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No. 100589
DISTRICTS: ALL

VILLAGE OF LOMBARD
REQUEST FOR BOARD OF TRUSTEES ACTION
For Inclusion on Board Agenda

- Resolution or Ordinance (Blue)
- Recommendations of Boards, Commissions & Committees (Green)
- Other Business (Pink)

TO : PRESIDENT AND BOARD OF TRUSTEES

FROM: David A. Hulseberg, Village Manager

DATE: October 13, 2010 **B of T** October 21, 2010

SUBJECT: OPERATIONAL ASSESSMENT

SUBMITTED BY: William R. Balling, Interim Fire Chief

BACKGROUND/POLICY IMPLICATIONS:

Table Put on

Fiscal Impact/Funding Source:

Policy Implication:

Review (as necessary):

Finance Director _____ Date _____

Village Manager _____ Date _____

NOTE: All materials must be submitted to and approved by the Village Manager's Office by 12:00 noon, Wednesday, prior to the Agenda distribution.



TO: David A. Hulseberg, Village Manager

FROM: William R. Balling, Interim Fire Chief

DATE: October 13, 2010

RE: OPERATIONAL ASSESSMENT

Please add the review of the Operational Assessment to the October 21, 2010, Board of Trustees' Agenda.

:lh

Operational Assessment

Lombard Fire Department

William Balling, Managing Director
10/12/2010

WRB | **LLC**



TO: Mr. David Hulseberg, Village Manager
FROM: William Balling, Managing Director WRB,llc Consulting and Services
SUBJECT: **Operational Assessment of the Lombard Fire Department**
DATE: October 11, 2010

Purpose of Engagement and Assessment

The Village of Lombard engaged WRB,llc Consulting and Services to assist its Fire Department leadership transition and department transformation brought about in part as a result of the retirement of its 25 year Fire Chief. The engagement consisted of three components, services as Interim Fire Chief which was assigned to William Balling, support to the Lombard Village Manager in conducting a competitive selection process for Lombard's permanent Fire Chief, and preparation of a department assessment report to identify and describe the current conditions of fire operations, identification of a base case of service for the Village, and suggested changes and preferred operating scenario to produce operating efficiency and economy strategies for its department of the next three to five years.

Because this assessment was conducted in connection with Interim Fire Chief services, there was a great opportunity for direct daily observation of the department along with sufficient time in station to participate in focused listening to department personnel at all levels. An opportunity was taken early on to invite each member of the department to participate in a "growing ideas" exercise which produced several interesting ideas for the future of the department some of which are included in the final recommendations. This experience combined with comparative analysis with the operations of nearby departments, and fire industry standards particularly NFPA 1710 staffing and deployment standards permitted a well rounded understanding of the needs and potential for the department. Two Associates from WRB,llc assisted with the project. Ms. Leisa Niemotka led the evaluation of leadership and command competencies and Mr. Robert Zamor investigated fire department infrastructure including apparatus, facilities, deployments, and systems.

The recommendations contained in this report then are a compilation of both external evaluation and internal thoughts and ideas which will serve as an operating strategy within the department into the future. It also carries the advantage of capturing the thoughts of the finalist candidates for the position of permanent Fire Chief and their ideas for the future of the department.

The Lombard Village Board began a policy review of Fire operations in the spring of 2010 and conducted a special work session with fire personnel to gain a fuller understanding of the fire service operation and cost structure. Several reports were prepared by department personnel with some of their research noted in this report. The result of that exercise, implemented by the Village Manager, altered the prior operating structure with particular emphasis on public education and the fire prevention bureau. It is expected that this report will drive additional changes within the department.

Lombard Fire Department is a highly professional, well trained, high activity department. NFPA standards suggest a responding fire company arrive following a fire call within four minutes with at least four personnel and in 2009 the department achieved a Village wide average of 4:54 per call. In 2008, the department achieved a 4:30 average response and in 2007 a 4:19 was recorded. Generally the eastern and western portions of central Lombard record the longest response times. This could be attributed in part to the lack of a central station combined with traffic congestion. In addition, national response standards for a moderate risk suburban occupancy community established at least 15 personnel to be available on a shift to respond to a residential house fire. Mutual aid calls also present a somewhat longer than target times when traveling outside the Village. In this regard the department is an active participant in supporting area departments through formal arrangements of box alarm cards when outside department support is needed. Lombard receives return aid responses as a part of this arrangement. Lombard is also a member of the MABAS system which is an organized hierarchy of response to major events in the region.

Overall station performance, call response, and morale are strong within the department. There is of course a level of anticipation present waiting the hiring of a new Fire Chief. Lombard also has a unique resource in that all three Battalion Chiefs are Lombard residents and make themselves available for emergency responses, meetings and administrative tasks even when off duty. Lombard also enjoys a unique deployment for its two coordinators for EMS and Training. Both are shift lieutenants but also serve off shift through Add Pay compensation to run the EMS and training programs for the department, maintaining highly effective programs for each area. As with the Battalion Chiefs, one of the lieutenants is a Lombard resident and the other lives close to the Village making their Add Pay time efficient both for the Village the Officer.

Lombard has made sacrifices to fully fund their pension obligation to the best of their abilities. As a non-home rule community, the Finance Department predicts that the entire allowable non-home rule property tax will be needed to fund the Village's three pension funds presenting a significant challenge to service delivery planning. The Lombard Fire Pension fund is 71.3% funded with a shortfall as of May 31, 2009 of \$12,725,372.

Base Case for Lombard Fire Department Deployment.

Prudent fire response planning suggests that a 15 person minimum shift manning be established as the base case for operations. Medic call volumes, especially compared with neighboring departments and mutual aid relationships, suggest that the Village seek to deploy as often as possible a third ALS ambulance for the Village. Work volumes and the call for greater restructuring of service delivery procedures and systems will require a second chief officer: that of Assistant Chief. The Fire prevention inspectors have been reduced in 2010 to part time civilian status, currently including one full time Fire Marshal and five part time fire inspectors which seems appropriate. As construction activity increases or annual inspections lag behind, there is the possibility to train up and use shift personnel deployed as company inspection teams. This has the potential to create some consistency problems in code enforcement and carries a significant public relations exposure particularly within the business community. Another approach would be the cross training building inspectors to support the mission for annual fire inspections. There is presently limited available excess time capacity within the Community Development inspection

The Fire Chief should be available to pull an occasional shift or partial shift in relief of the Battalion Chiefs for leave or to allow for some level of flexible scheduling for the Battalion to assume additional day work activities as a part of their duties.

<i>Lieutenants in rank</i>	12
Lieutenant shifts needed	1095 shifts
Lieutenant shifts available	1200 shifts
Over or (under) needed	105 shifts

0.38 of a FTE in excess since this rank fills in as acting for the deficient BC shifts.

<i>Firefighter/Paramedics</i>	48
FF/PM shifts needed	4015 shifts
FF/PM shifts available	4800 shifts
Over or (under) needed	785 shifts

7.85 FTE's appear high but with the goal of deploying the third ambulance at Station #1, 365 shifts would be required or 3.65 FTE's. (4 FF/PM) If the Village chose also to fully man either the truck or the engine with an additional 3.65 FTE's (4 FF/PM) or to permit shift assigned over the 15 base case reducing the need for overtime, or in the case where a FF/PM steps in to serve as acting Lieutenant, then the 48 FF/PM compliment is adequate to mission. This compliment of 48 will also serve as a buffer for a disabled firefighter should the need arise.

Fire Prevention Bureau:

The Fire Prevention Bureau is responsible for plan review and inspections, public education, and should plan to coordinate the fire investigation program with additional support for this activity coming from sworn personnel, civilian volunteers, and cross trained building inspectors. Because of this the Bureau should be able to operate with one full time Fire Marshal, and five part time inspectors working 20 hours per week.

Administration:

The Administrative Coordinator and Administrative Secretary will be tasked with additional assignments including the support to a Chief Officer or Officers related to the coordination of activities of the new study team initiatives and the grant coordination. They will also have supporting responsibilities to coordinate the newly established CERT and Citizens Fire Academy activities. A succession plan will also be a part of the work plan for all operating elements within the department in preparation for future potential retirements to assure a seamless transition in our Administrative operations. At any staff rotation, the task and staffing adequacy will be reevaluated. Comparative studies presently of other departments provide for two or more administrative personnel for similar departments.

Fire Department is a highly skilled and active department. Moving from a competent and professional career department to one that is known for its innovation and creative operating practices will require a concentrated management effort to address the challenges facing the department.

- The command structure of the Department is lean and depends on its Battalion chiefs to carry out a myriad of general assignment tasks. The Department has also had difficulty meeting its minimum shift deployments without reliance on overtime pay.

The Lombard Fire Department should maintain a minimum of 15 shift personnel with overstaffing when it exists committed first to a third ambulance deployment and when possible a fourth person engine assignment.

Lombard Fire Department should establish a new command position of Assistant Chief to support the current management needs of the department and new initiatives which are expected for the department.

- The department does not invest in leadership development and succession planning as well as it does with its operational training.

The Department should develop a formal program towards leadership development and succession planning as a core component of its training agenda.

- Neither the Department nor the Village has an organized risk management program.

Establish as a management priority the creation of a formalized risk management program with annual achievement audits.

Establish measurable targets for physical condition training

Update training tools such as drag items to reasonable limits.

Work toward pension reform as both a local and state initiative

- The department does not presently manage a state of the art performance evaluation system.

Work with the labor management committee to establish a formalized performance evaluation system with quarterly and annual reviews and establish such a program as a part of the next labor agreement.

- While overtime costs are being reduced, a comprehensive approach to scheduled overtime and overtime avoidance is not presently part of the department's operating plan.

Establish a scheduling strategy which minimizes the department exposure to overtime, including Add Pay and other forms of supplemental compensation.

leaves of various sorts (sick leave, bereavement, etc) left the department with few options but to eliminate the third ambulance from service and hire back personnel at overtime rates to meet a minimum fire response and two ambulances. This experience put strain on the Lombard budget and illustrates the challenges of a sustained operation to deploy a 15 person company with multiple personnel on leave.

Lombard Fire Department should expand its Command Structure. The command structure of the department is lean and this has an impact both internally and externally for the Village. Strategic planning, consistency in shift communications and shift practices, and launching high performance operational objectives by integrating full department personnel resources into problem solving all suffer as a result of the limited command personnel within the department. Fortunately the Battalion Chiefs working on shift and occasionally voluntarily off shift have performed exceptionally well to fill the gaps of central management needs. This Battalion Chief corps itself however is in transition with careers well along and retirements can be anticipated within the next five years. Continued residency of Battalion Chiefs offers a strategic advantage to the Village and should be explored when established conditions of promotion and command service. Externally the time commitments of regional service initiatives such as the narrow banding initiative of DuComm, requires active Lombard Fire Department involvement to protect Village interests in these important organizations. These time commitments need to be balanced and apportioned within the command structure so as to not overtax the schedule of any one officer.

The Village operationally should strive for a minimum 15 person shift with a potential of frequent 16 person deployments based upon a 21 person shift, the same levels as are presently authorized. The structure of the shift should be a 24 hours on duty followed by a 48 hours off duty schedule as being the schedule producing the most coverage with the lowest staffing levels. This should provide minimum staffing 24/7 for one ladder company, two engine companies, two ALS ambulance medic units, and one command vehicle. This will also permit the staffing often but not always of a third ALS medic unit, with minimum staffing overtime managed by reducing the third ambulance coverage or deploying a third ambulance and engine jump company. Apparatus positioning would remain unchanged from its present deployment.

The Fire Prevention Bureau inspectors and plan review functions would continue to be housed at Village Hall with one full time Fire Marshal and the existing five part time personnel to meet service demands. The separation of the Building Department from the Fire Department is a recent event and efforts should be directed at retaining or developing the Fire Inspection capabilities of the Building Inspectors to perform Fire Inspection activities. Due to recent position losses in Community Development and an increase of some building activity there is little unused inspection capacity available within Community Development to undertake additional fire activities. Should that change in the future retaining the inspection capabilities of building inspectors to assist in the annual fire inspection program could avoid the need for additional hires or the inability to complete required inspection work in a timely manner. Support inspectors would be available to the fire department from the Community Development department upon completion of necessary training and time availability during normal work hours as work loads in Community Development would permit. Public Education would be coordinated by the Bureau but undertaken in part by CERT volunteers spawned from a Citizen's Fire Academy and any shift staffing in excess of 15 available

Modified opportunities should also be offered to the top five FF/PM personnel on the lieutenant promotional list. While our operational training program is excellent, more can be done in the area of leadership development which should yield benefits to the department as future retirements present themselves to the Village. The program should be challenging and stimulating enough to serve as a career retention tool for the department by allowing work based project to move to implementation thus providing worker with a high level of professional job satisfaction. Accordingly, it is recommended that the Southern Illinois University fire science degree program or equivalent serve as the prototype for professional development. It is available and affordable in northern Illinois. It should be offered on a shared tuition basis to supervisory employees. Operationally, work study initiatives structured around Integrated Management Teams (IMT's) organized by skills in place from Chief Officer to Blue Shirt Firefighters to study then implement program initiatives. There are times when these IMT's are interdepartmental within the Village. Suggested IMT projects would include by example, creation of an energy management green team, a risk management team, an open source IT evaluation team, a performance appraisal and evaluation team, and a joint services team.

Risk Management. Neither the department nor the Village presently has an organized Risk Management program in place. This has the potential to expose the Village to extended future liability risks in a variety of areas. The need to address liability exposure and legacy costs will continue to grow as the department ages. Active Risk Management goes well beyond traditional safety issues and examines long term cost exposure of operating practices both in current operations and decisions which impact legacy costs. A sound Risk Management program should be structured as an ongoing investigation and analysis of all department decision points and work components.

The Village should establish a Risk Management team to examine risk in all forms and develop a risk management program which is practical to the fire service and can be reasonably implemented. Such an initiative would be in cooperation with the Village's fire collective bargaining unit. Elements of this risk management program needs to include an accountable method of maintaining a high physical fitness standard for all sworn personnel and to evaluate all training tools to ensure that the risks of training do not extend beyond that which is expected during a training exercise. The weight reduction of drag props is one example where risk can be more effectively managed for our sworn personnel to avoid injury during training exercises.

The Village needs to continue its efforts to work towards properly funded fire pensions combined with legislative reforms on the State level which control unfunded late career pension spiking and unfunded pension mandates. The Village has placed on its November ballot along with 37 other municipalities the question urges the General Assembly to take the actions necessary to restructure the public safety pension program and benefits based on sustainable practices. All efforts must be taken to restore financial discipline and equity into the pension system. I would also recommend that the New Fire Chief be appointed by the Village President as the citizen member to the Fire Pension Board replacing former Chief Ed Seagraves.

Performance Evaluation. The Department does not presently manage a state of the art performance evaluation system for its workforce. Contemporary solutions including the use of quarterly evaluation and measurable benchmarks are not presently in place. The dialog developing

One of the best methods of reducing overtime is to keep the force injury free and healthy so the risk management plan plays a strong role is overtime management. An additional approach is to model the shift deployments at 15 or a two ambulance response as the core service and the third ambulance as a target for optimal deployments. Moving all Add Pay activities to the Battalion Chief (and dropping Add Pay) and adding the Chief to the occasional duty schedule will also work to reduce overtime and carry other operational proficiency benefits as well. Electronic training opportunities also provide some means at overtime management. In short the management of overtime should become a conscious management practice for all shifts.

Call reduction strategies. The department does not presently approach call reductions as an element of its strategic planning. Recent efforts of cost and risk avoidance such as the invalid assist fee program is a step in addressing call reduction as an element of the department's operating plan. Balancing the service expectations with the financial exposure for present and long term need to be apart of the Department's long term planning by recognizing the cost exposure to using sworn personnel for injury risking duties other than emergency response and rescue.

Lombard Fire Department has the potential to expand the use of shared services with adjacent departments but needs to manage two important areas, the balance of mutual aid calls in and our of Lombard so that equity can be achieved and the sharing of revenues for responding outside department ambulance calls achieve the revenue advantages of ambulance billing. With regard to call balance, Lombard needs to look at offsetting beneficial services to other departments when it is impractical to return like services. Also since any outside ambulance calls into Lombard will bill for services, the Village needs to identify the acceptable billing limits acceptable to Lombard in any given year. This could result in terminating mutual aid medic call before the end of a fiscal year.

Stations. The Lombard Fire Department stations are ageing. The headquarters station has remodeling potential but is not ADA compliant on the second level. Rehabilitation of living areas by the employees themselves has extended the usefulness of these areas into the future at low cost. Fire Station Two does not have sufficient bay doors to house its equipment presenting both a safety and operating hazard. As mentioned with improving fire response times, utilization of available space for housing and deploying apparatus and staffing from the York Center Fire District facility should be closely examined and discussed with officials.

Fire response times occur in areas of Lombard which exceed national standards. Due to the rapid expansion of fire, response time is a very important factor when planning for fire services with a suggested standard of 4 minutes for a first engine response. East central and west central Lombard responses have exceeded 6 minutes for these areas in 2009. Development of a third fire station with staffing is not a realistic option into the foreseeable future suggesting a shared service response may be more effective in reducing response times for these portions of the Village. The fire station owned and operated by the York Center Fire Protection District located at Meyers Road at 16th Street is well positioned to respond to some of Lombard's call demands and through the development of an Intergovernmental Agreement (IGA) both the District and the Village may receive benefit from an expanded shared services service delivery system. Also the discussions should continue to transfer the properties contained in District 30 along the western border of Lombard to Glen Ellen.

the fifth ambulance. Other pieces of equipment which can be eliminated include one of the pick up trucks with plow at station #2, the public education van and the public education trailer. Snow plowing at station #1 will be performed by on duty personnel and at station #2 egress lanes will be kept open by public works route personnel. Trim and parking work at station #2 will be performed by a fire inspector operating the Station #1 vehicle.

In addition one Cascade SCBA filling system can be eliminated when repair costs become prohibitive. Tanks will be carried to the Cascade station still available to the department. Established depreciation on the eliminated vehicles should be spread to the remaining front line vehicles. The Village should also consider an interdepartmental staffing of Lombard's Emergency Communications which has traditionally been operating by fire personnel but could benefit from the operating support of other operating departments.

It is recommended that one of the FPB vehicles be assigned for use by the Assistant Chief. If this is the case then the Bureau should replace that unit with a Prius for maximum fuel economy. In terms of vehicle management, an individual command car for each Battalion Chief appears beyond need. Use of a Battalion Chief dedicated vehicle should be subject to a commitment of the BC's to respond to calls for assist and support as they do presently and to live in proximity to the Village to allow this to reasonably occur. All three BC's currently are Lombard residents.

The department should establish a "green team" to develop the structure and program for improved energy management with achievable targets. The efforts of the Village's Environmental Commission and the Village itself have outpaced the progress within the Fire Department. As a part of its strategic planning initiative the department should create programs to reduce energy consumption without compromising mission. This applies, to equipment, facilities and deployments, and operations

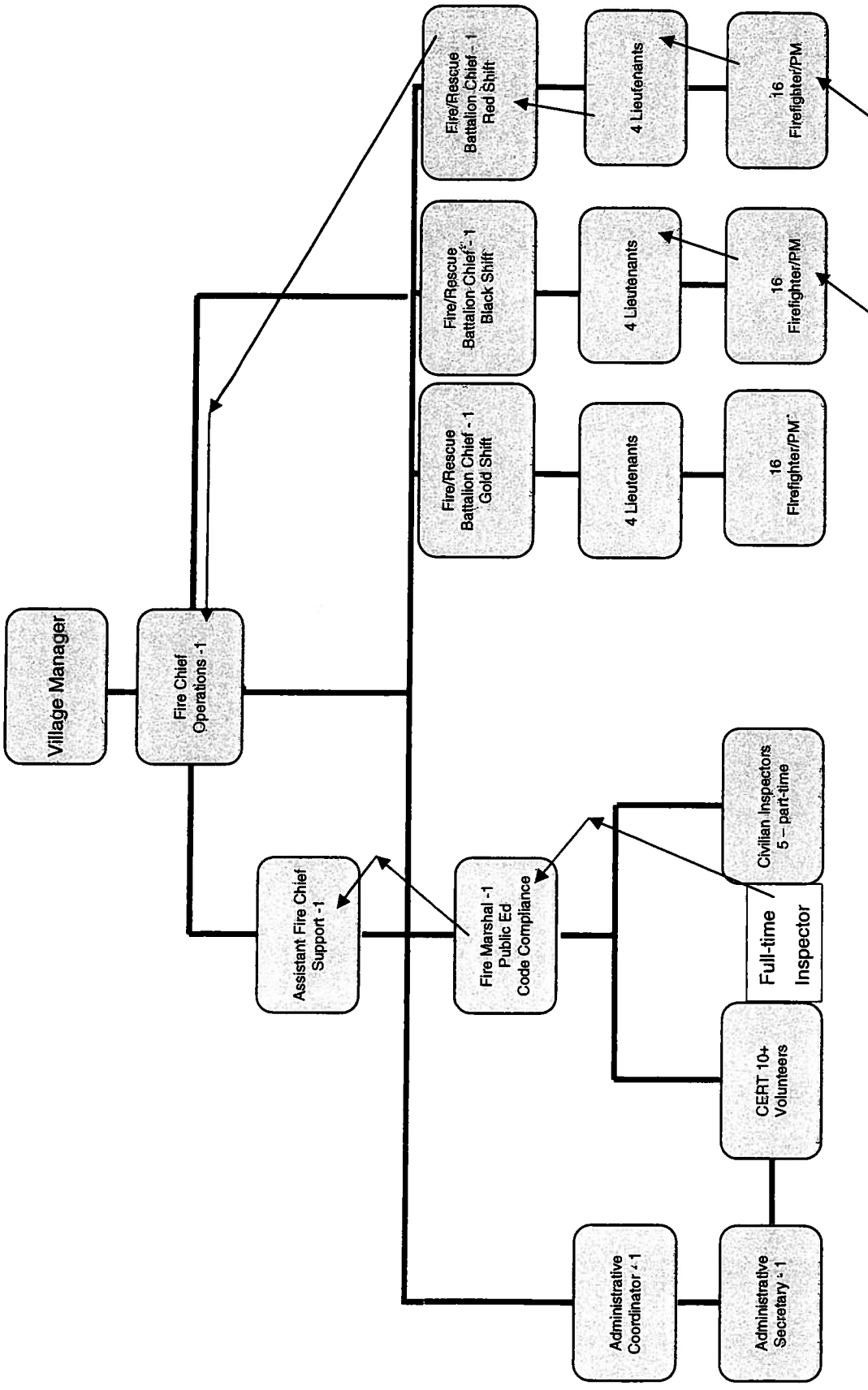
Department revenues. The Glenbard Fire Protection District contract does not fund the department at the same level Lombard residents do. While the Village receives nearly all the property tax revenues (District is at maximum rates), increased revenue should be pursued so as to maintain an equitable balance with Lombard residents.

The Village should ensure that all contractual services are fair to Lombard taxpayers financially and do not degrade the protections that Lombard residents rely upon. As a part of this assessment, the costs to serve the Glenbard Fire Protection district was evaluated against the tax revenues generated by the District indicated that Lombard was subsidizing the services for these unincorporated residents and businesses. By applying the non-resident ambulance fees to Glenbard calls the Village can close the gap substantially between the costs for service and the revenues generated. This information was presented and discussed with the Fire District Trustees at their annual meeting in September. It is recommended that the Village pass the amending legislation in the fall.

The Village has studied the feasibility of introducing a wireless alarm system within the Villages. Where this has been launched in our area including Elmhurst and Tinley Park the cost of launching the system has been recovered in four or fewer years and then for systems under Village control the

<i>Recurring Savings:</i>	
Eliminate add pay for coordinator positions	\$34,000-\$41,000
Pension reductions for above	\$13,000
Elimination of the FT Fire Inspector	\$71,000
Compensation adjustment for Fire Marshal	\$20,000
Eliminate Battalion Chief overtime	\$18,000
Reduce OT through attaining full strength	\$34,000
Process evaluation outcomes	TBA
Operations OT reductions Pub Ed Jump Co	TBA
Fleet reduction maintenance costs	TBA
Shift to Quartermaster system	TBA
Change time of shifts (OT reductions strategy)	TBA
<i>Recurring Additional Expense:</i>	
Assistant Chief compensation	\$110,000

Lombard Fire Department - October 2010 – Staffing & Structure



Red arrows signifying promotional moves

10/11/2010

EXHIBIT 1

SHIFT ASSIGNMENTS

Station One (50 E. St. Charles Road)

Station Two (2020 S. Highland)

Promoted

Hired

Promoted

Hired

Gold Shift

*Lt. Richard Kossak (L5)	<i>6/01</i>	9/89	*B/C Ronald Rakosnik (F4)	<i>8/07</i>	2/85
Feely, Greene & Stuart to rotate			*Lt. Greg Feely (L7)	<i>03/02</i>	04/87
			*Lt. Al Greene (L9)	<i>10/08</i>	3/91
			*Lt. Brian Stuart (L10)	<i>10/08</i>	3/91
*Chris Brasile		2/98	*Dudley Elvery		8/96
Pete Davis		4/79	Tim Gorvett		9/09
*Michael Fetzer		9/96	*Bob Hopper		8/06
*Adam Johnson		9/00	Alex Johnson		8/08
*Juan Placencia		9/07	Greg Orlando		8/79
*Glenn Scudder		4/90	*Tony Sally		8/04
			*Jack Shafer		11/06
			*Joe Shark		10/06
			*Ken Welch		3/91

Sick Leave/Workman's Comp.

Black Shift

*Lt. Marty Coomes (L4)	<i>6/01</i>	4/87	*B/C Charles Ralis (F3)	<i>4/01</i>	9/85
			*Lt. Ray Kickert (L2)	<i>11/00</i>	8/91
			*Lt. Paul DiRienzo (L6)	<i>6/01</i>	7/86
			*Lt. Doug Cail (L11)	<i>10/08</i>	2/96
*Terry Davis		10/03	*Jeff Abruzino		2/06
*Brad Delatorre		8/98	James Barron		8/79
*Dan Ekhart		10/06	*Joe Kielczynski		8/99
Gabe Suto		9/08	*William Klein		10/08
*Michael Heimbecker		8/03	*Tim Moran		11/00
*Greg Vazquez		4/90	*Michael Ringa		8/03
			*Tom Tulipano		2/96
			*Ken Wilczak		2/85
			*Tom Willis		2/85
			*Chris Wilmot		7/06

Red Shift

*Lt. Chuck Faivre (L8)	<i>10/08</i>	3/91	B/C Michael Torrence (F2)	<i>4/01</i>	9/78
			*Lt. Jeffrey Holst (L1)	<i>8/99</i>	9/85
			*Lt. Art Peters (L3)	<i>11/00</i>	4/87
*Chris Coomes		3/91	*Galen Cardott		2/98
*Frank Gallione		9/89	*William Chick		8/03
*Tim Hogan		5/00	Dale Farris		9/09
*Bruce Logsdon		10/09	*Anthony Goodman		8/03
*Mark Sepe		8/99	Joshua Hays		8/08
*Nick Soprano		10/06	*Tim Hillesheim		2/06
*Don Volz		9/00	*Paul Jakusz		4/90
			*Mark Laffrey		3/98
			*Robert Scholz		9/91

* Paramedics

Revised August 9, 2010

EXHIBIT 2

APPARATUS & VEHICLE SUMMARY

Equipment#/ Serv Ind	Asset#/ License		Miscellaneous Id	Fleet	Class	Cost Ctr	ICMA CLASS	USE
81 Active	2006SD M120274		4X4 PICKUP	FR	08	2320	LIGHT 2	SPLW
	Chassis: 2000		FORD	F-350		1FTSX31S5YED33394		
	Engine:		FORD	6.8L				
909 Active	ZZZZ M85615		HAZ MAT TRAILER	FR	01	2320	LIGHT EQ	MISC
	Chassis: 1990		WELLSCARGO	CARGO		1W200F21L1047843		
916 Active	2020 M098280		FIU TRAILER	FR	01	2320	LIGHT EQ	MISC
	Chassis: 2010		USCARGO	TSC612TA2		5NHUTS223AW042502		
84 Active	2007SD M124929		CARGO VAN	FE	06	2330	LIGHT 1	POOL
	Chassis: 2001		FORD	E150		1FTRE142X1HA71817		
	Engine:		FORD	4.2L				
905 Active	M095407		POP UP TRAILER	FE	01	2330	LIGHT EQ	MISC
	Chassis: 1999		VIKING			1TV1C6539X5533619		
910 Active	ZZZZ M110859		FIRE EDUCATION HOUSE	FE	01	2330	LIGHT EQ	MISC
	Chassis: 1999		SURRY	HOUSE		1020DSM19X8330253		
2 Active	2016 M171071		FIRE MARSHALL	FP	05	2355	LIGHT 1	TAKEHOME
	Chassis: 2008		FORD	ESCAPE		1FMCU02Z98KE22227		
	Engine:		FORD	2.3L				
15 Active	2013 M160612			FP	05	2355	LIGHT 1	POOL
	Chassis: 2007		FORD	ESCAPE		1FMYU02Z67KA90171		
	Engine:		FORD	2.3L				
17 Active	2015 M171069			FP	05	2355	LIGHT 1	POOL
	Chassis: 2008		FORD	ESCAPE		1FMCU02Z88KB52696		
	Engine:		FORD	2.3L				
403 Active	2015 M171070			FP	05	2355	LIGHT 1	POOL
	Chassis: 2008		FORD	ESCAPE		1FMCU02Z78KB26154		
	Engine:		FORD	2.3L				
61 Active	2013 722001AM		HORTON	FM	11	2390	EMS	ERESPONSE
	Chassis: 2006		FORD	F-450		1FDXF46P86EC94599		
	Engine:		FORD	6.0L DIESEL				
62 Active	2016 722004AM		HORTON	FM	11	2390	EMS	ERESPONSE
	Chassis: 2009		FORD	F-450		1FDAF46R89EA29189		
	Engine:		FORD	6.4L				

Village of Lombard
 Equipment Id List by Cost Ctr

Equipment#	Year / Make / Model / VIN	License	Fleet	Meter Reading (1)
1	2010 FORD EXPLORER 1FMEU7DEXAUA57904	- M182151	FIRE ADMIN.	1,486 Miles
4	2010 FORD EXPEDITION 1FMJU1G53AEA75842	- M180070	FIRE & RESCUE	3,338 Miles
5	2006 FORD EXPLORER 1FMEU72E76UB54259	- M154870	FIRE & RESCUE	31,479 Miles
6	2006 FORD EXPLORER 1FMEU72E36UB54260	- M154869	FIRE & RESCUE	24,330 Miles
7	2006 FORD EXPLORER 1FMEU72E56UB54261	- M154868	FIRE & RESCUE	12,523 Miles
43	2005 PIERCE DASH 4P1CD01S55A004717	- N/A	FIRE & RESCUE	5,258 Hours
44	2010 PIERCE IMPEL 4P1CJ01A1AA010766	- N/A	FIRE & RESCUE	245 Hours
45	2007 PIERCE DASH 4P1CD01S67A007127	- N/A	FIRE & RESCUE	2,737 Hours
51	2000 PIERCE DASH 100 4P1CT02S4YA000888	- N/A	FIRE & RESCUE	5,753 Hours
52	2007 PIERCE DASH 100 4P1CD01H67A007651	- N/A	FIRE & RESCUE	2,366 Hours
80	2006 FORD F-350 1FTWX31596EB72301	- M154827	FIRE & RESCUE	12,547 Miles
81	2000 FORD F-350 1FTSX31S5YED33394	- M120274	FIRE & RESCUE	30,619 Miles
909	1990 WELLSCARGO CARG 1W200F21L1047843	- M85615	FIRE & RESCUE	None
916	2010 USCARGO TSC612TA 5NHUTS223AW042502	- M098280	FIRE & RESCUE	None
84	2001 FORD E150 1FTRE142X1HA71817	- M124929	PUBLIC ED.\FIRE	48,320 Miles
905	1999 VIKING 1TV1C6539X5533619	- M095407	PUBLIC ED.\FIRE	None
910	1999 SURRY HOUSE 1020DSM19X8330253	- M110859	PUBLIC ED.\FIRE	None
2	2008 FORD ESCAPE 1FMCU02Z98KE22227	- M171071	FIRE PREVENTION	20,601 Miles
15	2007 FORD ESCAPE 1FMYU02Z67KA90171	- M160612	FIRE PREVENTION	29,832 Miles
17	2008 FORD ESCAPE 1FMCU02Z88KB52696	- M171069	FIRE PREVENTION	13,175 Miles
403	2008 FORD ESCAPE 1FMCU02Z78KB26154	- M171070	FIRE PREVENTION	8,498 Miles
61	2006 FORD F-450 1FDXF46P86EC94599	- 722001AM	FIRE MEDICAL	5,111 Hours
62	2009 FORD F-450 1FDAF46R89EA29189	- 722004AM	FIRE MEDICAL	1,317 Hours
63	2003 FORD F-350 1FDWF36P33ED60560	- 722003AM	FIRE MEDICAL	6,936 Hours
64	2005 FORD F-350 1FDWF36P55EB57494	- 722002AM	FIRE MEDICAL	6,547 Hours
65	2008 FORD F-450 1FDXF46R58EB15858	- 722005AM	FIRE MEDICAL	3,843 Hours
901	2006 YAHMAHA	- N/A	FIRE MEDICAL	None

EXHIBIT 3

EXHIBIT 4

D. 2009 EMS Calls/Number of Ambulances:

	# Ambulance	# Medic Calls	Ratio
Lombard	(2)	4,251	2,126
<i>Lombard</i>	(3)	4,251	1,417
Elmhurst	(2)	3,273	1,637
Park Ridge	(2)	2,432	1,216
Wheaton	(3)	3,433	1,144
Downers Grove	(3)	3,231	1,077
Addison	(3)	3,057	1,019
Naperville	(7)	6,443	920
Lisle-Woodridge	(4)	3,470	867

E. Lombard Fire Department - Costs Per Capita:

	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
Total Fire Budget	\$197	\$214	\$194	\$195	\$203
Personnel Costs	\$147	\$155	\$149	\$147	\$147
Contractual+Pension	\$0	\$149	\$38	\$41	\$50

EXHIBIT 5

**Lombard Fire Department 18-month
Time of Call Distribution**

Through 8/31/2010

EXHIBIT 6

Glenbard Fire Protection District Revenue Deficiency Study

GLENBARD FIRE PROTECTION DISTRICT: COST RECOVERY ANALYSIS
September 10, 2010
William R. Balling

GFPD Calls	2007	2008	2009	3 Year μ
Fire	84	98	107	96
EMS	<u>259</u>	<u>263</u>	<u>261</u>	<u>261</u>
Totals	343	361	368	357
GFPD	2007	2008	2009	2010
Prop Tax to VOL		\$276,000	\$276,000	\$303,826
Amb Revenue (Resident @ \$640)				\$167,040
Amb Revenue Alt (Non-resident @ \$1035)				\$270,135
GFPD				
Cost for service (using 3 year average) \$1,645/call X 357 Calls				\$587,265
Revenue shortfall using resident rates/100% to collection				<\$116,399>
Revenue shortfall using non-resident rates/100% collection				<\$13,304>

Assumptions: VOL service projected as 3 year μ cost/call on Actual Budgets = \$1,645/call and 6,046 μ calls

EXHIBIT 7

**Lombard Fire Department
August 2010 Unannounced Training Inspection
Illinois State Fire Marshal**

Jeff and especially Tim have done an excellent job in getting Lombard's

Recommendation:

Keep up the excellent work.

Random Training Jackets Checked:

Jeff Abruzino - OK, Joshua Hays - OK, Michael Heimbecker - OK, Juan Placencia - OK, Anthony Sally - OK,

Revisit: Yes No Months

Fire Certification Specialist (print):

Fire Certification Specialist (print):

Date:

EXHIBIT 8

**Incident Summary
January 1, 2007 through August 31, 2010**

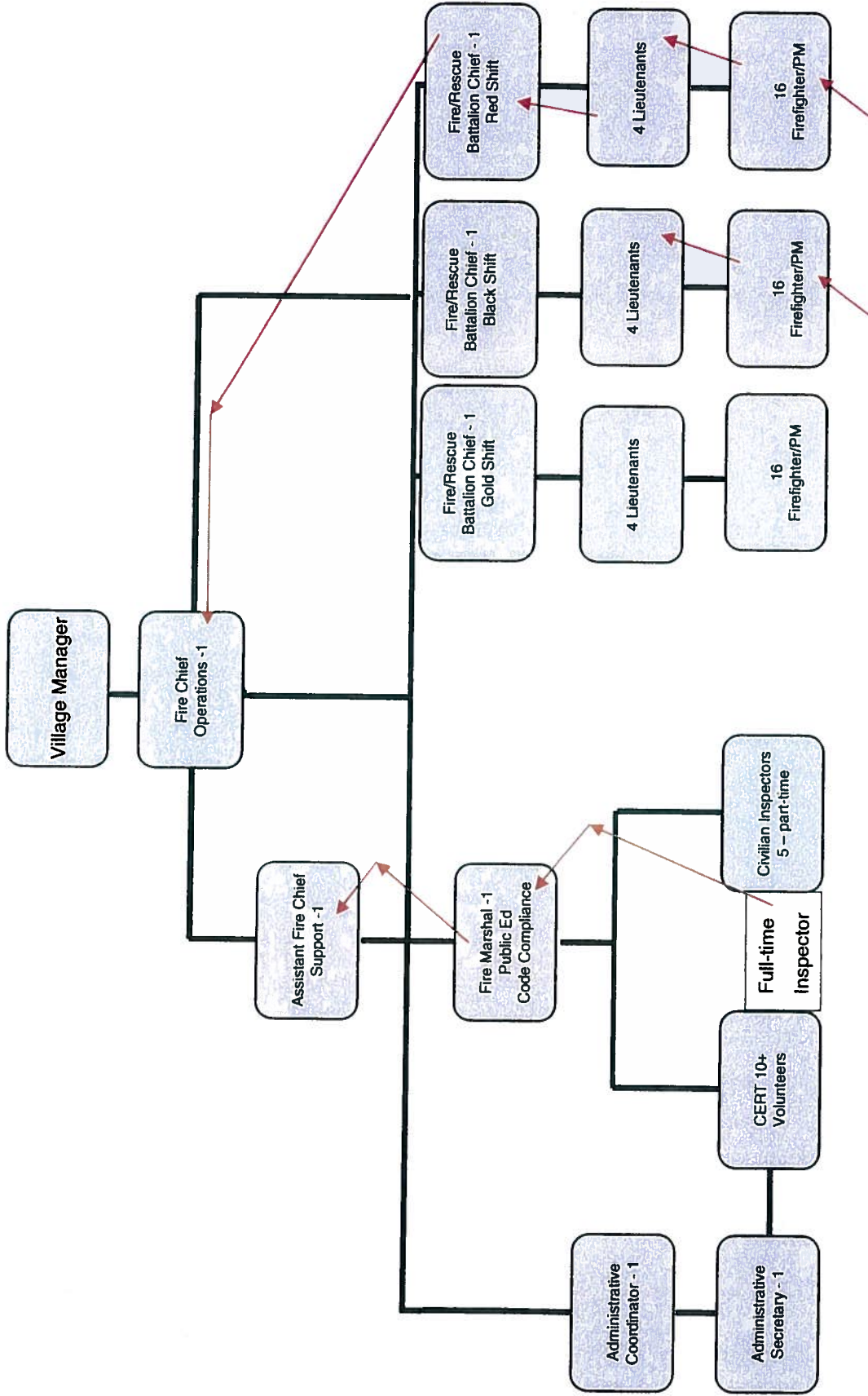
Lombard Fire Department Monthly Report: December 2009

	CURRENT MONTH	Est. Loss	CALENDAR YEAR-TO-DATE	Est. Loss	PREVIOUS YEAR-TO-DATE	Est. Loss
	No.		No.		No.	
I. FIREFIGHTING ACTIVITY						
A. Total Responses	196	\$146,900.00	2,813	\$2,243,175	3,090	\$1,033,750.00
B. Structural Fires	4	\$143,200.00	39	\$2,176,250	41	\$916,450.00
C. Non-Structural Fires	2	\$3,700.00	62	\$66,925	71	\$117,300.00
D. Non-Fire Alarms/Service Calls	85		1,177		1,412	
E. EMS Assist Calls	85		1,224		1,269	
F. Mutual Aid Given	20		311		297	
G. Deaths/Injuries	0/0		0/1		0/1	
Firefighters	0/0		0/1		0/0	
II. EMERGENCY MEDICAL SERVICE						
A. Total Responses	347		4,251		4,378	
Station 1 District	154		1,810		1,846	
Mutual Aid given by Station 1	1		51		33	
Station 2 District	189		2,356		2,459	
Mutual Aid given by Station 2	3		35		40	
Mutual Aid Received	11		124		95	
Persons seen (treated)	339		3,841		3,447	
Persons Transported	258		2,952		3,099	
Hospitals Transported to:						
Elmhurst Memorial	53		640		654	
Good Samaritan	194		2,179		2,291	
GlenOaks	3		83		85	
Central DuPage	6		54		69	
Other	0		7		8	
III. TOTAL FIRE/EMS RESPONSES	543		7,064		7,468	

Lombard Fire Department Monthly Report: December 2007

	CURRENT MONTH	Est. Loss	CALENDAR YEAR-TO-DATE	Est. Loss	PREVIOUS YEAR-TO-DATE	Est. Loss
	No.		No.		No.	
I FIREFIGHTING ACTIVITY						
A. Total Responses	273	\$24,000	3,289	\$2,647,425	2,822	\$1,078,275
B. Structural Fires	5	3,000	49	2,472,225	34	998,200
C. Non-Structural Fires	5	21,000	72	175,200	76	80,075
D. Non-Fire Alarms/Service Calls	125	0	1,584		1,224	
E. EMS Assist Calls	117	\$0	1,297		1,251	
F. Mutual Aid Given	21	\$0	287		237	
G. Deaths/Injuries	0/0		0/1			1/2
Civilians						
Firefighters	0/0		0/0			0/1
II EMERGENCY MEDICAL SERVICE						
A. Total Responses	381		4,417		4,347	
Station 1 District	151		1,833		1,989	
Mutual Aid given by Station 1	3		43		32	
Station 2 District	222		2,488		2,285	
Mutual Aid given by Station 2	5		53		41	
B. Mutual Aid Received	16		140		116	
C. Persons seen (treated)	300		3,499		3,261	
D. Persons Transported	283		3,132		2,879	
E. Hospitals Transported to:						
Elmhurst Memorial	55		647		625	
Good Samaritan	220		2,287		2,087	
GlenOaks	4		121		96	
Central DuPage	4		66		53	
Other	0		13		18	
III TOTAL FIRE/EMS RESPONSES	654		7,706		7,169	

Lombard Fire Department - October 2010 – Staffing & Structure

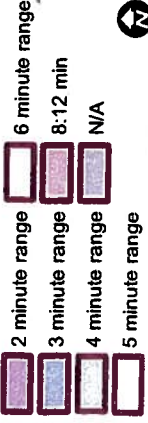


Red arrows signifying promotional moves

10/11/2010

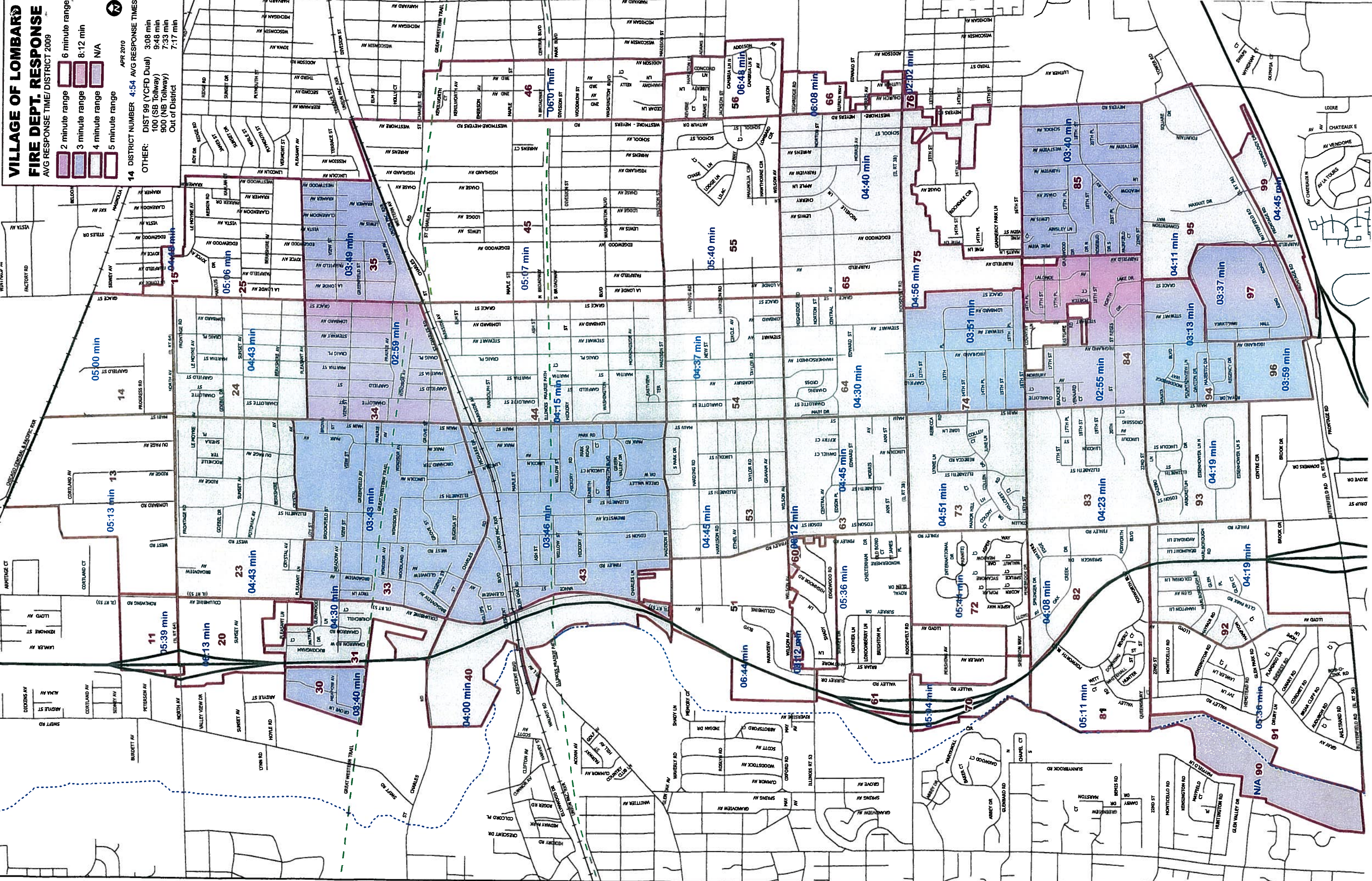
VILLAGE OF LOMBARD FIRE DEPT. RESPONSE

AVG RESPONSE TIME/DISTRICT 2009



APR 2010

14 DISTRICT NUMBER 4:54 AVG RESPONSE TIMES
OTHER: DIST 99 (YCFD Dual) 3:08 min
100 (SB Tollway) 9:48 min
900 (NB Tollway) 7:33 min
Out of District 7:17 min



VILLAGE OF LOMBARD FIRE DEPT. RESPONSE

NO. OF INCIDENTS / DISTRICT FOR 2009

Under 20
 20 - 49
 50 - 74
 75 - 99
 100 or above

APR 2010

14 DISTRICT NUMBER 54 NUMBER OF INCIDENT:

OTHER: DIST 99 (YCFD Dual) 8
 100 (SB Tollway) 19
 900 (NB Tollway) 18
 Out of District 207

