax burden, combined with the identified additional expense of a JFD, would result in each township paying more than twice as much for the same services that are received from the MFD. If the JFD were to use a staffing model that provided 24 hour service to the area, the township's expense related to fire protection would triple.

Current Cost Distribution

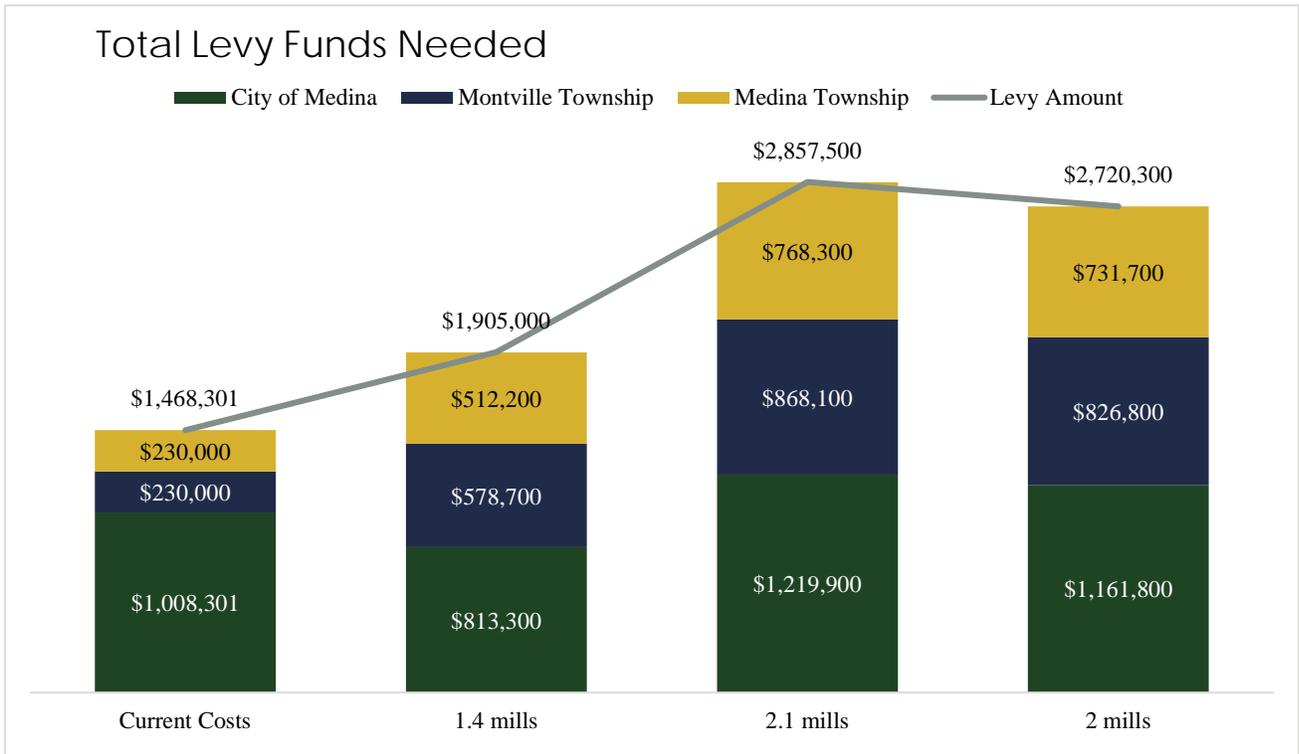


Levy Funds Distribution



<sup>10</sup> Additional costs in salaries and benefits would include mandatory employer contributions to the Ohio Police & Fire pension fund, health insurance costs, workers compensation, and Medicare expenses. Information from local peers was reviewed along with information from the State Employees Relations Board which maintains data on public employee bargaining agreements to determine the costs associated with compensation for full-time firefighters.

The JFD would require, at a minimum, a 1.4-mill levy in order to raise enough revenue to operate similarly to the Fire Department.<sup>11</sup> Scenario 2 and Scenario 3 would require a 2.1 and 2.0-mill levy respectively.<sup>12</sup> As the JFD would be an independent government entity the levy would not be combined with any existing taxes nor would it immediately rescind or take the place of existing taxes.



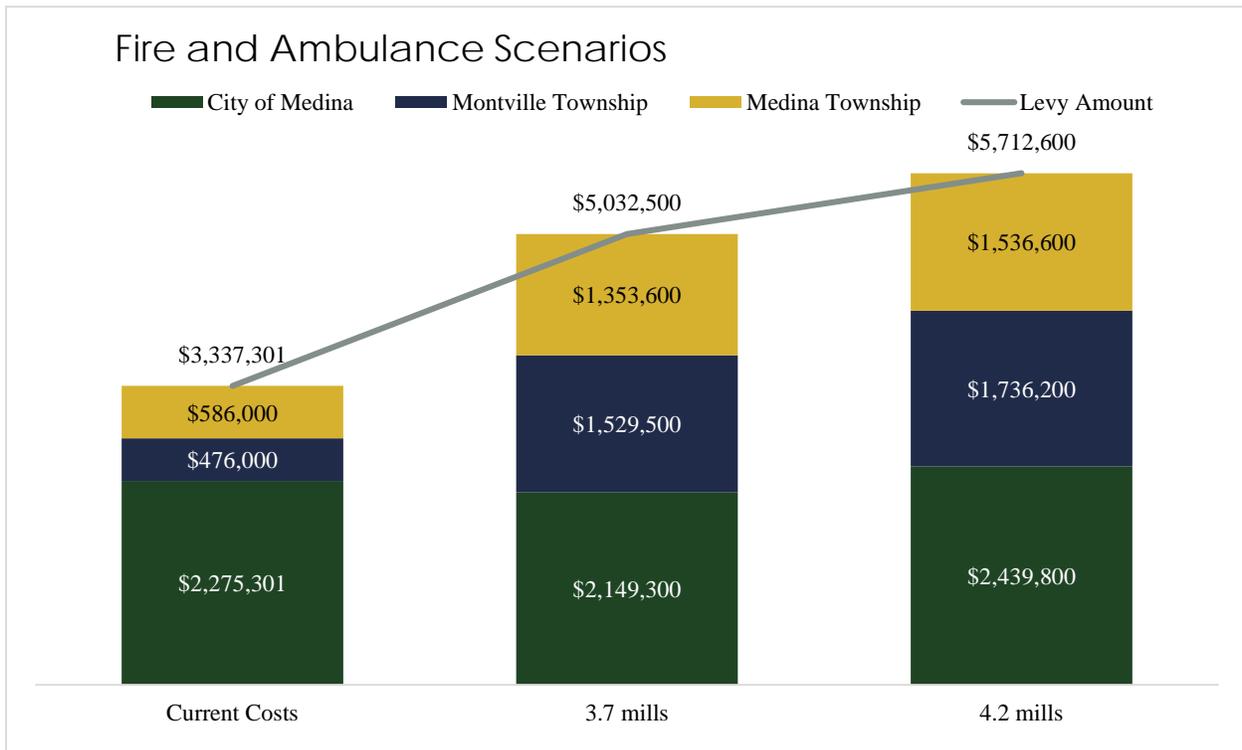
Source: AOS, Medina County Auditor

It would require between \$5.0 million and \$5.7 million dollars in new tax revenue to fund a JFD that would provide both fire protection and emergency medical services. The cost for these services as provided by MFD and LST is approximately \$4.2 million dollars. The District would need to assess either a 3.7-mill or a 4.2-mill levy in order to raise enough revenue to fund a JFD which also provided emergency medical services.<sup>13</sup>

<sup>11</sup> A 1.4-mill levy would increase property taxes by an estimated \$52.50 for every \$100,000 in property value, subject to property valuations.

<sup>12</sup> A 2.0-mill levy would increase property taxes by an estimated \$70.00 for every \$100,000 in property value and a 2.1-mill levy would increase property taxes by an estimated \$73.50 for every \$100,000 in property value, subject to property valuations.

<sup>13</sup> A 3.7-mill levy would increase property taxes by an estimated \$129.50 for every \$100,000 in property value and a 4.2-mill levy would increase property taxes by an estimated \$147.00 for every \$100,000 in property value, subject to property valuations.



Source: AOS, Medina County Auditor

While the City would see a potential decrease in dollars spent on these services, Montville Township would see expenses triple and Medina Township would nearly triple its current expenses.

The current costs in the chart above reflect the amount paid by each community to LST and not the total expenses incurred by LST to provide services. As mentioned previously, LST collected \$888,000 from billing for services provided in 2018.<sup>14</sup> This money directly reduced the amount paid by each community. The two levy scenarios do not take into account the potential for collections revenues. While the JFD may be able to reduce costs through collections, it is not possible to determine how successful the process would be. Therefore, the scenarios assume there will be no collections revenue and the proposed levies reflect the total cost of services.

Again, in each scenario the levy assessed by the JFD would be a new tax. This tax would not replace any existing levies or income taxes already paid by residents of the proposed District area. If the levy was not approved by voters, the Board of Trustees for the JFD would be required to develop an alternate funding plan until it was able to obtain voter approval for a levy.

<sup>14</sup> The International Association of Fire Fighters states the average collection percentage for EMS is between 19 and 60 percent. Current LST collection rates are between 45 and 50 percent.

## Conclusion

The City of Medina Fire Department provides services in a highly efficient manner and has lower costs per call, per square mile, and per person than the majority of peers analyzed for this study.

Chartering a JFD would introduce a new property tax levy to the community and would increase total operational costs. The new tax would redistribute costs for fire services across the communities based on property value. This redistribution would shift costs disproportionately to the townships.

The communities have a mutually-beneficial contract with Medina Hospital, which provides emergency medical treatment and ambulance services at a relatively low cost. Ending this contract to create a JFD would significantly increase the costs of these services and would result in the townships bearing a much greater portion of EMS expenses compared the actual usage.

Based on the factors listed above, if the communities wish to keep current service levels for the lowest available cost, a JFD is not a feasible alternative to the current shared service delivery method.

# Appendix A: Methodology

## Methodology

To complete this study, auditors gathered data, conducted interviews with numerous individuals associated with fire, ambulance, and financial areas included in the scope of this study and reviewed and assessed available information. Assessments were performed using criteria from a number of sources, including:

- Peer districts;
- Industry standards;
- Leading practices;
- Statutes; and,
- Policies and procedures.

Four fire departments were selected for comparisons in this study. These peers were selected based on similar demographics and proximity to the communities in this study. Where reasonable and appropriate, such as compensation, benefits, and collective bargaining agreements where applicable, peer departments were used for comparison.

Industry standards or leading practices were used for operational comparisons. Sources of industry standards or leading practices included in this study include: National Fire Protection Association (NFPA), Occupational Safety and Health Administration (OSHA), and for pertinent laws and regulations, the Ohio Revised Code (ORC) was also assessed.

The feasibility study involved information sharing with the Townships and the City, including drafts of findings and recommendations related to the identified study areas. Periodic status meetings throughout the engagement informed community leaders of key issues impacting the study. AOS and OPT express their appreciation to the elected officials, management, and employees for their cooperation and assistance throughout this study.

# Appendix B: Peer Analysis

Four local peers were chosen for the purpose of demographic and cost comparisons. Barberton, Brunswick, and Wadsworth were chosen as local peers due to their proximity to the study area. Strongsville was chosen due to its similar call volume and population. All peers provide both fire and ambulance service; in order to make meaningful comparisons data from the Medina Fire Department and Medina Hospital’s Life Support Team was combined under the heading Medina.

**Table B-1: Comparison with Local Peers**

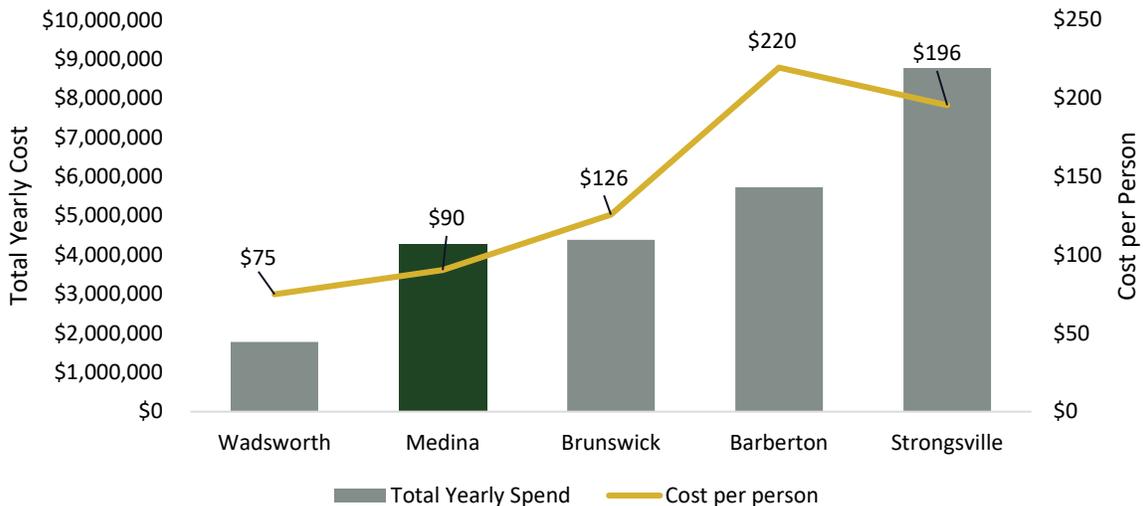
	Total Calls	Population	Population Density per Square Mile	Sq. Mile	FTE	Calls per Day
<b>Strongsville</b>	6,166	44,853	1794	25	60	17
<b>Medina</b>	<b>5,462</b>	<b>47,378</b>	<b>934</b>	<b>51</b>	<b>51</b>	<b>15</b>
<b>Barberton</b>	4,878	26,072	2897	9	44	13
<b>Brunswick</b>	3,369	34,897	2705	13	28	9
<b>Wadsworth</b>	2,478	23,781	2243	11	35	7

Source: U.S. Census Bureau, Strongsville, Barberton, Brunswick, Wadsworth.

Medina covers a significantly larger area than all peers used for comparison purposes. It also has the largest population of the peer group and receives the second most calls annually.

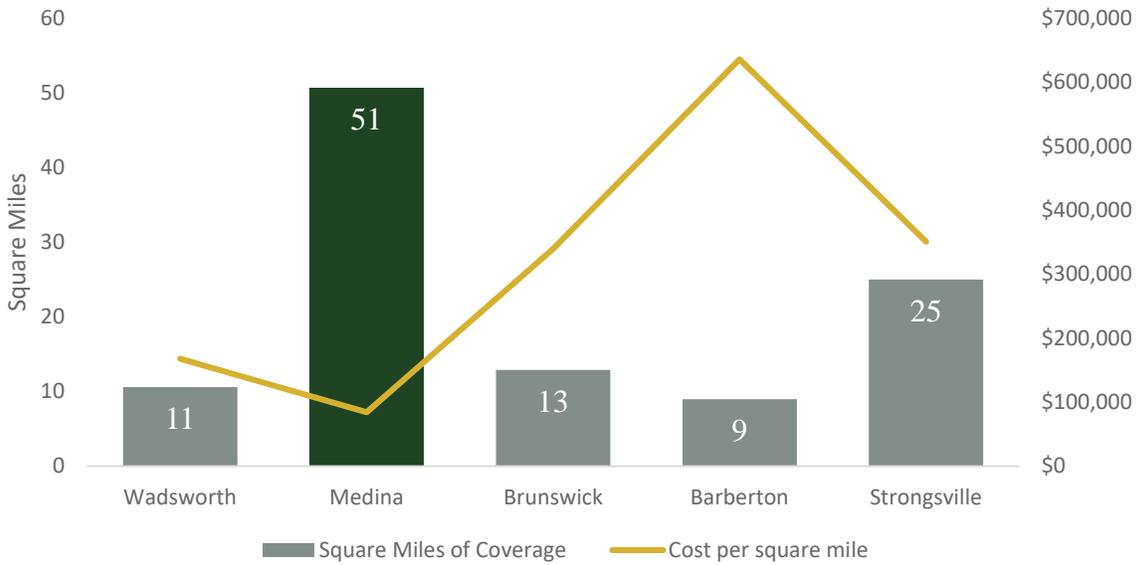
Additional review was conducted to identify various metrics related to cost efficiency. As seen in the charts below, Medina maintains relatively low costs compared to the peer districts.

**Chart 1-A: Total Yearly Cost –Cost per Person**



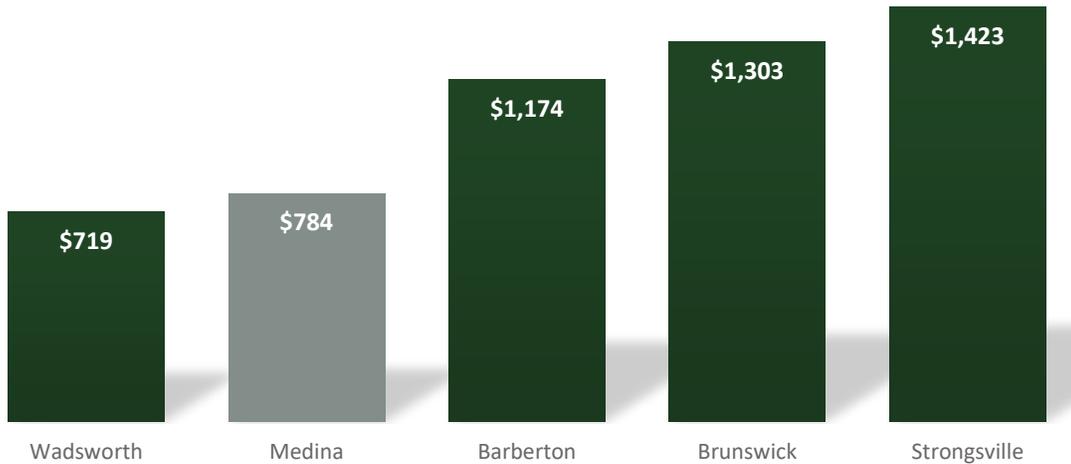
Source: Medina and Peer Group Financial Audits

**Chart 1-B: Cost per Square Mile**



Source: U.S. Census Bureau, Strongsville, Barberton, Brunswick, Wadsworth.

**Chart 2: Cost per Call Compared to Peers**



Source: Medina and Peer Group Financial Audits

# Appendix C: Community Impact

The following pages provide additional detail regarding the impact the proposed Joint Fire District would have on the individual communities.

# Joint Fire District Proposal

# CITY OF MEDINA



## COMMUNITY IMPACT REPORT



**56%**

**TOTAL POPULATION**  
City of Medina residents make up roughly 56% of the proposed joint fire district.

**56%**

**CALLS PLACED**  
The city of Medina makes up 56% of calls placed to fire stations.



**68%**

**CONTRIBUTIONS**  
The city of Medina pays 68% towards fire response services.



**66%**

**CALLS PLACED & CONTRIBUTIONS**  
The city pays 66% of LST services, billed on a per-call basis.

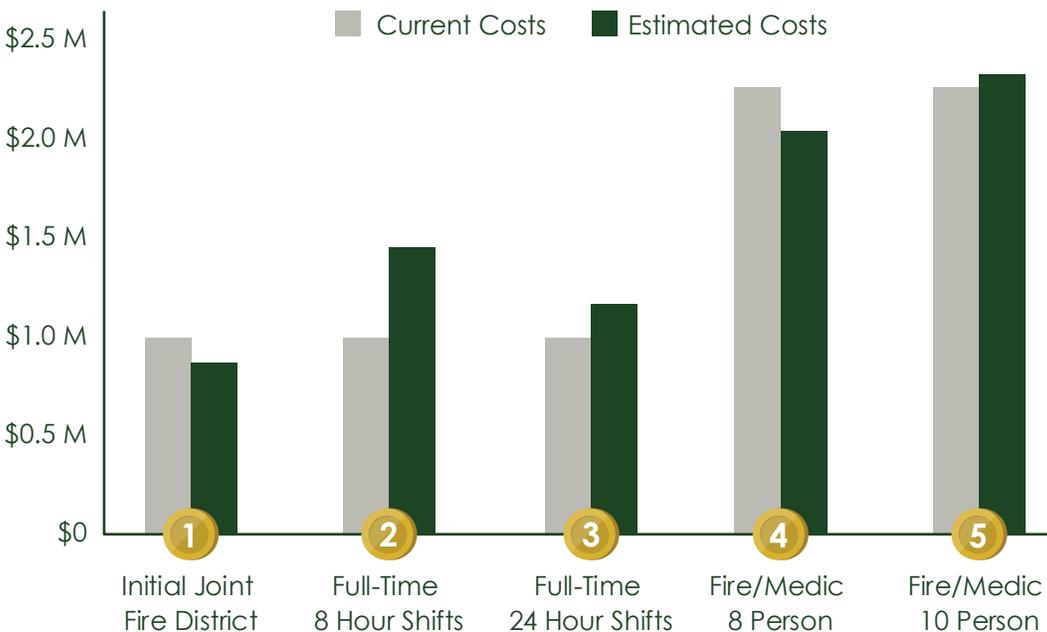
**CURRENTLY**

**\$1M**

**PAID FROM THE INCOME TAX OF CITY RESIDENTS**



## Proposed Scenarios



**Note:** All of the funding for the new JFD would come from new property taxes.

**\$167,700**  
**MEDIAN VALUE OF HOUSING**

Property tax would increase per every \$100k in property value

- 1 **\$52<sup>.50</sup>**
- 2 **\$73<sup>.50</sup>**
- 3 **\$70<sup>.00</sup>**
- 4 **\$129<sup>.50</sup>**
- 5 **\$147<sup>.00</sup>**

# Joint Fire District Proposal MEDINA TOWNSHIP



## COMMUNITY IMPACT REPORT



**19%**  
**TOTAL POPULATION**  
Medina Township residents make up roughly 19% of the proposed joint fire district.

**24%**  
**CALLS PLACED**  
Medina Township makes up 24% of calls placed to fire stations.

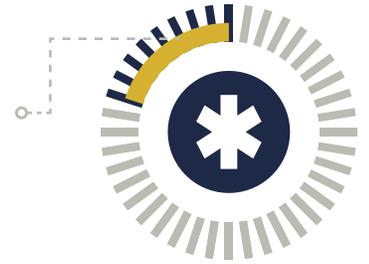


**16%**  
**CONTRIBUTIONS**  
Medina Township pays 16% towards fire response services.

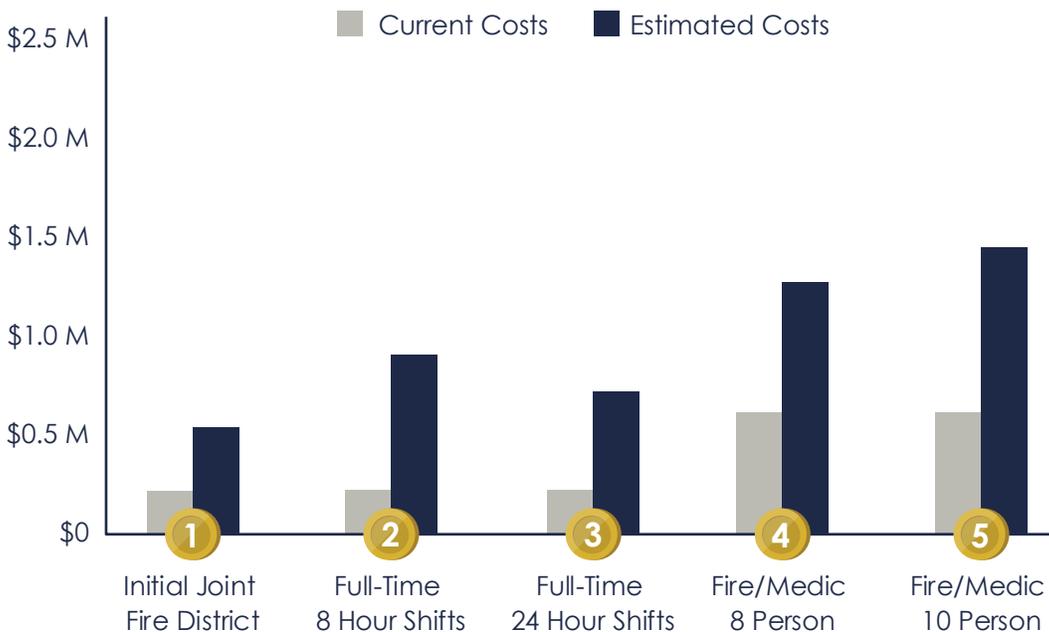
**CURRENTLY**  
**\$230k**  
**PAID FOR CONTRACTED FIRE RELATED SERVICES**



**20%**  
**CALLS PLACED & CONTRIBUTIONS**  
Medina pays 20% of LST services, billed on a per-call basis.



## Proposed Scenarios



**Note:** All of the funding for the new JFD would come from new property taxes.

**\$209,700**  
**MEDIAN VALUE OF HOUSING**

Property tax would increase per every \$100k in property value

- 1 **\$52<sup>.50</sup>**
- 2 **\$73<sup>.50</sup>**
- 3 **\$70<sup>.00</sup>**
- 4 **\$129<sup>.50</sup>**
- 5 **\$147<sup>.00</sup>**



## COMMUNITY IMPACT REPORT



**25%**

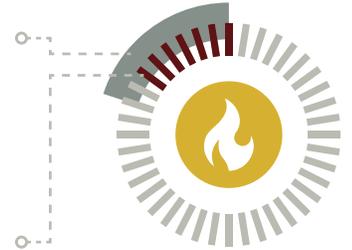
**TOTAL POPULATION**

Montville Township residents make up roughly 25% of the proposed joint fire district.

**20%**

**CALLS PLACED**

Montville Township makes up 20% of calls placed to fire stations.



**16%**

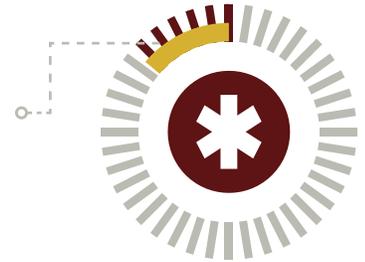
**CONTRIBUTIONS**

Montville Township pays 16% towards fire response services.

**14%**

**CALLS PLACED & CONTRIBUTIONS**

Montville pays 14% of LST services, billed on a per-call basis.



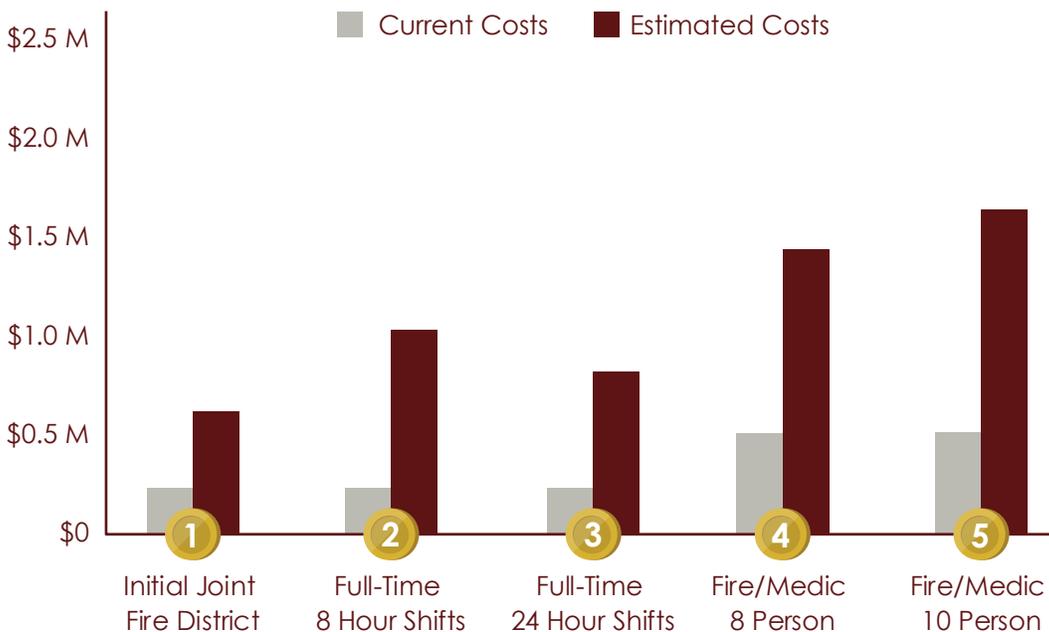
**CURRENTLY**

**\$230k**

**PAID FOR CONTRACTED FIRE RELATED SERVICES**



## Proposed Scenarios



**Note:** All of the funding for the new JFD would come from new property taxes.

**\$270,000**  
**MEDIAN VALUE OF HOUSING**

Property tax would increase per every \$100k in property value

- 1 **\$52.50**
- 2 **\$73.50**
- 3 **\$70.00**
- 4 **\$129.50**
- 5 **\$147.00**

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# OHIO AUDITOR OF STATE KEITH FABER



**MONTVILLE TOWNSHIP-MEDINA COUNTY FEASIBILITY STUDY**

**MEDINA COUNTY**

## **CLERK'S CERTIFICATION**

**This is a true and correct copy of the report which is required to be filed in the Office of the Auditor of State pursuant to Section 117.26, Revised Code, and which is filed in Columbus, Ohio.**

*Susan Babbitt*

**CLERK OF THE BUREAU**

**CERTIFIED  
JANUARY 23, 2020**